**PPN Session Two 1.5.2024**

[Speaker 2] (11:57:59 - 11:58:03)

I'm staging two and a half minutes time. Please take your seat.

[Speaker 4] (11:58:28 - 11:58:47)

Hey, I've been waiting too long. I've been waiting. Hell no, I want that cool love.

Body of mine, losing all my innocence. Yeah, body of mine, finding all my innocence. Body of mine, losing all my innocence.

[Speaker 9] (11:58:47 - 11:59:11)

Yeah, body of mine, finding all my innocence. Body of mine, losing all my innocence. Yeah, body of mine, finding all my innocence.

Body of mine, losing all my innocence. Yeah, body of mine, finding all my innocence. Yeah, body of mine, losing all my innocence.

[Speaker 4] (11:59:27 - 11:59:38)

Hey, just hit the pedal. If things go wrong, it's just incidental. My bad, never got the memo.

That you never have fun while you're in the limo. Yeah, you wanna ride in six. This is your one minute warming, ladies and gents.

[Speaker 19] (11:59:38 - 11:59:40)

This is your one minute warming.

[Speaker 4] (11:59:40 - 11:59:59)

We're live on stage in one minute's time. Take your seat. Hell no, I've been waiting too long.

I've been waiting. Hell no, I want that cool love. Body of mine, losing all my innocence.

Hell no, I've been waiting too long. I've been waiting. Hell no, I want that cool love.

Body of mine, losing all my innocence.

[Speaker 2] (11:59:59 - 12:00:06)

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

[Speaker 9] (12:00:07 - 12:00:22)

Body of mine, losing all my innocence. Yeah, body of mine, finding all my innocence. Body of mine, losing all my innocence.

Yeah, body of mine, finding all my innocence.

[Speaker 14] (12:00:38 - 12:00:53)

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

[Speaker 2] (12:00:54 - 12:09:10)

Woo! Wow. I like that welcome back.

Can we do that every time? Yeah. Yeah?

Excellent. Loved it. Right, did you have a good break?

Yeah. Ready for session two? Yeah.

Yeah. Fantastic. Look at those smiley faces.

The sun is shining outside, everyone. Happy days. Right.

So to continue our conversation about the championship season, earlier I told you that it is whatever your heart's desire is this year. So whatever your life by design is, your championship season is what you will manifest. However, we do have an amazing super event as well to kick off the summer season.

Adam alluded to it earlier. Just some things for you to remember about logistics. So the event is on the Friday.

It is not on Wednesday. Yeah, so don't turn up to the Wednesday event. Turn up to it on Friday the 7th of June.

All of us will be in one room. That's interesting. I'm just going to skirt over that one.

One room. That's advanced. And the program, we're all together to kick off the summer season.

It's on the Friday the 7th of June and it's on until 5.30. So make sure you've got that in your diaries, that you're not booking a train at 4 o'clock in the afternoon because you're going to miss out on the best material. And then afterwards, it's the grand finale for Get Up and Give Back, which I'll talk more about later. I am very, very happy to announce that we are going to be doing, before the super event starts, we are going to be having a women's, get it right this time, women's world-class breakfast.

Yes? Shall we give all the ladies a little round of applause? Woo!

Woo! We love it. I like that grunt.

So, and what's exciting about this event is we're going to invite people from the program, women from the program and women from advanced, so that you can network together, so that this is all to celebrate females in property, in this business, networking together and finding ways to make solutions and talk business together. So it's ticket price. Adam mentioned this.

It's £30. It's just to cover our costs, but spaces are limited. So when the Facebook post goes out from Bianca, you need to get on there quick.

So ladies, get your tickets booked. There's a space of 16. So I'm really looking forward to hosting that.

The last one was absolutely fantastic. And what I'd like to say, ladies and gents, if you've got any suggestions for us, yeah, gents, you're going to have to come up with something very good for me to take it seriously, yeah, you please put something on the feedback today. So when you're doing the feedback later on this afternoon, you know, make some suggestions on what you'd like to discuss in the agenda.

I am all ears. And then how are we getting on with our accreditation? Shall we find out?

Let's remember what we've got to do for this accreditation. 90% of posting on Sunday Sanity. Attending 10 out of 12 workshops.

Being present at both awards day. Well, we've nailed the other one, the first one, not the other one, but we've nailed the first one. And then what's the final one?

Doing posts in the Facebook community or taking part in Get Up and Give Back. And that's what you've got to do. So I think, for the majority of us, what are the challenges?

I think they're posting Sunday Sanity, aren't they? And posting things in the community. And that's what we really want you to do more of, yeah?

Tell us more about your journey. Share with us the challenges, the successes. It doesn't have to be a success story to share in the community.

Adam loves the problems, don't you, Adam? Yeah, absolutely love them. You know, we're here to help.

We want to hear about the things that, I've just been talking to Smitha about how hard it is to manage people if you're a blaze. Adam? So this is where we're up to.

Lots of ambers on here, but lots of greens as well. There's 22 people on here, all green. You're getting your accreditation so far.

Well done to you. If you're in amber, don't worry, it's all to play for still. Everyone's just sitting like really, shall I move out of the way so everyone can see?

You've got it all to play for, but the things you want to be focusing on are Sunday Sanity, yeah, and posting that in the community. We've had Afam, I think, he's disappeared, but Afam had problems loading his up. If you've got a problem with posting Sunday Sanities or getting them in the Facebook community, then tell Bianca.

There is an email address, isn't there, Bianca, if there's problems, sundaysanityatpropertyentrepreneur.co.uk. You can tell us about it if you've missed something. So these are the things you need to pick up on. If there's a number by your name and you can see it, that's because you need to do some more posting in the community, yeah?

That's what you've got to do, so just share more of your journey, and if you think anything's majorly wrong, then tell Bianca, yeah? Right, it's now time to move on to session two, and this is all about creating a world-class culture using a set-and-forget framework. As you know, today we've been talking to you about blueprints, set-and-forget, put it in your diary, just turn up and make it happen, and that's literally what we're going to be sharing with you, another fantastic blueprint.

But what's it like for most entrepreneurs, yeah, who aren't on programmes like Property Entrepreneur, oh, they're not on PE, they find this, they put themselves first, they come into the office in a bad mood, Paul's got a boss just like this, comes into the office in a bad mood, everybody knows about it, everyone's head down trying to ignore, trying to keep out of their way, they put themselves first, they put their team second, they're unpredictable, nobody knows when they're going to be happy with their team or when they're not, and obviously lots of people in that situation don't want to be at work, they can't wait to leave, and sometimes when they go out and do events, it's a bit of forced fun, and everyone feels like it's pulling teeth, and that does happen, I've worked in businesses just like that, I've equally worked in businesses where the culture's absolutely phenomenal, and the team and everything works really well, so I've seen it from both sides, and I'm sure you have too, but where we want to get you to is a place where people love to be there, they want to get in early, they want to get in early, they're happy to finish late, they really enjoy what they do, and they absolutely love the culture and community they work in, and they talk about it to their friends, because they're really blown away by how good it is, and if you've spoken to anyone on Property Filter, they've got loads of really positive things to say about Property Filter, this is this in practice, and which scenario do you think gets more results, the one where everyone's a little bit miserable, not sure what mood the boss is going to be in, or the one where everyone loves where they work, and everyone's on board as a team, of course it's the second scenario, and you don't have to do big gestures, so don't sit here and think, well I'm not Google, I'm not a big company, how do I do this, you can do this as well, it doesn't have to be a big gesture, it can be small gestures, and I think, and Adam and Josh have proved this with me, I just got a thank you card this morning, I wasn't going to say anything, but I got a thank you card from Adam, these little gestures, they make all the difference, and they can just put a smile on people's faces, and when we're busy, and we're in the muck of our business, or we're having problems, and lots is going wrong, we just forget this stuff, we forget it, it's so easy to forget, but we have to remember, that it's this soft fluffy stuff, that keeps the team together, that makes everyone enjoy what they do, and it really really matters, and you don't have to spend huge amounts of money on it, I certainly don't, as you know up to this point, my business has had remote workers, it's just me and a team of virtual assistants, and my culture is all about caring, and being in it together, and feeling cared for, and being thoughtful, and not wanting them to feel, that they couldn't approach me, or they couldn't, it's just we're there to support each other, and that's how we do things, so we celebrate birthdays, we celebrate work anniversaries, they also celebrate their partners, their anniversaries, their wedding anniversaries, we just go all in, and it's a really good way, to just make that connection, because you're obviously thousands of miles away, from each other, when you've got virtual assistants, but doing things like this, over the years, helps you stay together, and I've had one of my virtual assistants, this is her fifth year with me, and just makes a massive difference, it makes them feel good, it makes you feel good, and you feel part of a team, so let's put our hands together, and get one of your trainers, onto the stage, let's give him a massive round of applause, it's Mr. Josh Keegan.

[Speaker 1] (12:09:25 - 12:09:34)

Alright? You all good? Wonderful.

Yeah, I've never got a thank you card from Adam, in six years, has it been Adam?

[Speaker 19] (12:09:34 - 12:09:35)

I don't know.

[Speaker 1] (12:09:37 - 12:16:51)

