**PE Session 3 - 24.12.03\_Transcription**

[Speaker 3] (0:00 - 0:34)

Don't make a sound 2 am love gotta keep it down Don't wait around for a signal now Give me some verb I ain't talking now You wanna ride in a six You wanna dine in a six But when I lean for the kiss You said I probably sent you some bits And I'm like Hell nah Been waiting too long Hell nah I want that cruel love Hell nah Been waiting too long Ladies and gents, this is your two-minute warning.

[Rachel Davies] (0:34 - 0:41)

Grab yourselves a drink, finish your conversations. We're live on stage in two minutes' time. Ladies and gents, please take your seats.

[Speaker 3] (0:57 - 1:34)

♪ Music playing ♪ ♪ Music playing ♪ This is your one-minute warning, ladies and gents.

[Rachel Davies] (1:34 - 1:37)

Your one-minute warning. We're live on stage in one minute's time.

[Speaker 3] (1:37 - 1:57)

♪ Music playing ♪ Ladies and gents, this is your 30-second warning.

[Rachel Davies] (1:58 - 2:03)

Get yourselves seated. We're live on stage in 30 seconds. Please take your seats.

[Speaker 6] (2:03 - 2:48)

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

[Rachel Davies] (2:50 - 16:12)

Give everyone a round of applause. Welcome back, welcome back. Get yourselves seated.

This hat is really heavy. Are we getting in the Christmassy mood? It's Christmas soon, right?

It's literally around the corner. We need to start feeling festive. Did you have a good lunch?

Yeah? Most of us, apart from the vegetarians. Yeah?

It was pretty poor for the vegetarians. We'll make a complaint. But get you back in the room.

Welcome back, everyone. Right. So it's now time to get into session three.

But before we do, I'm just going to walk you through what I said I'd do earlier, which is talk about the strategy day presentation. So we're leading up to that. But before I get into that, who here has had a strategy session with a business partner or a team?

Hands in the air. Quite a lot of you. That's looking really, really good.

For those of you who haven't, let me please reiterate, even if it's just you, even if it's just you and your husband or your wife, if it's just you and your business partner, you can still have a strategy session. It's really, really important. Did anyone see Katie M.

Harvey's post? I think she did it yesterday, talking about her. She's in a business with two members of a family.

They did their strategy session because they needed to make sure they were all heading in the same direction and all on the same page. And that's why it's so important. We need to be all firing on all cylinders, all going in the same direction.

And that's why strategy sessions are so important. And for those of you who've got team members, it's really important to include them, isn't it? Feel like they're going on the journey with you, letting them have some input into the winter hit list, letting them have some input into the challenges and successes of the current business.

It's so important for all of those things. Anyone who's having any challenges or issues with their strategy sessions, let us know in the Facebook community, and we will help you. The other thing I wanted to do is just reiterate the difference between supporting objectives and professional objectives.

Does anyone feel a bit unclear on what those are? When you are doing your headline strategies, you need to pick three supporting objectives for your headline strategy. They could be in any of those business areas that we talked about earlier on, marketing, sales, products, finance, and operations.

You need to be picking three of those. Three of your supporting objections should fit into those three areas that you've chosen to focus on. And they are your business supporting objectives.

When we're looking at professional objectives, it's slightly different for these, because this is about who you need to become personally in a professional capacity to achieve what you want to achieve next year. Your personal objectives... Sorry, I'll say that again.

Your professional objectives need to be different from your supporting objectives. That's how you need to do this. For example, one of my headline strategies last year was delegate to elevate, and one of my objectives was a Rolls-Royce rhythm with my virtual assistants.

Professionally, on my professional objectives, I had become a better leader. That's the thing that I could do personally, professionally, to get that Rolls-Royce rhythm in place. That's a really good example of how it works.

Another one. My husband's setting up a cybersecurity business. I've got no knowledge of cybersecurity, or I didn't have until I started doing training courses.

I did a training course this year. I'm still doing it. It's a cybersecurity certification.

But again, one of my professional objectives to do that was to go back to school, basically, and learn a new trade, if you like. That's how supporting objectives and professional objectives, they can be inspired by each other, but they should be different. Does that make sense to everyone?