I don't know what you did, to make that happen, but I do a lot for that man, and I've never once, not even a compliment. So, we're going to be diving into culture, in just a moment, before we do that, just in regards to advance, so I know a lot of you are thinking about this, and you've got a month to really think about it, I do advance as a delegate, sometimes do some of the sessions, but do it as a delegate, and I think, so the cool thing about advance, and the big level up that happened last year, is that you don't leave advance, with a to-do list, so you know when you leave, Profit Entrepreneur, these programs, these sessions, you've got a thousand things, you need to do this month, and it's quite overwhelming at times, a lot to do, advance, it's about getting it done in the room, so you have a list of homework, but you do it there, and then in the room, and you probably leave, about 10, 15% to finish off at home, but that's the game changer, you actually leave, with PDPs created, you leave with all the meetings, in your diary, like done and dusted, for your team, for the rest of the year, you leave with your marketing plan, basically there, and that's the big game changer, and having these prime time, accountability sessions mean, for those of you that are busy, and thinking, I already take a lot of time out, to do Profit Entrepreneur, it's like you actually get it done, there and there, which is just the absolute game changer, on advance. The blueprint events, we've got them coming up, very, very soon, it's literally a month, till we kick off our first, blueprint event this summer, we've got three events, for all these wonderful people, that aren't yet, Profit Entrepreneur, to actually come and join, our community, and as you know, last month, we launched the PE Promoters, part of this, the PE Promoter Program, so thank you, to all of those, that have been a part of this, the aim of the game here, is just to make sure, that we're attracting, your friends, your family members, your colleagues, your peers, because we want more people, like you, you guys embody the culture, of Profit Entrepreneur, we want more people, like you in the room, we launched this last month, and we had 48 people, sign up to do this, so to have 48 people, in our community, that actively, want to spend their time, and energy, actively promoting, Profit Entrepreneur, is just phenomenal, and we couldn't be more, grateful for that, it's blown us away really, it's more than we expected, and it's awesome, due to this success, and the demand, we're actually changing, this a little bit, we're actually updating, some different tiers, to be a promoter, so more of you, can get involved, you might have more commitment, or less time commitment, so I'm going to share, those with you, in a little bit, in a moment, all of the three tiers, I'm going to share with you, is all the exact same benefits, so you still get, a thousand pound, for every single person, you refer on to, a blueprint event, used to be 500, it's now a thousand, so we've doubled it, you still get a, two and a half thousand pound, discount for anyone you refer, and they can still, bring a partner for free, and finally, there's still a hundred percent, money back guarantee, so if they come on, they don't like it, is it the end of day, what end of day one, if they don't like it, they can literally come to us, and say look, I don't like this, they can get all their money back, and they can leave, hand us the course materials back, and they can go, so we're going to choose, some additional levels to this, so you've got PE partner, PE promoter, and PE referrer, I'll take you through these levels, because you might find, that although you may have, got involved before, you might want to do more, or maybe you haven't got involved, but actually there's, something you can do, which is a little bit less, and a little bit less, time consuming for you, so you can still, get the benefit, earn yourself some money, and actually refer, profit entrepreneur, so the top level, is a PE partner, so this is really, is the top level, this is for anybody, that's got a large audience, of people, and who could contact, that audience, and basically arrange, a webinar with them, we'll give you, everything you need, the emails, that you need to send, the nurture sequences, we'll host the webinar, you don't have to do anything, apart from use our assets, and send them out, to your audience, and this is the level, for people that could, basically get a hundred people, onto the webinar, that we can then host, then of course, for anyone that comes on, to the Blueprint events, you get paid a thousand pounds, per place of, so this is the PE partner level, for those who want to do that, Guillaume, Property Filter, did that, they got 160 people on there, and they've earned, thousands of pounds, just doing this, all they had to do was, give us access to their list, send the stuff out, and they made tons of money, from doing it, the next level, is the PE promoter level, this is what we launched, last month, and this is basically, an opportunity, for those of you, that want to commit to this, it's 30 minutes a day, there's homework, to be done every day, but there's also, private mentoring, we've done, so this is board level mentoring, on basically advanced sales, this is only to a board level, and you get all of this, for free, and it's going to take you, on that journey, to help you close, and get these leads in, on the blueprint, and actually make those sales, and get people signed up, so not only, do you get your private mentoring, with Dan, 30 minutes a day, WhatsApp group, with Dan, at the end of that, you're going to earn, tens of thousands of pounds, by following this blueprint, but you've also learned, the sales blueprint, that you can do, so this is for those people, that actually want to, learn actually, how to do this blueprint, learn all the current market trends, tips and tricks, and all the stuff, we do at board level, and the final level, and this is absolutely fine, to be at this level, is a PEU referrer, so maybe you don't have, 30 minutes a day to commit, maybe you don't quite have, the time frame, although you'd love to do it, you just don't have the capacity, at this point in time, then you can't get involved, you can do some light referrals, you can contact a few people, we'll use some marketing assets, you can do a few shares, on social media, and see what you can get, in from your network, around you, so those are the three levels, that you can be involved with, we've got some exciting news, as well, that we are levelling up, the first event, so the first event is just, in just over a month's time, and this is going to be, a special VIP event, so we're keeping, this small, purposefully, this isn't going to get big, this is going to be, the first event, it's going to be the smallest one, of all three events, but we're levelling up, the experience, so it's going to be, a VIP experience, now you can't buy, access to this, you can't go on the open market, and just buy this, but anybody you refer, will get, be able to come on to this event, so if you, this is referrals only, it's invite only, from people like yourselves, to actually get people on, for this first event, and we've just levelled up, the package, it's a small event, and we've got lots of different things, including there, you've got all your normal stuff, you know, being at the Belfry, five star resort, you know, three training days, overnight accommodation, et cetera, you've got a VIP, special events, like welcoming events, actually bring people on board, you've got private dining, with guest speakers, you've got your private WhatsApp group, VIP team mentoring sessions, and you've got the, VIP gym club, and it's basically going to be, an exclusive, small group setting, so basically, it's a VIP experience, there's going to be more Q&A, more interaction, more involvement with your trainers, more private dining, and WhatsApp groups, and just a fundamental level up, of this, so anyone you refer, can actually come on to this, VIP event, now, those of you that are doing, the promoter already, can people stand up, if they're active, in the promoter's group, at the moment, okay, cool, yeah, a few of you, go on Greg, you are, don't be so shy, don't be shy, who's, like, you don't want to be, in the group, Greg, is that, is that where you're at, out of those people, that are standing up, who, like, sit down, if you're not getting, any value from this, are you guys getting, value from the training, the mentorship, you're kind of seeing, behind the scenes, and who's like, getting that, like, who's out there, like, killing it at the moment, like, actually, following the methodology, so I don't want to do a bit, feel free to sit down, do you want to share, two ladies at the front, want to share, I'll just get the microphone, you got, everyone can sit down, it's cool, Greg, are you alright Greg, yeah, you're good, how are you finding it Katie, what's your experience been like, so far?

[Speaker 11] (12:16:51 - 12:17:11)

Yeah, it's been really good, because it, it teaches you how to sell, without selling, I've had some, really good conversations, with people in my network, which has actually, made my network, better as well, but I have ended up, agreeing to a, bike ride, with a professional cyclist, so I've sort of, stitched myself up a little bit,

[Speaker 1] (12:17:11 - 12:17:12)

and that wasn't my aim,

[Speaker 11] (12:17:12 - 12:17:15)

but if I get a sign up, it's so worth it,

[Speaker 16] (12:17:17 - 12:17:19)

£1000 to do a cycle ride, why not,

[Speaker 11] (12:17:19 - 12:17:19)

yeah,

[Speaker 16] (12:17:19 - 12:17:24)

very humbling experience, Natalie, do you want to share, your experience, how have you found it?

[Speaker 12] (12:17:24 - 12:17:48)

Similar to Katie, like, 30 minutes a day, but the mentoring's, absolutely worth it, you can apply it, to absolutely anything in life, any selling point, obviously, but better probably, for me, because I sort of, panic about, if I were referring about, sounding too selly, too salesy, but it's absolutely, not like that, it's just, going with the flow, and it's been great, yeah,

[Speaker 1] (12:17:49 - 12:23:55)

couple of surprises, actually. Thank you both for sharing, that's awesome, this is basically, the sales techniques, that we use, at Properties Entrepreneur, the sales blueprints, we're going to teach you, it's what I use at Ultimate FD, to sell out every single year, it's basically, the exact same concept, it's selling without selling, and you guys, essentially, are three minutes a day, you're getting free mentoring, but also, you're going to get paid, because it's going to, take a bit of time, but when you, when we like, do the magic trick at the end, that's where all the money's, going to come in, and that's how it works, so we start with, Flirt and Convert, this is what we did last week, and then we're now, going to move on to, the next part, which is all about, the actual sales conversations, it's starting to close people down, and this is the methodology, Dan is leading this privately, so this is Dan's private methodology, so you could actually, free up 30 minutes a day, to get private mentoring, with Dan, board level mentoring, and get paid, potentially tens of thousands, of pounds, for the privilege, not paying Dan, you get paid tens of thousands, of pounds, this is just an absolute, no brainer, and it can be one of the biggest, earners for you this year, so what we're going to do, is we're actually going to, just give you guys, an opportunity now, just to put some music on, for literally a minute, all of you should have the links, in the WhatsApp, please don't get your phones up, just yet, and what you can do, is you can do one of two things, so if you've dropped out, one of these groups, is maybe you committed last year, you thought it was, you committed last month, you thought it was a good idea, and for whatever reason, you got too busy, you can then basically reassess, and go you know what, I signed up for the promoter, I've done my best, actually I'm going to get back on, being a promoter, because I see the value in it, or I really have no time, so I'm just going to be a referrer, maybe you're in a position, where you could offer, a webinar to your client base, so you could be a PE partner, and it gives any of those, the opportunity for those, that didn't sign up, that want to get involved, based on the experiences you've had, so you're going to put music on, get your phones out, check the WhatsApp link, and feel free to join, if you would like to join, three, two, one, off you go, please put your phone down, when you've done it, and then we will crack on, with some content, nice, okay, thank you very much, feel free to, if you are just finishing up that link, and filling it out, feel free to finish it up, and we'll get started, so behind the scenes, what's been going on with me, I think it's a really important part, of Profit Entrepreneur, that we share successes, and we also share the challenges, and I think, I wanted to share with you guys, some of the challenges, I've been facing this month, so like in anything, when things start to go wrong, in business generally, a lot of things go wrong, at the same time, anyone had that experience, one thing happens, you think it's just that one thing, and if it was just that one thing, it would be all good, then five or six different things, happen at the same time, very, very challenging, and I've been in a situation, where we've had a few things go wrong, I've basically doubled the size of the team, in the last two months, I've got a lot of new team members, I've still not got a sales person yet, so I'm having to make sure, that we cater for those team members, by bringing the sales in, plus we've had a few challenges, internally, and things that we need to sort out, and resolve, so it's been tough, it's been a difficult few months, plus trying to look after kids, and be present for them, it's been intense, but one of the biggest shifts, and the thing that I have done, to kind of counteract it, is this, I've literally just gone into beast mode, it's like we have a choice, when we're in these situations, and we can literally carry away, sort it out later, I don't want to deal with that now, or you can just face it full on, I'm going to sort this out, whatever happens, I'm going to get into it, it doesn't matter how much crap there is, how many problems I've got to solve, what time and energy I've got to put into this, I'm just going to get it done, and that's where I've gone into, and it's been intense, I've been tracking my time, my hours have gone massively up, I've been up early, I've been finishing late, it's just an absolute requirement for me, at the moment, but interestingly, I've been in beast mode a few times, and this is the first time, where actually I felt quite good doing it, because I've also implemented a few things, and a few bits I've put in place, which has meant that it's not come out at the cost it normally comes at, so I'm going to share with you a few of those things, so first is under the desk treadmill, so, what was that for?

No? Well, I'll tell you why, it's because one of the things that happens, I'm sitting at my desk way too much, and I don't get my steps, and it's like the worst thing you can do is not get your steps, plus when you're tired, in the afternoon, you've got that, you're feeling sluggish in your chair, if you get up and walk during a meeting, you've got energy, it's amazing, it's like the main thing to beat the afternoon slump, so I've got one of those, I bought them for about £240, you can get them for like £120, but it's cheap, yeah, you can get them, I like, the reviews look good, and it's quite stimulating, it touches on a nice thing, yeah, recommend this, I've been getting like, literally getting 15,000 steps, I feel really great as a result, rather than being in this place, where I'm just literally sitting there all day, feeling exhausted, and it's the first thing I've ever found to beat the afternoon slump, you know, you get like 2, 3 o'clock, and your circadian rhythm kicks in, you get tired, do some walking, and you're all good, the next is motivational videos, oh God, put these on in the shower in the morning, you did not come this far, to come this far, and you're like, oh my God, it's like, why do we fall, and it's like, wow, you're like in there, and these videos are playing, all this stuff, and it's like, oh my God, you feel like so pumped, you get out of the shower, and you're like 100 press ups, and you're ready to face the day, like, genuinely, it's like, I put them on YouTube, a few minutes in the morning, and you are so ready for anything that comes at you that day, and it's, that's,

[Speaker 17] (12:23:58 - 12:24:00)

who does it? Oh yeah,

[Speaker 1] (12:24:00 - 12:31:42)

I do it, yeah, I love it, yeah, I love it, sometimes I play one of Adam's voice notes, mate, you're amazing, like that, if I ever get one, if I ever get one, and the final, this is probably one of the most important things, is, is just gym, like, I, my, my training regime is, I play football on Monday, and I have three gym sessions, and I'm not missing those sessions, like, absolutely not, there's a thousand excuses, a thousand reasons why I could miss them, but these are the things that keep us healthy, keep us going, and genuinely, I'm in a very intense place, but it's like, it's working. Asana, we've talked about management frameworks, my, like, Adam said to me once, your brain is your worst diary, everything that I have to do just gets onto Asana, and then I'm constantly just managing Asana, managing stuff, delegating stuff, and it's like, it's very powerful, and very effective, which, the worst thing is, like, when you're in these difficult zones, we've got lots of stuff to do, it's where you get a curveball that you didn't know about, or somebody says, oh, you're meant to do this for me today, you know, oh my, I totally forgot about that, that is the worst, so just knowing about, knowing about the situation, having clarity on the workflow, what you've got to do, and just meticulously planning, has been a game changer, and then finally, deadlines, deadlines get things done, I literally said to my team, at the AGM event, I'm doing about four people's jobs at the moment, and there's no way I would expect any of you to do this, like, absolutely not, it's not sustainable, it's not realistic, and it's not, it wouldn't work, so I said, so you've got me till spring, and at the end of spring, I'm no longer doing, no longer doing project work, I'm no longer doing this, no longer doing that, no longer doing this, and you guys are going to need to take all that away from me, and you're going to have to crack on, and you know, didn't know what the reaction was going to be like, but everyone's on board, they're like, yeah, that all makes sense, it's all very reasonable, one of the guys messaged me the other day, and said, just so you know, Josh, I don't think I actually need a one-to-one with you, I can have it with somebody else, and that will help you progress towards this objective of having less to do, and it's like, everyone's on board, everyone agreed, it was all, it was a very reasonable request what I was asking, and it's been a game changer, and then finally, just acceptance, so just actually accepting the fact that your to-do list is never going to get done, you have to prioritise ruthlessly, I've been here 100 times before, and I'll get through it, I've always got through it, and you're going to learn, and you, whenever I've been in one of these zones before, where I've had to go into this mode, and like to basically sort everything out, and just literally tear down trees and get it done, I always look back on these moments fondly, because they're always the things that fundamentally step change the business, and they're always good things eventually, although it may take a few months or a few years to actually see the effect, so anyone that's too busy, anyone that's like in this space where you've just got so much stuff going on, these are some tips for you to think about and ways of getting through it.

Rewire your brain, so before we dive into culture, we're going to talk about rewiring your brain, and we're going to be doing a session in session three, around how you can fundamentally act or be a better person, and one of the key sentences, one of the elements within that, is this concept of everyone's a winner, and we want you to think about this concept now, move into your businesses, into your lives, and embody some of this stuff, and rewire the way you think, because most entrepreneurs are out for themselves, all they think about is their own personal progress, their own personal objectives, and that's all they really care about, is money, money, money, how can I be the best, how can I progress, and we don't really care about the mess or the ego, or the issues, or the problems we create for other people, when we're doing that, it's very self-centred, it's just progression, it's all we want to do is care about ourselves, whereas that's not the way we want you to think, and that's not the way we operate on Profits Entrepreneur, and our big ethos on this is everybody's a winner, and everybody should be a winner, so a few concepts and things to think about, so the first is leaders eat last, and this is, you alright, go on, yeah, yeah, I remember last month, actually, I had to have a word with you about the amount of food you ate at that buffet, because I didn't get to think about it, so this is one for you, to think about, because I saw you pile your plate with about 8 pieces of chicken, and I was like, where's all the chicken gone, so Grant's got it, this is definitely one for you to think about, write that down, underline it, really think about it, I want you lasting the queue, so what's the concept here, well, it's basically the idea is that we eat last, we put everyone else's objectives and what everyone else wants to achieve ahead of ourselves, so we create personal development plans for our team, it's like, right, this is what you want to achieve, I'm going to back you, if that's where you want to go, that's what I'm going to do, we create contracts, whereby, we're not just the winner, like, everybody kind of wins from that deal, from that contract, and by giving everyone else what they want, we're going to get what we want passively, and that's the aim of the game, that's what we're trying to do, the second is play the long games, and the concept here is relationships over transactions, and we see this all the time, like, you have circumstances where people just screw us over, or they just act in a certain way, or they push for something they shouldn't really push for, and it's like, we might be guilty of doing it sometimes ourselves, but we're just trying to squeeze something, which, you know, we could have acted in a certain way, but we didn't, because we didn't want it to cost ourselves, and what we need to do is rather than value the transaction, value the relationship, like, sometimes a hundred pound, a thousand pound here and there, it's something that you're going to cost, you're going to have to incur, because you're valuing the relationship, you're valuing the long-term stability of that relationship, as opposed to that one thing there.

The next is moving from a life of fear to a life of love. Like, when we start out, it's all, oh, are we actually going to get all these clients, are we actually going to be able to scale, like, everyone's out to get me, like, oh, you know, I don't want to pay that team member more, because I'm worried that we'll go bankrupt, or there might be issues, so you want to move away from that, to, like, being an actual person of compassion, and being compassionate about the people you operate with, and actually wanting them to do the best that they could possibly do.

The next is moving from a mindset of scarcity to abundance, similar to the point before, it's like we live in an abundant place, whereas most entrepreneurs think that we live in this scarce place, there's only a certain amount of deals, and I've got to get all the right ones, only a certain amount of clients, I've got to get the right ones. The person that taught me this was Mark Barrett, he's on the board, and we literally, we both were property entrepreneurs, we both had a letting agency, which was doing the exact same thing within about a mile of one another, exactly the same market, and it was like, well how is this going to play out? I don't know, we are competitors at the end of the day, and his sentiment was always that there's enough clients for everybody, there's enough clients for everybody, there's enough clients for you, there's enough clients for me, we don't have to fight over stuff, and we had such a great relationship, we would literally go on calls and help each other out with problems we were having in our agencies, we'd literally help each other out, we'd move to the next degree, if one of my clients was upset and he contacted Mark, Mark would ring me and say, just so you know, this client's upset, what do you want to do?

Are you going to speak to them? So rather than him just try and poach, he'd be like, right, let's help Josh try and sort that out, and I would do the exact same thing. It's just this concept of abundance, there is enough for everybody, there's enough for everyone in this room, and you want to start thinking and acting that way.

And finally, the only objective is a win, win, win. You need to be in a place where whenever you're doing a transaction, whenever you're doing a deal, whenever you're negotiating a pay package for a team member, it's like, how can you win, how can they win, and how can the business win? There's always got to be three wins in every transaction, and if one of those person loses, or one of those entity loses, then it's not the right deal, it's not the way to do it, and there's always a win, win, win, you've just got to actually find it and make it happen.

Team member comes to you for a pay rise, so that's interesting, and most entrepreneurs are like, absolutely not, I'm not putting your pay up again. It's like, well, okay, you want a pay rise, I want to do less of this, if you were to take this, I've got to win, and actually as a result, you're going to do it better than me, and you're going to scale the business quicker, so the business has got to win. It's a win, win, win, and you create those win, win, wins in absolutely everything that you aim to do.

So one for your action list is to listen to this podcast, which is The Art of Doing Deals, everyone's a winner, and that's episode 56. Check that out, just a way of thinking, the way we want you to start thinking about doing business. Right, on to Culture Club.

So episode 56, Culture Club. So before we get started, what is culture? Go on, catchphrase, what is culture?

[Speaker 3] (12:31:44 - 12:31:46)

The way we do things here.

[Speaker 1] (12:31:46 - 12:32:35)

I love that, yeah, absolutely, 10 out of 10. I think that's pretty good. I think that's probably one of the best and easiest ways to describe culture.

It's like the way we do things around here. This is just the way we do stuff. It's like embedded, and this is what everybody does.

You could make that more specific by saying it's your vision, your mission, and your values. So the vision, like where are you trying to get to? The mission, what are you trying to achieve?

And values, like what do all things you share as like common values within your business? What are the most important things to you? It could be service, it could be loyalty, it could be security.

What are those values that you actually create? What we're aiming to do here is we're building on the management framework, which is all about management. We're also embedding a world-class culture into our business, and this is how you get those high performance.

This is how you get those people that stay forever, that absolutely love you and what you do, go above and beyond, and this is where you get those high performance from.

[Speaker 16] (12:32:36 - 12:32:42)

What do you think lead from the back means? Lead from the back? Anyone heard that saying before?

[Speaker 18] (12:32:44 - 12:32:52)

Yeah? Would you know what it means then, Grant? Yeah, go for it.

Go for it.

[Speaker 3] (12:32:52 - 12:32:58)

Leading from the back is giving everyone the stuff they need to succeed and pushing them in the right direction.

[Speaker 1] (12:32:59 - 12:39:47)

Perfect. Yeah, absolutely. Basically, it's this concept of if you're an officer, you're not going to go into war with your troops.

You're going to sit in the back. You're leading from the back, but you've got enough respect and admiration and enough credibility to do that. Your troops aren't sitting there going, why are you not coming in?

It's not expected. You lead from the back. They go into battle and you sit and you lead from the back.

This concept, which you might have seen in the previous session, is you want to give your team what they need and then cheer them on from the sidelines. That's it. You want to give your team everything they need.

The assets, the blueprints, the processes, the sales memos, the pricing structure. Absolutely everything you need and you're going to sit there and you're actually going to cheer them on from the sidelines and make sure they know that you're there for support but they're handling it and they're doing everything they need. There's three steps to nailing this in business management.

The first is attracting world-class talent. That's where we use the talent magnet, which we did last month to actually bring people into the business. The second is your management framework that you did in the last session.

It's clear expectations, challenging conversations. The third is just to lead from the back, to stand out of their way. Let them do their thing.

Let them shine. That's what your job is as the entrepreneur. You're not a player on the pitch.

You are literally a coach from the sidelines. You don't do the heavy lifting. You don't get involved.

You stand and cheer people on. That's the mindset shift when we talk about leadership. This is the world-class set-and-forget cultural blueprint.

What I'm going to show you now is actually how you can set the culture up in your business. You can create it. You can define it.

You can set and forget it so you don't have to worry about it. It will start to take care of itself once you've got all these things in the diary, once you've decided what your culture is actually going to look like. The real risk, what most entrepreneurs do, is they might get a bit excited about culture.

They might have a few ideas, but then they get busy and it doesn't keep happening. It's not like Seuss and Smiles, Gareth, get busy and it never happens. You don't deliver on any of these things.

We like the idea of creating this wonderful place to work, but then we're busy. We're stressed and nothing actually happens. As a result, you get people that leave, you get people that don't enjoy their job, people that don't enjoy the business, people that are not brought into the long-term vision, people that don't go above and beyond for you.

Whereas on the flip side, you can create a world-class culture where people genuinely love you, they love the work, they love the business, they love being a part of it, and they're the ones that are going to take this stuff forward. They're the ones that embody everything you do. They're the ones that are going to go above and beyond and smash this out of the park for you, even when you're not there, even when you've been on holiday for five weeks.

They don't care. They love the business and it's more about the business than it is about you as a boss or an entrepreneur. This applies whether you have a physical office, which some of you do.

Just show of hands, who's got a physical office with black people actually in there? Nice, cool. Then who's got, who's just virtual basically?

Zoom, et cetera. There's actually a nice mixture, 50-50, cool. This applies in both camps.

Whether you have a physical office and you're turning up there every day and you're seeing all your team members, or if you have virtual and you're communicating via Zoom, it's all virtual. Some of you probably have a hybrid model of the two. What I'd say is, actually, the latter camp, like the virtual cultural stuff, is probably a bit more challenging than the physical camp.

It's actually a bit more challenging to actually create that culture. It takes more energy and effort because you're not around people all day, every day. This is important as we go through examples.

You apply these specific examples to your circumstances. I'm going to give you loads of examples. Those are things you can do, but innovative and thinking about things and using your own cultures is part of this game.

Feel free to take these, run with these, change them, adopt them. We dive in. We've got six elements and six steps to this, which I'm going to take you through.

We're going to start off with your rules. Your culture, sorry, just make sure. Rules is the first blueprint in case you didn't get it.

Your culture can be anything you want it to be as long as everybody is on the same page. You can have a family business where it's all based on trust. There's lots of blurred lines.

People do what they want. It's absolutely fine. It's a family business all based on trust.