I just wanted to make sure we cleared that up, because I know there's been quite a few questions about it in the group. Just to finish on one of the things I've been doing this week, actually. On Saturday, I went with the core founders of the new cybersecurity company to a really plush hotel in Windsor.

Beautiful surroundings. It's called the Fairmount. It was really posh.

I didn't think they'd let me in, but they did. I was really pleased about that. It was a really sumptuous environment for us to set our strategy.

We were there from 10 o'clock in the morning, and we had lunch there as well. It was really great to get a feeling for where our headline strategy is going. We're going from form into the beginnings of storm in 2025 and 2026.

It's going to be called fail fast, learn hard. That is mine. Nina, I think you inspired that for me.

I'm sure you or someone else mentioned it to me. Could have been somebody else, but someone in the group mentioned it, and I loved that saying, so that's what we're going to adopt as our headline strategy, because it's the right thing for us to be doing. We've got our three supporting objectives, which are going to be mainly around sales and marketing and a little bit of operations, because it's a new business.

If you're in growth phase, we should all be focusing on sales. That's a little bit about me. Let's get on to your strategy day presentations in January.

This is really, really important. This is what you're going to be doing. On the 7th of January, you're going to be presenting to your peers.

The presentation itself will be 10 minutes. I'm going to make it really easy for you to understand, and I'm going to give you a template. Bianca is going to, after this session, by later on today or tomorrow, you're going to have a working template that you can use to do this presentation with.

Remember, if you're starting to feel a little bit of overwhelm, remember everything you've been doing in the cave, all of the brainstorms and all of the strategy sessions you've done, all of that is leading towards you just writing a presentation. It shouldn't take you too long to do, because if you're doing the homework, or the majority of the homework, this will be easy for you to do. I'm going to walk you through how it's going to look in a second.

Remember, most of the hard work you've already done, it's only going to be 10 minutes. It's a great opportunity for you to get a lot of value and learn from each other in the room, and you will really, really enjoy it. Try not to overthink the presentation.

It's going to be an absolutely fantastic day. I wanted to just set the scene for you so that you know how it's going to work on the day. When you come in after Christmas, on the 7th of January, and you come into the room, it will look just like this.

It might be this room. It could be another one. Then there will be all the different tables for you to sit on.

You will come in. You'll sit at the tables, and then you will, in the first morning session, you will then present to the people on your table. You'll be all in a group together like you are now, and you'll have your laptop in front of you, and everyone will gather around and listen to your presentation, and then we'll go around the table.

It is brutal in terms of timings. You only get 10 minutes. I will cut you off because we have to get through everybody, so you need to know that the presentation you're doing is only going to last for 10 minutes.

That's another key point. Once we finish that round in the morning, that's session one, everyone on each individual table will vote for the winners. Who is the best winner on your table?

If you guys are doing it, who is the best presenter on your table? That will be done by a QR code. Once everybody's voted, then session two is generally a content session, isn't it, Adam?

Yeah, definitely a content session in session two, and we collect the results. Then we announce in session two who the finalists are. In session three, the winners from the tables go through to the final round, which is here on the stage.

That's where you get to present to everybody in the room, and there'll be six to eight finalists. The finalists present to everybody, and then everyone in the room votes for who the best presentation was. There are three awards for grabs.

There is obviously the Strategy Day presentation of the day, the best one. That's the winner, and then two runners-up. Awards are really beautiful.

It's great for your social media if you win. All of you here have got the opportunity to be on the stage and be the winner of Strategy Day. If you win the day, you can win the year.

Natalie Carter won Strategy Day last year, and she also was one of the runners-up at the end-of-year presentations. This is really key. You set a good strategy, it's going to set you up to win.

That's how it's going to go. I'm just going to walk you through. I'm just going to move out of the way slightly from the big screen, because I'm going to walk you through what this presentation is going to involve.

You are getting a deck for this. You will get it from the Facebook community. I'm also going to do midweek mentoring with you on it as well.

If you want to join me, I'll talk about that after, but I'll go through the detail of the presentation deck in the midweek mentoring. Strategy Day's setup looks like this. It's 10 minutes.

I can't reiterate enough. You will need to practice it. My suggestion is that when you've written it, you put an hour in your diary to practice it five times, and then you'll get it to a timer, and then you'll get it licked, and it'll last more than 10 minutes.