That's absolutely cool as long as everyone knows it's a family business and this is how it operates. You could have a startup where everyone's in t-shirts, trainers, just in their sportswear, whatever it may be. Absolutely cool.

You could have a kind of work hard, play hard culture where everyone comes into the office from 8.30 to 5.30 but as soon as 5.30 hits, the phone's off, they're done and everyone's heading to the bar. No work at weekend except work hard, play hard. You could have that culture.

You could have that kind of startup performance culture like Google, like Spotify where it's like, right, we're taking over the world and everyone's early, everyone's working late so there's a big vision and we're all building to this massive thing. Everyone works super, super hard. It's difficult.

It's tough and that's the culture. So you could have any of these types of cultures and you've got to decide kind of where that's going to go for you but the main thing is is like everybody needs to be on the same page. If you imagine you've got a startup culture, everyone's wearing t-shirts, trainers, you know, and it's all chilled and someone walks in in a three-piece suit every day and you're like, what's this guy do?

Why is this person doing that? Or you've got this work hard, that's where it doesn't really work and you've got to find what your culture's going to be and you've got to make sure everyone's on the same page and everyone gels and fits in with that culture and we're going to recruit into that culture. So what is culture?

What are the rules? So the first is who are you? So what kind of culture do you have?

Are you friends? Are you colleagues? Are you family members?

Are you like a high performance culture? Like who are you? What are you as a business and what does your team look like?

The next is then what do you stand for? So what do you actually stand for as a business? Is it you are all about value?

Is it you're all about no hassle? Are you about five star service? Is it about quality?

Is it a premium service? So what is it do you actually stand for as a business? What are you actually looking to achieve?

The next is what is your core value? So once you've done number two, which was the previous one it's like what do you stand for? This will help you define what your core value is.

What is the one thing that is super important to you? What is your entire business, your entire operation about? What's your core value?

What's at the core of everything that you do? The next is support values. So you've got your core value and then what are your supporting values?

What are the things that you embody as a company and embody as a team? Two, three, five things that are important to you in your business. And then finally what are your mindsets, your mantras, your modus operandi?

Basically, how do you guys think as an organisation? What are your mantras? For instance, on time is late.

Feedback, continuous improvement, world class. What are the things that you say all the time? And then modus operandi, how do you actually do things around here?

What's the way you guys get things done? What do we think the core values are for a proper entrepreneur? All the supporting values of a proper entrepreneur?

Well done, Jamie. Very well done. You can read.

It's perfect. It's all there. They're everywhere, exactly.

So yeah, wealth, health, life, by design, that's exactly what they are. This is what we do and this is everything. What do you guys think the core, the number one thing is a proper entrepreneur?

[Speaker 17] (12:39:53 - 12:39:53)

Life by design.

[Speaker 1] (12:39:54 - 12:49:02)

Yeah? Yeah. I don't actually know if we've defined that.

Adam's not in it so I can't ask him. I would say it's probably life by design or I think the way we're pushing now is financial independence. So this whole concept of like for us, the core thing is we want to get everyone to achieve a place where they're financially free, financially independent, where they can essentially live off esteem, where their financial fortress, their assets, cover their costs so they never have to worry about money ever again.

I think that's kind of where we're moving towards. Yeah, at the moment we've got our supporting values and I think probably life by design has been the core value for a long time. I think based on some of the conversations we've had internally, I think that might be shifting.

Capital living. Simple, social, smart. This was Adam's business before he sold it.

Simple, social, smart. One of the cool things about this is when you get this nailed, Adam didn't just use this internally, this was everywhere. So although within the business it's like, wow, how do we keep that really simple?

How do we keep that social and how do we keep that smart within everything we do? New operations, the team, everything that we're doing but also, they would apply this to their members, to their tenants. It's like, it was the same concept.

This is what this company's about. So whenever you come into one of our house shares, this is what we're aiming to achieve for you. The core values don't have to be just internal like property entrepreneur, they're also for your clients as well, which is a really important part.

When I had Zest, mine were create, cultivate and deliver. So it was basically creating wonderful spaces for people, cultivating relationships, cultivating the team and then deliver. Deliver what we said we were going to do.

That's what it was all about. It's like, those are our three values and that's what we had internally and that's what the team and the body. Ultimately, I think I worked on these actually and I think where I've got to, first is commercial.

Just a tip as well. When you're trying to work at what these are, think about the things you're always saying and this is how I came up with these three that I'm going to share with you in a moment. It's like, what am I always saying to the team?

When someone's talking about a solution for a client, what am I always saying? Yes, but we've got to consider this or yes, we've got to consider that and this is where I got to. The first is commercial.

Our solutions are not 100-page spreadsheets that don't actually mean anything. They're actually commercial solutions that people can actually use, understand, and actually make commercial decisions in their business. It needs to be accessible.

Entrepreneurs need accessible stuff that they can look at. If you send a spreadsheet to an entrepreneur, they're gone. It needs to be pretty, it needs to have colours, it needs to have pretty tabs and people actually use this stuff and people need to be able to contact on WhatsApp, not the crazy emails that your accountants like to send to you.

It's WhatsApp, it's voice notes, it needs to be very accessible and then value. We charge premium prices but it's all about value. How do we create value for our clients?

Although we're going to charge this price, how do we make sure they get five, ten, fifteen times that value in return? That's where we've got to and that's what we're learning and I think that's our core values. PPM UK.

A big part of PPM was service, all about service, impressing every client every time and then within there, we've got innovation, value, and growth. All of these things are things that Dan's always embodied and he's imparted these onto the business. This is actually in the dream team rule book which PPM have which we're actually going to share with you as well so you can see behind the scenes how this actually works in practice.

This is basically the culture dream team rule book that PPM have in practice. We'll share that with you into the WhatsApp group. Now remember, when you recruit people, there's going to be two elements to this recruitment.

The first is performance and the second is culture and you want to make sure whatever your culture is, the people you are recruiting are going to be into your business and embody that culture. Of course, we want them to be high performers as well. We want high performers that are an actual culture fit.

When we get those and when we get the high performers that are a cultural fit, these are your stars. These are the people that love the business, love what you do. They just get you.

They get your company. They get the way you operate. They get the way you work and they're really happy with it and they also perform at a high level.

Believe it or not, these are the people we want to recruit all the time and if we could make Wave Imagine 1, we'd always have stars that get recruited into the business. However, we don't always nail it. Use our recruitment blueprints and you're ten times less likely to, ten times more likely to recruit a star.

However, you have the best recruitment process in the world and sometimes things can go wrong. The opposite end is low performers and low cultural fit and these are our rats. They spell stars basically backwards and you've got your rats and these people obviously are vermin.

They're toxic. We don't want them in this business. They're annoying and they can go and hold for everything.

We just don't want these people and sometimes these people do get through the front door. Who's ever got recruited a rat before? Yeah, absolutely.

Sometimes they get through the recruitment process. We don't know how but they do and they're just an absolute nightmare. We don't want to avoid these little costs.

The next is your terrorists. These people are without a doubt the most difficult. They're like real terrorists.

They're very difficult. They're very elusive. They're very hard to get your head around and they're high performers so they can perform at a very, very, very high level.

They can smash anything you give them out of the park but they have a very low cultural fit. So symptoms or things you tend to see with these people are they get the work done when it suits them. Whenever you give anything to them it feels like a bit of an argument or a bit of a fight and they have a meeting with you or you have a meeting with them and they'll agree to everything you've said and it all sounds great and they're like, oh yeah, absolutely and then you find out they've been slagging you off to all the other team members in the office.

It's like, what's just happened there? These guys are terrorists. They'll hold you, your team to ransom.

They're on the one face of their one thing but they're saying all this other stuff behind the scenes and they're causing absolute chaos behind the scenes and they're really difficult to get rid of because whenever you have a sit down and have a conversation with them they buck their ideas up for a few days, maybe a week and they're absolutely smashed out of the park. You're like, I cannot believe we're almost going to get rid of you. You're amazing.

They do just enough and as soon as you take your eye off them they just start causing trouble again and we want to avoid these. Who's recruited terrorists before? Yeah.

I think these people tend to be when they're kind of this kind of concept old dog, new tricks is when they tend to be a bit more senior so when you recruit somebody senior into your business obviously it can pay so much dividends, so much experience they're going to actually smash out of the park but in my experience whenever I recruit someone that's a bit senior they're kind of in that third barber category that we discussed last month. It's like no matter how much they say they're going to follow your processes and they're going to kind of work with you it's painful and they're not going to do that.

It's lots of fighting and resistance and it's just exhausting having them in the business so we want to avoid terrorists where we can. Once again, hard, it takes time to learn that but you've got to trust your gut on some of these things as well. In the final, these people are low performance fits and they are a massive cultural fit so we normally love these people because they love us they love the business they can't believe they're so grateful you gave them a job and they just think it's just amazing and everything you say they're like wow they're bouncing up and down they're absolutely clapping and they're like puppies a lot of fun but they shit everywhere and they are just basically destroying your business one poo at a time like they're just an island and when you when you finally have the heart to get rid of these people because it's really hard because they're going to be crying they're going to be upset they're like I thought we were going to be together forever it's like really difficult you will probably have about six months to a year of cleaning up the mess that they've created depending on how long they've been in the business we don't want them no matter how good it sounds for our ego we do not want them we want to get rid of them so you need to make sure you define what your culture is make sure when you're recruiting people you'll make sure these people fit with your culture which is the difference between success and failure with high performance cool so once we set our rules we then need to basically build some stuff into our diary and the first thing we're going to build in is our annual things the annual things we're going to put in the diary to make sure this happens I think the key sentiment or one of the key sentiments I'd share with you is smile, this is it and what we mean by that is we all think that we are working towards something but we all think right, once I've got this deal over once I've published this book once I've sorted this done this turnaround once I've hit this sales target once I've got this amount of properties once I've bought this new house I'm going to feel amazing I'm going to calm things down it's going to be awesome I'm actually going to have time for this stuff and actually sit down and take the team on parties and take one night out we all think that's going to happen in reality I've been doing this now for entrepreneurship for about 8-9 years I've literally never had that moment where I've gone oh, fine, I'm ready now I'm ready to treat the team I'm ready to sit down oh, let's have a bit of fun never in my career and the reality is this is actually the journey this bit you're in now this is it so you've got to make sure you're enjoying this journey along the way because where you're trying to get to is never going to happen and when you get there it's not going to feel the way it's going to feel I'm sorry to tell you so smile, this is it and what we want to do is make sure we make this journey remarkable make it enjoyable and we enjoy the process with these people around us we don't just treat them as just people that they're there to do work for it's like we nurture a relationship we have fun we enjoy it and we actually share the journey with these people because these people that you've got in your businesses are the people that you're going to be spending the majority of your time with so make the most of it so what we're going to do is put deliverables in the diary things that we're going to do and we're going to start with annual deliverables that we're actually going to put in the diary so the first is a lot of this stuff is from your PE calendar so stuff you should have done so your strategy sessions with your team so strategy sessions happen in autumn does anyone remember what a strategy session is?

yeah can you pass the mic to Katie please nice catch

[Speaker 11] (12:49:03 - 12:49:07)

the headline strategy and your three objectives for your business

[Speaker 1] (12:49:07 - 12:50:58)

yeah so it's basically in autumn when we're sitting down in our journal thank you when we're sitting down in our journal what we want to do is book in strategy sessions with our team where we're saying look what do you want to do next year where do you want to go what do you think we should do what's working in your role what's not working in your role we actually get their buy in for the strategy we actually consider where they want to get it's the whole concept of leaders eat last we want to give them what they want and build our strategy around making that happen so we do our strategy sessions in autumn and we actually spend some time getting people brought into the business knowing that they're valued they've got an opinion and they actually get to craft the next year and I have team members I used to overhear team members explaining to new team members oh yeah it's great in autumn we actually get to go through this and we actually get to decide what we're going to do and they would be saying that in like summer when we're really busy and they'd literally be telling each other yeah we get to do this and this point is great so it's like part of the team it's part of the culture next is your strategy day so January this is where we actually launch it's like new year new start here's what we're doing this year within the business and we basically launch winter and launch like an outline of our strategy for the year ahead once again you want to do that have fun you know take them through everything prepare a presentation then we used to like book a lunch to go out after lunch we do it in the morning then we go out for lunch as a team and then everyone just have the rest of the day off you could do it if you want to go out in the evenings you could do it in the afternoon go out in the evenings take them out for a dinner just have a social if you're on virtual just make a point say look at the end of this session it's going to finish at 3 if anyone wants to go and get yourself a drink whatever go get yourself a drink ready you can have a beer have whatever you want grab a tea or coffee if you don't want a drink and just sit and we're just going to have half an hour of just time we can do a quiz together or we can play a game whatever it is you want to do you can do all this stuff and it has a real impact for people virtually don't underestimate the importance of doing this stuff virtually as well then New Year's Eve so New Year's Eve when does New Year's Eve happen?