That's a really, really important activity to do. This is a suggestion of how we think you should set it up. If you want to do it slightly differently, it's not a problem.

Spend half a minute on your year of, explaining why you are doing the year that you're doing. If you've got a long game at that point, you might want to put a long game in if you've done one. I know some of you have.

Then move on to your personal objectives and your tangible targets. Adam's going to explain tangible targets next. Then look at your professional objectives and your three tangible targets for those, about two minutes on that.

Then we want you to go into your business. After you've done you personally, you go into your business, headline strategy and business objectives. You can spend about three minutes on that.

Distribution of focus, what are you going to be spending the majority of your time on? Adam's going to explain this shortly. Go through that.

Then your wealth hierarchy, which you've already gone through this morning. Whatever your strategy you're trying to achieve and what are the targets for your wealth hierarchy for next year. That's the layout.

Then finally, if you've got time, you can finish on a reward. You can probably do it in less than 30 seconds, but you can finish on a reward for doing all of that. If you achieve it all, what's the reward?

That's how we suggest you set it up. If you want to do it slightly differently, it's not a problem, but it's just a guide so that you've got this. Bianca, will you drop this into the Facebook community with the timing so people can get a good feel of what they need to do?

She'll do that with the deck as well. Again, I'll be doing mid-month mentoring. I'll open the deck.

We'll go through it. I'll show you my strategy day presentation from last year and I'll walk you through some tips and tricks and things that you want to be doing, the way you should be presenting on the day. I'll talk you through how to do that really well.

If you're not a confident speaker, then you can use my experience and I'll help you land the things that you want to land in that presentation and have a really good presentation day. Sound good? Yeah, we all ready for strategy day?

Almost. We're not quite there yet, but you will be by the 7th of January because remember, all you've got to do is follow the homework, create a deck, and you're done. Then you've got to practice it.

That's all you've got to do. Tune in with me on the 11th of December. Put that on your action list.

Homework. Let's have a look at homework for strategy sessions. Just make sure that you have completed your strategy sessions.

Not everyone have put their hand up, so make sure you've done them. Then you need to book a strategy day in with your team. Remember, you're doing one with us.

That's your practice run on the 7th of January, but you're also going to be booking in a strategy day with your teammates, with your business partner, with your husband or wife. You want to have a strategy day with them as well. Get that booked in the diary.

Consolidate everything down from your notes and finalise your company headline strategies and supporting objectives. Remember, we talked about the New Year's Eve party. Get that booked.

It's not until March, but get it booked in and invite the team so they know it's coming. You can tease them, say, I'll tell you about it later, or you can explain to them what it is. It's something for everyone to look forward to, isn't it, especially if you're going to go through the winter hit list.

We all need a reward. Then your deck. Complete your slide deck.

We're going to make it really easy and give you the template. Practice it at least five times and then don't forget to audit your affirmation board if you want it in January by the 11th of December. If you miss that deadline, it's going to be the next workshop that will get it to you in February.

Right, so it's now time to get into session three. This is honestly one of my favourite sessions. This is where it's going to make the most sense because you have spent all of the last couple of months thinking big picture.

It's now time to drill down into the detail and start really drilling down into what tangible targets need to go with those objectives. It's really, really important because you shouldn't have arbitrary objectives. You need to have tangible targets because if we're more specific about what success looks like, we are more likely to hit it.

It's really, really important. Most entrepreneurs, they don't think like this. They set a target and they forget about it or they make a really lofty and ambitious target and it absolutely means nothing.

What we need you to do is set targets that are meaningful for you and this is where it's your race at your pace comes in. You're not here to show off. You're not here to show everyone what a big bad business you've got.

You're here to pick targets that mean something to you. If you achieve it, it's going to step change your life. It's going to step change your business.

It needs to be meaningful to you and only you. What we don't want is like what most other entrepreneurs do which is they set them, forget them and then they don't achieve anything. Again, they're on that hamster wheel of life being the busy field but we want you to get tangible success next year and this is really, really important.

Does that all make sense? Yeah? Are we looking forward to session three?

Come on, guys. Are we looking forward to session three? Are we looking forward to session three?

Yeah, good. I'm just trying to get some energy flowing in the room because I'm going to put your hands together now and give him a massive warm welcome to the stage. It's your head trainer, Mr Adam Goff, people.