31st well done 31st of March New Year's Eve's happen why do we have it on the 31st of March?

[Speaker 17] (12:50:58 - 12:50:59)

Tax year

[Speaker 1] (12:50:59 - 13:15:10)

yeah tax year also profit and unfair calendar so we finish winter our Q4 is winter we do our winter hit list we get it done and then we basically take the team out for a celebration right we've done winter congratulations well done these are all the things we've learned in the business let's go for some drinks let's get on Zoom let's have a 45 minute session where we'll make a cocktail together whatever that may be we're going to get a takeaway in sit and have a chat whatever that may be celebrate and have your New Year's Eve and actually celebrate the end of the year when I used to take my team out when I had a physical team we'd literally have Happy New Year's Eve banners and stuff like that they're very cheap at that time of year surprisingly so you get all that stuff throw a little party go to an Indian restaurant or whatever wherever it may be and it was really cool you heard all your team members say oh yeah we've got a New Year's Eve party and everyone's like why are you doing a New Year's Eve party and it's like oh yeah because it's part of the business we end the financial year we celebrate and we go out and it's really cool they tell their friends their family members and it becomes something unique that only you do I guarantee if you go out on the 31st of March and celebrate New Year's Eve you'll be the only group of people celebrating New Year's Eve there'll be no one else so it means you become part of this exclusive club and you build that stuff some rewards so I really would recommend having some rewards like you're going to go into championship season July, August, September it's going to be intense if you're doing the blueprint how we would suggest where you're literally it's sales season and you're going to step change your business this is going to be intense for you so make sure you have a party booked in the diary to celebrate to buy people a bottle of champagne give some awards and actually recognise the efforts of people over that quarter and then finally Christmas social make sure you've got the family members booked in your diary have a Christmas social booked in your diary make sure you do it nice and early get things done and just make sure it's booked in have it have a nice time take people out don't need to educate you guys on what Christmas social is just take them out but you can be innovative as well not all your socials and maybe your culture is everyone goes out and they get absolutely fleshy everyone goes out and gets hammered and that's fine if that's what you want to do that's what a lot of corporate companies have I'm not that interested in that so mine's always been we do something in the afternoon we have a nice bit of time we might go out for a meal and it's a relatively early finish it does the job if people want to go out for longer they absolutely can you don't have to do what everyone else is doing you get to define how all this stuff is going to work you can play a quiz you can do whatever it is you want to do with your team the main thing is you enjoy the experience and you get to set your culture so you're going to create the experience you enjoy and you're going to attract people that are going to enjoy the same thing with you this is literally on the wall in the PPN offices and this is all the pictures of all these incredible experiences that people have had and it's like these are all team member pictures stuff that people have put up over the years just to celebrate and enjoy these milestones and the concept is you're making memories smile this is it so make some memories start to build a wall like this and all the wonderful things you've done with your team treat them like people you actually want to spend time with and you'll see some pretty remarkable results get a party in the diary it's like get that summer party in the diary it's absolutely game changing you want to have a countdown 10 days to the summer party put it in the diary this is when everyone's coming bring your partners bring your friends bring your family members this is where we're going to be this is the plan just make something special something big out of it just have an awesome awesome time some examples from over the years this is one of Dan's Pulse parties you see someone's won the award and they filled it up with champagne and they're drinking out of the award it's a bit of fun everyone's enjoying themselves some images team members having a good time awards as well yeah it's good fun t-shirts if you need awards at the end of the year Adam he used to do an annual rounders competition on Capital Green what's it called Clapham Green Clapham Common that's it we'll go for that Clapham Common and yeah every year he'd invite all his tenants all of his team members and everyone would kind of come and do a rounders competition I've got a theory as to why a young single Adam was actually doing that that rounders competition but okay so two birds with one stone and then all these people would come and they'd all have an amazing time and they'd have a brilliant time it was this big thing that the team would organise and when Adam stopped doing that his team just continued to do it like it's not something he had to do anymore it was set up and he didn't always have to go it was just built so that's the concept you want to set this stuff up and forget about it you don't want to be in a place where you're constantly trying to think about culture you put these milestones and stuff in the diary just do not cancel them and like all of these things like I've definitely been in a place where you've got like a team thing you've got to do it's like later on we're doing like an hour on Zoom where we're doing a quiz or like later on we're going out for a lunch with the team and it's like I'm someone who's in a place I don't know about you guys but I really just can't be bothered I've got loads of stuff going on I don't really want to do it and it's like I couldn't think of anything worse but I do it and I'm always so happy I've done it it's so much fun it's so enjoyable everyone lets their hair down you have a lot of fun it's always like wow that was awesome and I'm so happy I did that and then for the coming few weeks and months you just feel that connectivity that you didn't have before and it's like it really does take me to the next step in how we build relationships with people so the next part then so once we've done our annual events we're going to have some quarterly events as well and key sentiment with quarterly events is you don't want to wait until things are too late so you might have your annual party you might have your annual Christmas whatever it may be but you don't want to leave too long in between each of these events because that goodwill those relationships will start to calm down over a period of time everyone gets busy again if we leave things too long there's a risk that people leave people stop being engaged people stop performing at the level they need to perform so we want to put some quarterly milestones in there the main quarterly milestone you'll need is what's called a QGM quarterly general meeting so we've just done our AGM that'll be like your first QGM of the year like your AGM is what keeps it up and you either have three QGMs into another AGM so that's the way this works so quarterly meeting and it's a good time for everyone to get together one of the phenomenal elements of the profit entrepreneurial methodology when you implement this into your business is that rather than do what most entrepreneurs do what most business owners do what most teams are doing where they're trying to scale the company come up with strategies they're trying to systemise they're trying to do work which never feels like it's ever going to end we work in quarters so we have a big body of work in winter called the winter list we have spring which is all about on-boarding and getting the team up and running we have summer which is all about sales we have autumn which is all about strategy so your QGMs are ways for you to finish off the last quarter and set the attention set the focus for the next quarter and that's what we want to do we want to share challenges from the previous quarter and when I do my QGMs basically every single team member or every single head of a team like a project department lead will have a 10-15 minute slot to actually present an update on their department it's like right here's the framework what were your challenges what were your successes what's your top three for the next quarter what's your objectives how are we doing against what you said you were going to do how are we doing against your targets and you basically just create a list of things you wanted to present on and let them do it and the first time they do it it's always a bit shaky a bit nervous once people have been with you for a few years they'll have a lot of fun with it there's always competition about how basically good slash rubbish you can make the slide deck in terms of awful images and all that kind of stuff but it's just entertaining it's fun but also people actually get to own their department they get to present it to their team and everyone gets to know how things are actually going so show your challenges show your successes and then quarterly awards so I would always do two quarterly awards one of them was the directors director's choice so be like who do we think gets director's choice award and that would be something I'd decide we'll decide it in advance write a little note in a letter have a bottle of champagne ready for them as well that would be director's choice and the other one was people's champion people's champion and what we'd do is we'd have the QGM everyone would present and I'd say right guys we're going to be out for dinner at this place at this time so it's like an hour or whatever in between before everyone gets to dinner if everyone just WhatsApp me their vote for people's champion and their reason why and then I'll collect votes and I present it's a really nice touch so then I wouldn't vote the team would vote on who they wanted to be people's champion present a nice award for dinner an actual physical award it's just a really nice touch and the team actually get to decide who that person's going to be it's a quarterly award and then finally social like wherever you can make it social like do it take them out for dinner go out for lunch go out for a few drinks whatever it is you may be and get innovative with virtual stuff as well I'm going to take you through some examples in a minute of some stuff you can do virtually there's so much stuff you can do virtually you've just got to get a bit creative with it make sure you're not getting everyone to sit and look at Zoom for three hours but find ways you can have little socials half an hour 45 minutes here and there everyone makes a cocktail everyone has a drink everyone orders a takeaway to their house and you sit and you eat together and have a nice time there's ways to do this as well to add social elements into your business it just needs to be nice and innovative some examples this is PPN UK this is the awards that Dan used to have Dan had director's award for outstanding performance and then people's recognition award very similar concept yeah director's for outstanding performance and then people's recognition you can decide what you're going to have you know maybe your business is primarily a sales business for example so you'd have sales top performer sales champ of the year and all these kind of awards so you decide what you want mortgage stuff so you'd have the best closer or whatever it would be make something specific for your business that you can actually do Capital Living Dan taking his team out back in the day Shiv so Shiv has a virtual team they still make ten effort once a quarter to get together so they're not around the world they're literally all based in the UK but they all come together maybe meet in Leeds or wherever gets takes them out always takes them out for a nice lunch and then he also makes an effort to do virtual stuff as well he does on a Friday morning a coffee and a chit chat he calls it which takes you 45 minutes puts it in the diary anyone can come and go as they please you make a coffee you sit down and the only objective is just to have a chat like with his team and like Shiv's culture like I've spoken to some of his team members they love that business they've stayed there for years they are not going to leave it's absolutely fantastic and Shiv's just flying as a result so we do coffee and a chit chat on a Friday morning doesn't matter what's going on everyone sits down and when he's not there they're still doing it they're still having this coffee and chit chat and having a nice time just building that relationship I did my AGM with my team last week and yeah like you have to have some fun with it we're a virtual team there's only me and Ben in the UK everyone else is Spain, France, Philippines South Africa wherever it may be and I said right what we're going to do to start is I want everyone to introduce themselves there's quite a few new people they're all met but just formal introductions I wanted to do like your name where you're located and what your role is and your favourite joke and I started and I thought right I'm just going to make everyone feel comfortable so I did like probably a slightly offensive slightly sexist slightly it was just I thought three or four times I don't think I should do this joke I really don't think I should do it but I thought you know what I'm just going to do it it was good fun and then everyone was in stitches for my joke and then everyone was doing their jokes and everyone was just pissing themselves and it's like you get to a place where it's just broken the ice everyone's in a really nice place and that I got a few messages after that AGM and said that was an amazing AGM thank you so much and it's like break the ice make people feel happy make people laugh because there's a real risk we just get into a into a meeting and it's just like what's going on what's happening with this it's like just take the time when you bring your team together have a way of like breaking that ice make people laugh and make people have a good time I can't I can't no I can't yeah no I can't I can't I'm sorry I'm not going to do it I was just kidding I'm not going to do it maybe if you come and ask me in private private dining I'll do the joke if there's no yeah no I'm not going to do it actually so monthly yeah it's not worth it I just get in trouble I've got a good job here like turn up stand on stage speak and I get to it's brilliant I like it I don't want to ruin that it's too good at the moment so then we want to consider monthly so what are we going to do monthly to actually bring this into play and into practice so it's the little things that made a big difference you know Adam got Rachel a thank you card what a lovely thing to do like what an absolutely lovely I mean I can't actually quite believe it yeah that's it that's it so yeah that's what a gorgeous thing that is to do one of the top tips though is make sure you treat all team members equally because I think if you're buying if you're giving thank you cards as a birthday present to one team member and the other one doesn't find out and everyone finds out about it there might be some problems there and definitely I've learned that recently from first hand experience so it's little things that make a big big difference and that's where you want to get to and that's where you want to think about and these things really really do so yeah just to demonstrate a point on that as well actually I was in a cab this morning with a taxi driver and obviously and he started he started he started sharing about his holiday he's been on to Greece and I couldn't believe number one he told me he spent £8000 on a holiday to Greece for him and his partner I was like what is this guy he's driving an Uber what is this guy doing to spend that kind of money but I feel fair play I got past it and he was telling me about this resort and he was basically saying that how amazing it was I was like why is it so good and he went he told me about this stuff basically there was one time his wife fell over and he was about a mile away from the hotel they ran a reception someone came out to pick him up there was a doctor in the room waiting for them he was tipping this guy and he bought him a glass of champagne and all this kind of stuff and it was like all these little things that the hotel did not once did he mention the suite he was in how nice the pool was and all the things we actually think we're buying he didn't mention the food how nice all these things that we think we're buying when we're buying something like that he didn't mention any of that stuff it was all these little details all these things which could have been so easy for the hotel to do it literally cost the hotel nothing but so easy not to do and it's really important you tune into this because your team aren't going to remember the one thing that they did it's those little things you do day in day out it's the compliments you pay it's taking the time to speak to them it's saying are you ok you didn't seem ok in that meeting it's all these little things that you do that make the big big difference some ideas some things you can do the first is a welcome aboard so the amount of times I've heard stories where people turn up to a new employer they've not got a chair they've not got a desk and most people didn't even know they were coming that's not where we want to be we want to be in a place where here's your desk here's your meetings at 9 o'clock here's your laptop get yourself comfortable here's your new mug here's a set of flowers congratulations here's your journal here's your rule book here's a card welcome to the team that's where you want to get to it's a small thing monetary wise it's going to cost you 20-30 quid absolutely max it's going to set the right tone and the right impression from the start farewell I'm sure we've all been in a place where we're fuming that a team member is leaving us how have they done that I've given them everything they're just leaving me it's not the way to go we don't want to be in that fear mindset it's the abundance congratulations I'm so chuffed you've obviously found a better opportunity it's going to fit you much much better here's a lovely bottle of wine here's a cake here's a card I wish you every success in your new venture we used to do this with landlords when we had the agency we created a process a world class off boarding process we had this world class on boarding process it was like congratulations no worries absolutely cool what do you need here's our process best of luck here's your letter here's your card best of luck please stay in touch sometimes you get those people that will come back and it's like those little things that make a big difference birthdays simple thing cake flowers a banner a card you can send a virtual card a gift to their house it doesn't have to be expensive it's recognition you just did a card they're quite expensive it's game changer it's game changer these things are little but they add a lot of value work anniversaries a lot of your team knows they've worked with you for a year or two years you can put a message in your email and send it to your house that's a big thing that's an awesome thing to do celebrations in my business every month you want to make sure you have certain KPIs maybe it's your margin credit control rent whatever that's going to be share that publicly amazing you've achieved the target well done shout about the successes share the KPIs shout about it well done congratulations you've done this and make a big thing out of it this is what it looks like they've got a card a bottle of champagne maybe a new pen whatever it may be this is goodbye it's not just off you go it's bottle make a fast card whatever it may be this is Michelle used to work at the events this is what she turned up to first day of my new job this is a card a fast card whatever it may be not off you finish. Weekly wins. So I really recommend this.

So I have weekly wins in two different ways. I'll show you one in a minute. But one thing that we do is, you can do this at the end of the week, and everyone shares their end of the week, like, this is what I did, this is what I achieved, this is my wins for this week.

I actually do it on a Monday morning in my, we have a team meeting, it's 30 minutes, and the first thing on the agenda is win of the week, and everyone needs to share their one big thing they did last week that was like the game changer, something they're proud of, something they'd be happy to share. It's a success. Or you can do it at the end of the week.

Like, what is the, what have you done this week that you're proud of? So you can post, it's exciting. Then Friday, finish.

So you can make it so that if you have people that are in the office, they're contracted to a certain time, if they've cleared their desk, they've done all of their work, they've cleared their inbox, they've done their top three, top ten, they can leave early. Go home, half an hour, 40 minutes, an hour, and just go home and start the weekend a little bit earlier. And, like, people love this.

People love this stuff. I personally can't get my head around why that would be so important to people, but 30 minutes, an hour, to a lot of people that are employed, they're being paid for an hour when they get to go home early to see their families. It's like, that's a big, big thing to do.

And likewise, with your team, you know, if they finish their to-do list, and my sentiment's always, I don't mind how many hours you work. If you finish your to-do list, you can finish for the day. That's the way I operate with all my virtual team as well, and that works very effectively, very, very well.

Shiv has this, which means that every single week he posts his weekly wins into the WhatsApp group, and it's basically a nice image of him. Come on, guys, show your weekly wins. It has a nice graphic with all his team members on, and basically prompts everyone to post one.

Wow. All right, so something else Shiv does as well, I'm sure we've all seen this video, and this is cringey. Like, actually cringey that he does this.

Every single Friday, he posts this into his WhatsApp group. I know we found it here, right?

[Speaker 10] (13:15:11 - 13:15:15)

It's Friday, baby, this Friday's Sunday. What?

[Speaker 15] (13:15:15 - 13:15:29)

This Friday, baby, this Friday's Sunday. What? This Friday, baby, this Friday's Sunday.

Hey! Hey! Hey!

Hey! Hey! Hey!

Hey! Hey!

[Speaker 1] (13:15:29 - 13:15:29)

Hey! Hey!

[Speaker 15] (13:15:30 - 13:15:30)

Hey! Hey! Hey!

[Speaker 1] (13:15:31 - 13:21:39)

Every Friday he posts that into his WhatsApp group, every single Friday, and I said to and do you get a response? He went, often, no. But, about, I think I'm making the amount of time up, I'm probably exaggerating it, but say about two years in, he didn't do it, or he's late.

And somebody put in the video, in the Watts group, shit, where's the video? But it's like, it became part of the culture. It's just something he did, and like, yeah, it's like, it's just another thing you can do.

And this is, there's a bit of a lesson in this stuff as well. Like, I launched this, it's less exciting than a, I don't, yeah, it's less exciting than the video, but I launched Win of the Week, where basically what you do, win the week, because on a Monday, everyone shares their top three for the week, like there's a screenshot. On a Wednesday, they do how they're doing so far, and on a Friday, they sign off.

It's just basically your SES, but in kind of WhatsApp form of their top tasks. And it's like, similar to Shiv's video, this was painful at first. I spent like, I thought, six, eight weeks, where basically it was me doing it, some of us would do it, some of us wouldn't do it, but then I brought all these new team members on, and now everybody does it, normally before me.

Like, they're all over it. It's become part of our culture, and everyone's like, oh, I've just gotta get my top three done this week. And it's like, all of a sudden, this thing takes on a life by itself.

And that's the thing with cultural stuff that you try and put in when you're trying to change or trying to add stuff. You just need to stick with it. You need to set and forget, because it's gonna feel awkward.

You're gonna do your first AGM, and it's just really awkward. You're gonna go through your first drinks with your team members, and it's just like, and we're sitting there, and some guy's telling you about his driveway or whatever. And then you get to your third one, and then all of a sudden, everyone's pumped.

They start saying, oh, I'm really excited. They're so prepped. They're excited.

They go, I'm gonna get the drinks in, guys. And it's like, it becomes this thing that kind of starts to sustain energy. So it can feel really difficult at the start.

And I always canned this win of the week a few times. I thought, no one's doing this. All I'm doing is telling people to do it.

But now, all of a sudden, it's just a new president. And when people come in, you can set the bar. So this is the way we do stuff.

And those new people make the old people do it, because it's like, if they don't do it, they're not fitting in. They're not part of the culture. So it's an absolute game changer, and that's the key sentiment.

I think all this stuff you do, you've got to stick with it for a period of time. Otherwise, it won't work. It's like social media.

We all know, if you get a bit excited after this workshop, and you post on social media for two weeks, then stop doing it. You're not really gonna get any value. Suppose that you do it for years and years and years.

Where are you gonna get the value? But the whole point of this blueprint is set and forget. All you have to do is take this stuff away and put it in the diary.

You have to get a little calendar for your team's birthdays. You have to put in your Q gems, your A gems, your Christmas party. It's not a big job.

Just the first objective is just get it in the diary, and then you sort of choose to actually make those things, make those things happen, and deal with it as you go. So any other things you could potentially do? So one of them is weight and well-being.

Like, I think all of your team probably fit in the category. Like when they finish Christmas, for example, they're gonna have a few extra kilograms. Everyone's gonna lose a bit of weight after Christmas.

So why not set up a WhatsApp group? Where you go, right, this is a weight and well-being WhatsApp group. There's no obligation to join, but if anyone wants to, I'm gonna try and lose a few kilograms.

If anyone wants to get in, all you've gotta do is post the amount of steps you've done a day and your weight once a week, and how much water you've drank, or whatever that may be. Then feel free to come in and get involved. And you create a little company WhatsApp group where you're all trying to lose a bit of weight together.

Once again, it's just building that bonding and that framework. I know Akash, who has R&T, he does this a lot. They have these crazy challenges they do because they're all trainers, and they're all part of it, and they're all doing this stuff together.

So weight and well-being, really nice thing that you could create. And then get involved and get up and give back. You know, get your teams involved and get up and give back.

One amazing thing for them to get involved with. And they'll absolutely love it. And we're doing the heavy lifting.

All you have to do is tell them where to show up, or pay for a place at the Superman, or whatever it is you need to do. That's all you've got to do to get them involved. Slack, sorry, Slack or WhatsApp, like a banter group.

So you can have a little group which is for fun. So you could call it, right, whatever your company's called, fun. Or banter, whatever you want to call it.

You get everybody in. You just say, like, this is where you can post stuff. You can post a monkey on a scooter, whatever it is you want to post.

Like, this is the fun place. You can tell your offensive jokes. Whatever you want to do, this is just fun.

It's prison rules in here. You can do whatever the hell you want as a company. Like, you can have as much fun as you like.

And you can just do whatever you want. You can get it going. And over time, it'll take a bit of time, but over time, that banter group will probably start to grow.

People will start chatting and having lots of chit-chat, lots of fun within there. They'll be talking about the Christmas party, the next event, all that kind of fun stuff. That's what you can do.

Next one is just help. So I've had this potentially four times. And this happened, again, last week for me, where a team member's reached out, and they've asked for an advance on their salary.

So they said they're having financial issues, and they want some support, and they want some help. And it's like, that's a difficult situation to be put in, because they need some help. But likewise, I can't give an advance on salaries.

Because as soon as you start giving advances on salaries, it sets a precedent. And I don't want to keep that being asked for. I don't want to set a tone that that can happen.

So what I do is I say, you know what? I can't give you an advance on your salary. It's against company policy.

It's not something we do. However, how much do you need? Tell me now.

I will personally lend that money to you. So it's between you and me. It's nothing to do with the business.

That cracks on as normal. I'm going to personally lend you that money. You tell me how long it's going to take you to pay it back.

And I'll leave it to you to pay that back, and to sort that obligation. And I've taken the risk. The companies have taken the risk, and I'm proud of it.

And normally, when your team members do need help, you're normally talking 100 pounds, 350 pounds. This was 350 pounds. And it's like, I know it's not a small sum of money, but it's like in the grand scheme of things, it's fine.

You can borrow that. And if that person, if I had to get rid of that person because they're underperforming and they left the business, it's fine. It is what it is.

Hopefully they'll pay it back. If they don't, cool, I've done what I can, I've helped. And the gratitude you'll get from doing stuff like that, for helping your team members, for giving them the flexibility.

Oh, my kid's sick. I know I've got all this work to do. Cool, I'll do the work.

Don't worry about it. Crap on, your kid's sick. You need to focus on that.

The support and help you give them goes a long, long way. So never underestimate the value of being flexible. Yes, and can we just get the mic back there, please?

Never underestimate the value that you're gonna get from all this stuff. There you go.

[Speaker 5] (13:21:40 - 13:21:59)

Just on the back of that, I had that last year with a Filipino VA. And obviously, we all know in the Philippines, weather's completely different to ours, all the floods and all the rest of it. And they literally lost, or she and her two children lost the house and everything else.

I financially wasn't in a great position, but clearly we're in a very different position to they are.

[Speaker 19] (13:21:59 - 13:21:59)

Yeah, of course.

[Speaker 5] (13:21:59 - 13:22:28)

And it's kind of like, it's a personal moral, it's all of that kind of thing, isn't it? And it's all about what can I do to help? And it literally came back as the children, they just need some pencils for school.

Wow. Do you know what I mean? That is how small, they'd lost the house, but her own thing was really about trying to get the kids back into school.

So things like that, it's clearly it's a no-brainer. Anybody can afford things like that.

[Speaker 1] (13:22:28 - 13:23:56)

So it just shows. And that's it. It's like, we're not doing this stuff to get a return, but whenever you buy some kids some pencils for school, it costs you like 10 pound or whatever, they don't have pencils for school.

But you'll get that 10, 15, 100 fold back in terms of commitment, loyalty, support, going above and beyond. We're not doing it for that reason. We're doing it to create a culture, but it's like, why would we not earn ourselves a few karma credits, which we're gonna talk about in session three, and do that when we can, and enjoy the benefit of it's gonna, they're gonna be bought in, and it's something that we can do.

What's gonna smile at us is it. It makes me warm and fuzzy that I've helped that person. It's like, it's great.

It's a great opportunity. So it's a big part of it. The next is your dream team vocabulary.

So start thinking about the way you're speaking. Like, what do you say? What's different?

So profit and loss is obviously a great one, thanks. We've got so many mantras. It's all about, right, we're gonna level that up.

It's stuff we say. It's just part of our language, right? We're gonna level that up.

That's not world-class, and that needs to be world-class. We offer feedback. Like, where's my feedback for this month?

All these kind of words and things we ask for, and all these mantras, on time is lame. Like, they get used against us all the time. Adam will use all these things against me all the time, all these slides, and all this stuff all the time.

It's like, because it's part of our vocabulary, it's the way we live, and it's the way we embody stuff. And then, thank you, gifts, and cards, which obviously Adam's got very good at recently, which is brilliant. So, thank you, gifts, cards.

Like, when someone does something exceptional, and goes above and beyond, you send them a nice, have you got one as well? What's going on?

[Speaker 18] (13:23:56 - 13:24:01)

What are you thanking everyone for? I'm so confused.

[Speaker 9] (13:24:03 - 13:24:06)

Very special. You're not special, but you deserve a high.

[Speaker 1] (13:24:06 - 13:24:07)

So confused.

[Speaker 9] (13:24:08 - 13:24:08)

So confused.

[Speaker 1] (13:24:10 - 13:30:05)

So, any chance to buy someone a small gift, or send them a thank you card, will not go unnoticed. Like, it's 100% what you need to do. Handwritten card, take your time, get a pen, take your time.

And that is something as well, like, I do a lot of stuff with Moonpig, and I think if you do that, we've got an account, if you do that, and they send some great gifts on there, you can add a nice picture to the front. And I think that's really good. If you can't do that, try to make the effort to actually get a card, and actually handwrite it yourself, and send it.

So people know there's a bit of effort and thought gone into it, rather than just your assistant sending it, like, no effort or thought for you. It's just a really important element there. So that's the culture curve.

A few top tips to finish, and then I'll come up with some, I'll answer any questions you may have. So as I talked about with my taxi driver and the hotel, it's not the big things, it's not the suite, it's not the beach, it's not the swimming pool, it's the small things, the waiting staff did. It's those little bits of extra effort and energy that went into it.

And this applies with your teams as well. It's the small things that actually make the big, big difference to this whole element. It's helping somebody out.

It's buying someone some pens when, pencils when their kids don't have them, you know, ready for school. It's allowing some of the flexibility to go to the doctor's appointment. It's saying, right, you're sick, don't worry, I'm busy, but I'm gonna take all that work right away from you.

Don't worry about that. I'll crack on and I'll do that for you, no problem at all. It's all those little things.

It's remembering someone's birthday. It's saying, I literally sent someone a message this morning, who's not in part of my company, she's part of one of my sister companies, but I've worked with her four or five times in the last four years. And she's really helped shape where Ultimate FD's gone.

She's a brilliant finance manager in South Africa. And I knew she was leaving their business to go and move on to other things, all amicably. So I sent her a message this morning saying, congratulations, farewell, like, thank you so much, everything.

You've been amazing. You've helped shaped it. And it's been like, I can't imagine like where we'd be without your support and involvement.

And it's like, she's come out with an amazing message back. And it's like, it took me 30 seconds, 15 seconds. And you just send it, and it just makes a big difference.

Next, remember, entrepreneurship is a people business. You're not gonna go far if you think you can do this by yourself. And the more you embody this stuff, put this stuff into play, combined with your management structures, the more this business is gonna go.

And I'd say culture, like management is so important for getting things started, for like seeing the high performance and building a high performance business. But if you want it to keep going, well beyond, well like beyond you, and like, so you can actually step back or step out. Like with Dancer now, he's gone into chairman role.

He's basically stepped out of this business, but not much has changed because we have the culture, we embody the culture. So when we're making decisions, we know what decision needs to be made based on a set of principles or set of values. So start building this now.

Culture should be your first thought and not your last. So when you come into that meeting, you're stressed, you've got loads going on. You've only got 90 minutes to do a meeting when you know it's gonna take you two hours to get through it.

Don't skip the pleasantries. Don't skip saying hello. Don't skip asking if they're feeling better now because they've been off for the last few days.

Don't skip asking about their daughter who's just been expelled from school. Whatever that may be, take the time to actually check in on them first before you dive into the nitty-gritty. Actually take your time.

And sometimes it takes 30 seconds, a minute, two minutes, but that's fine. You need to value that time and put it in. Enjoy the process, not just the results.

Like I guarantee all you guys are gonna achieve the results. If you've not achieved those results or if you're not achieving them in the next year, you're gonna achieve in the next three, five, 10 years. Whatever that's, wherever that may be, you're gonna achieve those results.

That's what all those motivational videos tell me in the shower. Like you're 100% gonna get there no matter what. You just gotta keep going and keep grinding.

You will get there. But enjoy the process because it's not worth killing yourself and like hating every moment, like just hating every kind of aspect of this business and this whole thing to get there. And the way you're gonna enjoy this moment is create a lovely culture, create a lovely group of people that you enjoy working with.

You actually enjoy having their one-to-ones. You enjoy their meetings. You have fun working with them.

And finally, show you care, appreciate them, and actually show you are grateful. I, one of my team members, or it's a few months ago, a few months back, I was just finding like all the conversations I had with them was quite, I don't know, it just felt very transactional. It felt like we've kind of, like the relationship had kind of broken a little bit and it just didn't feel like where it needed to be and it felt funny.

And on the board, we have a coach called Louisa and she basically helps us kind of deal with any kind of life, therapy, any kind of issues. And it's really great for like kind of complicated like personal issues within the business. And I had a chat with her and it was like, we were like thinking about it.

And one of the things we established was we used to do a monthly meeting together and actually like meet up once a month and spend two hours together, actually think about the business planning. But because I had a child, which is a good excuse, and because I went down to one car, so Hayley needed the car because I barely used the car anyway, it meant that I kept kind of being unable to make those meetings. It became logistically really challenging.

So we'd have it in the diary and then someone would get sick in my household so I couldn't make it or whatever would happen. And we hadn't done them for like six or seven months. And I was like, well, why don't we put that meeting in?

So we put that meeting in and we had it and then it's like, wow. It's like, we are back. Like, it's because I think to them, it shows like I care, that I appreciate them, that I'm willing to make the effort to speak, sit down with them, share the business, think about where we're going, understand where they're up to and actually give that time and energy to them.

It's just a game changer. So a little bit more time and energy, it's gone to the next level. So show you care and appreciate them, send that message at the end of the day, say thank you, celebrate the success and all those things that you can do.

Majority of these things are absolutely free. They're easy, they're straightforward. They just need you to think about them and just tune into them.

So that's Culture Club. That's how you create a world-class set to get culture in your business. I've got a few minutes if anyone's got any questions before we finish up for lunch.

Yeah, go for it, Lewis. Can we, yeah, just the mic. Sorry, where's it going?

Just to Louis at the front. I'll just take it while you're at it. Nice, thank you, Natalie.

[Speaker 7] (13:30:07 - 13:30:45)

My one's more of a observation around culture. And I think it kind of goes just beyond staffing. So I've got a really small team and we outsource basically everything that we do.

Externally, we seem a lot bigger than we are. There's just a couple of us in there. But I've been called into some discussions with a local authority.

Based on the fact that, excuse me, they said they wasn't looking at us as a developer. And it started off as one children's home, but now we're looking at 40 units with them. Just based on the culture and what they've taken from that.

[Speaker 1] (13:30:45 - 13:30:49)

Nice, because they want to do business with you because you fit with their culture as well.

[Speaker 7] (13:30:49 - 13:30:57)

Yeah, because they can see that we genuinely care and we're passionate about what we're doing, which is kind of just cutting through. So they've even done it in a way where we don't have to go through procurement to work with them.

[Speaker 1] (13:30:57 - 13:31:23)

And I think that's another thing as well. So thank you for sharing that. And I think when you are looking to attract clients to your business, when you're looking to make sales, people also want to make sure that you're, when they buy from you, it's a cultural fit.

When they partner with you, it's a cultural fit. So make sure you exude the culture you want to have. They will develop opportunities for you with like-minded people as well.

Yes, Greg, do you mind just passing the microphone over here, please? Just Greg down here. Nice.

You okay?

[Speaker 8] (13:31:24 - 13:32:07)

Yes, I'm good, thank you. I've got a question. We seem to be getting more and more WhatsApp groups.

And there's a WhatsApp group for this, there's a WhatsApp group for that. And honestly, there's a message which I received today, and it's like, I need to scroll advancely to get to that first message from the day. And you're introducing more groups and more VIP groups and everything.

And I'm just thinking, how are you managing? Don't like that. No, no, no.

How are you managing all those communications? Are you doing them personally? Because to give the value, it has to be almost like you, unless you train someone to do that in your name.

How do you do it? Because there's so many groups.

[Speaker 1] (13:32:08 - 13:33:05)

Yeah, so there's a few things you could do. So yeah, so I share the sentiment, I don't agree. So one thing you can do is you can star a message.

So that message you have to scroll back to, you can click on it and star it, which means it's saved in a separate place. You can go back and do your star messages whenever you need to. That's one thing.

Another thing is, if you swipe down on WhatsApp, Adam showed me this, there's a button that says unread. So you can see all the unread stuff in there. Another thing is you can archive.

So for example, a lot of the, some WhatsApp groups which I have no involvement in, I just basically archive. So I don't actually see them, but I can check on them if I want to. Things that the team has set up.

And then finally, just do a call. Like if you're in a WhatsApp group, for the sake of being in a WhatsApp group, I was in one the last week, and I literally hadn't sent anything for a month. But it's very busy in there.

I just asked the person that put me in it, do you mind if I come out of this? Because there's no value, I can't really add any value here until we get to this point. And feel free to add me back in.

They're like, yeah, absolutely. Come out. So that's what I'd suggest.

[Speaker 13] (13:33:05 - 13:33:13)

Yeah, I think in there, you should probably look at that. We do, yeah. We have a video on this as well, for the amount of, but I think you probably have to share that.

[Speaker 16] (13:33:14 - 13:33:14)

Yeah, yeah, we can get that.

[Speaker 13] (13:33:14 - 13:33:16)

Because I can post that in a Facebook group.

[Speaker 1] (13:33:16 - 13:33:16)

I mean.

[Speaker 13] (13:33:16 - 13:33:23)

Yeah, you can post that. I don't know if the organiser says what's up, but he's actually doing a video conference. Or maybe he's mentioning the culture cup.

[Speaker 1] (13:33:23 - 13:33:36)

Perfect. Yes, please. And the other thing is to consider Slack as well.

Like, I don't use Slack on a granted case. Go on. Do you want to share it?

I'm quite interested as well, yeah.

[Speaker 3] (13:33:37 - 13:34:32)

So Slack is just a great platform for not just organising everything, but also for integrating other systems and software that you're using as well. We literally integrate bank accounts with it, so we don't have to give access to everyone for bank accounts, like Revolut links to it. Zapier, which helps link other software to it as well.

And actually, I was going to say, we use something called Haytaco, if anyone's heard of it. And basically what it is, we have a channel on Slack where Haytaco is integrated with it. And everyone in the team has five tacos that they can give out per day to recognise the team.

And then there's a leaderboard, not just for tacos received, but for tacos given as well. And at the end of the month, we add up together what tacos people have given and received. And whoever has the most given and received gets Employee of the Month.

[Speaker 1] (13:34:32 - 13:34:33)

Boom. Haytaco.

[Speaker 3] (13:34:34 - 13:34:55)

Haytaco is fantastic. And you can take it a step further. In Haytaco, they can build in prizes and rewards based on the amount of tacos that you've got.

We started that when we had one member of staff. And I always used to be the guy that set the example of giving tacos out. And this is what culture does.

Now just everyone does it.

[Speaker 1] (13:34:55 - 13:34:56)

Amazing.

[Speaker 3] (13:34:56 - 13:34:57)

Because it's something that we've built up over the years.

[Speaker 1] (13:34:58 - 13:35:02)

So I think that's your question, Greg. Slack is another communication platform. And it sounds like it's got more features.

[Speaker 3] (13:35:03 - 13:35:13)

It's got loads of features. You can do workflows. You can press and hold on messages and allow it to remind you of stuff.

If it's important, you can pin messages like WhatsApp. So it's great.

[Speaker 1] (13:35:13 - 13:35:13)

You can also delegate.

[Speaker 3] (13:35:14 - 13:35:16)

Yeah. Yeah. Do loads of stuff.

[Speaker 1] (13:35:17 - 13:36:08)

Haytaco's great at it. This is the thing, guys. You want to be innovative.

If you've asked them, I'd say, Gareth, please go on. I actually messaged one of my friends before this session who works for a very big, successful board game company. And I said to him, because they do some stuff.

And he said, yeah, the newest one that they do is Thirsty Thursday, where every Thursday after work, they basically have something. It doesn't have to be alcoholic. It can be anything.

And he said, this Thursday, two of us are going to have to dress up as chickens and sit in a pub. And the rest of the team have to work out which pub those chickens are sitting in. And I said, and as he was speaking, he went, it kind of sounds weird when you tell other people about it.

And I was like, yeah, it does sound pretty weird. But this is it. It's the part that they coach to them.

It's just fun. It's normal. It's like, cool.

Is that what it is? Is that how it works? Cool.

So, Katie, are you playing? You're involved. Yeah.

[Speaker 10] (13:36:09 - 13:36:43)

So they have to have a drink at every wrong pub. Go on, Gareth. So just touching on WhatsApp, one of the things I'm trying to introduce for myself and some of the team is a separate phone number.

Because a lot of people use their personal number for work. And obviously, whatever clients want to deal with WhatsApp a lot, and that goes into the evening, et cetera. Obviously, there's two options.

One is getting a new separate handset. The other option is getting an eSIM. Has anybody got any experience with an eSIM?

And can you run two separate WhatsApps on an eSIM?

[Speaker 1] (13:36:43 - 13:38:17)

Yeah, so this is what I do. So I've got two, my phone actually has two SIM slots in it, but you can get the eSIMs as well. And basically what you do is you have one that's WhatsApp personal.

There's another app called WhatsApp Business. So whenever people message me work-wise, it's on business, I turn it off for the weekend and I use personal. So yeah, it's quite straightforward.

There's a podcast called The Backbone Blueprint, which Dan talks about that on there as well. So you can check that out. But 100%, like, for all your team members, you want to be doing that too.

Okay, thank you. Yeah, we do Carthick, and then we, Carthick, then Ian, and then we'll finish up. So go on, Ian.

Sorry, Ian, and then Carthick. Yeah, I was chatting to Dan actually the other day, and he said something that really kind of resonated. And he was like, he used me and Alan as an example.

And he went, basically he said, like, we're friendly, we're friends, and everything's cool, but it's always business first. So it's like, we're always friends, so there's no issue there. We'll have fun, we'll have a joke, we'll have a laugh.

Business always comes first. Like, that was his mindset and the way he thinks about it. I think for you, it's like, you can have as much fun as you want, but the business comes first.

If they're not delivering, they're not performing, you need to be able to switch that on and go, sorry, we've not performed. Like, it's irrelevant. We were having a laugh and joke earlier, but you've not done this.

And you need to be a good manager as well as a good leader. Otherwise, you'll always struggle with where that line is. Yeah?

[Speaker 17] (13:38:17 - 13:38:23)

Yeah, I think that's what it is. Yeah, Carthick. that starts to use your brain, and then you hold onto it.

[Speaker 1] (13:38:26 - 13:39:05)

Yeah, that's just what it is. That's something you've got to overcome. It's like, leaders are like, the difference between the people that go really far is like, they become leaders, but also they're excellent managers.

And you need to be able to wear both hats. And like, over time, once you've shown you can wear both hats, it will progress. But I think also it's like, it's friendly, not friends, would be the sentiment.

Like, always be friendly. You don't necessarily need to be friends. And it might be quite hard to change from that now you've got it in place, but that's the kind of sentiment.

Friendly, not friends. Business comes first. And you've got to be comfortable having those challenging conversations.

So you need to get to it. Unfortunately, that's just the answer. Carthick, and then finish.

[Speaker 6] (13:39:05 - 13:39:46)

Thank you for the session, Josh. So we have a medical business alongside the property business, which is bigger and I've got about 20 staff. We have a culture and a management model in place.

My question is, when we're planning to change, management model obviously is, if you see the organization chart, it's top down, but culture, would you recommend, because it's so many things which is exciting to see here, but we cannot start or implement all of them. But for culture change, would you start taking feedback from team upwards towards the management or would you start something and then implement it across the board?

[Speaker 1] (13:39:46 - 13:39:59)

I would just do what we just shared. Put your annual events in the diary, put your key gems in the diary, decide what you're gonna do on a monthly basis and weekly basis. It doesn't have to be everything we shared, just take three or four of those things and just start to implement it and that's how you'll start to change it.

[Speaker 6] (13:39:59 - 13:40:02)

And how would you ensure that kind of engagement from your team?

[Speaker 1] (13:40:02 - 13:40:22)

You won't. At the start, it won't be particularly engaging at all, but over time it will become engaging. That's just it.

It's gonna be awkward and clunky at the start and over time, they're gonna get bought in. Cool. Right, ladies and gents, I'm gonna finish it up there.

We're gonna share with you the Dream Team Rulebook. Listen to the podcast, Five Levels of Leadership, episode 66. I'm gonna welcome Miss Davis back to the stage.

[Speaker 2] (13:40:23 - 13:44:22)

Hello, hello. Thank you very much. Thank you for that.

Karthik, I just introduce things when they're right. So it's an evolution. I've been on Props to the Entrepreneur for five years.

There's a lot of stuff. I was writing loads of notes there, things that I'm not doing with my virtual team that I should be. It's an evolution.

So I don't think you've gotta do all of that in one go. Implement what makes sense first and take it from there. But the key takeaway from this is if you look after your team, your team will look after you.

And you want to create a business as an entrepreneur that you love as well as they do. Yeah, so this is all about you. You don't wanna be coming home from work hating the business that you've built for yourself.

You wanna love it too. And everyone's in it together. And just this is in practice.

The new joiner that Adam mentioned earlier, welcome aboard. I did this for Victoria. She absolutely loved it.

This is how it works in practice. This framework genuinely works. And that's my culture of caring to make sure that they get cards, they get flowers.

You don't have to spend a fortune. It doesn't have to break the bank. And as Bianca said, we've got Umesh.

Now Umesh is a masterminder and he's also an advanced member of the community. He's absolutely smashing his year. He is a phenomenal guy.

He went from a team of zero to a team of six over his time on Property Entrepreneur. And he's going to be doing mid-week mentoring with you on the 22nd of May. And he's gonna be walking you through how he's created a high-performing team and also how he's done that using an amazing Culture Club framework and how he's created this vibrant energy.

And some of his team are remote as well, but not all of them. And I've met some of them and they are absolutely amazing. And they're so on board with Umesh.

Umesh works, he's a HMO portfolio builder and he runs a property management company as well in the Midlands. So that's what he does in terms of introducing him. But he's gonna show you how he's managed to deliver such a brilliant team culture on the mid-week mentoring.

So that's definitely one to tune into. And obviously he'll cover that WhatsApp activity that Bianca's just mentioned. Let's just round up your homework.

We want you on this one to define your culture, rules, values, vocabulary. And I even wrote that one down, vocabulary. It's really, sometimes when we're doing one-to-ones and weekly check-ins, we forget how we speak to people, particularly when things go wrong.

But is there things and mantras that you can put in place that help remind people what they need to be doing, the values that set the bar for your business. And book your annual events in. So your summer party, just pick what works for you this year, put in your summer party, put in your Christmas party if you're going to have one.

Set up your key cultural prompts. So you need to know when everyone's birthdays are, don't you, in order to celebrate them and send the cards. You need to know when everybody's work anniversaries are, get your virtual assistant to help with some of this if you've got a bigger team.

And then draft your team rule book. So that's the one where you put your rules into place. You've got a team, there's quite a few of you, and you want some standards written down that everyone can follow and you can give to new joiners.

So that's your homework. So private dining. We're going to spend some one-on-one time with you now.

We're about to go to lunch. Let me just read them out. Has everyone checked their lanyard?

We've got colours. Josh is blue, green is Adam, and red is me. So let me read these out.

We have got Carol, Christine, Grant, Mina, and Suki. You're with Josh with your blue stickers. Adam, you've got Andy, David, James, Phil, Shane, and Susan.

And then with me, it's Gabby, Ravi, Kay, Mark, Reid. You're with me. Yeah?

Does everyone know what they're doing? Good. Right.

It's lunchtime. Josh did an amazing job there, didn't he? He's given you some set and forget frameworks to create a world-class culture that will help you to keep and attract your world-class talent.

So let's be back in the room for 2.30. Let's finish that session on a massive round of applause, everyone. Nice.