Hello.

[Speaker 5] (16:19 - 16:22)

Hats off already. Didn't last long, did it?

[Adam Goff] (16:23 - 16:42)

Too heavy. It's the best excuse I've ever heard. Too heavy.

I'm not buying that, are we, Deborah? Too heavy, is it? Why are you pulling me into this, Adam?

Can you sit in the front row? Anyway, I'm getting sidetracked. Did you have a good lunch?

Do we need to play the massage game? I think we do, don't we? Let's get some music on.

[Speaker 5] (16:43 - 18:10)

Everyone stand up. Come on, stand up. Don't give me that look.

Don't give me that look. Stand up. Let's get some fun music on.

You know the drill. Turn to the person to your left. Ideally, girls on girls, guys on guys.

James, uncross your arms. There's someone hiding over there. And ask them the question, do you like it hard or soft?

And then begin the massaging. Let the massaging commence. Come on, David.

Let's get in there. Let's get it going. And virtual.

Show it to yourself. There we go. Keep doing it.

I love it. Get some energy going. Get those knots out.

Get in there, ladies and gents. That's right. That's right.

Come on, lads. Don't be shy. More.

Cool. Good. Okay.

Turn around. Ask the question, do you like it hard or soft? Off you go.

Do a job. That's right. That's right.

Francine and Clark are doing it at home. Look. Francine and Clark are doing it.

I love it. That's it. Do the old.

Do the old tie. That's it. Get in there.

Nice little final taps. Do the slapping. Good, good, good.

All right.

[Adam Goff] (18:10 - 18:11)

All right. That's it.

[Speaker 5] (18:11 - 18:13)

We'll call it quits there. Well done.

[Adam Goff] (18:17 - 18:28)

It's a bit weird because Craig on the virtual was massaging himself. I don't want to say anything weird about it. But I'm only joking, Craig.

That was really good. Francine and Clark were doing it on the virtual as well.

[Speaker 5] (18:28 - 18:45)

Feel better now? Oh, dear. Do we feel better now?

All right. There we go. Good.

Now we're ready. Now we're ready. Whoo!

I'm going to get arrested one of these days.

[Adam Goff] (18:46 - 49:13)

Again. Listen, ladies and gents, this Facebook community, Rachel talked about it earlier. All right.

And, you know, this is not just something that we do because it's just Facebook and blah. This is, honestly, this is it. This is what it's about.

Because 98% of PE happens outside of the room, right? I think it's 97%. Joshua is still.

Is it 97? 98 when you did it. When you did it, yeah.

Because you came up with it, didn't you? Yes, you did. Thank you for it.

No, well. I'm crediting you with the quote. I think we need to have a challenging conversation, don't we?

The point is that, as Josh rightly stated a number of years ago, that 98% of PE happens outside of the room. So as great as these workshops are, and we can all come here and get a free massage, the work happens later. And I would say that I thought this was going to be the best group ever on PE.

That was my initial impression. But for some reason, there are some people in this room who are yet to engage in this group, which means that award hangs in the balance. Because I'm going to let you in on a little secret.

We can see how many people have been engaging. We get a point. We've got a leaderboard.

Oh, yeah. You're like. There is nowhere to hide on PE, ladies and gents.

This is what you paid us for. This is the PT telling you to turn up to the training session. This is what this is right now.

So I'm not doing it because it's arbitrary. I'm not doing it because it's just a random leaderboard. I'm doing it because I would encourage everyone to get maximum value out of what you've invested in this program.

And if you have not asked us for feedback yet on your year of or your objectives or your targets, then I would put it on your action list now to ask. If you're not doing it because you're embarrassed, please don't let that be a reason, because this is a safe space. There is no embarrassment.

There is no shame. There is nothing you can do wrong. You can't make yourself look silly.

This is us wanting to help you, and everyone on here wanting to help everyone on their journey. As sort of woo-woo and happy-clappy as that sounds, you know that we mean it. And if you're not asking because you're worried about what other people think, then you are, by definition, getting in your own way, and you need to get out of your own way.

You need to get over yourself. Okay? Because no one cares.

It doesn't matter. I can come up here with a stupid Christmas hat on and tell bad jokes. It doesn't matter.

We're all going to die one day. So I'd say take the chance. Please get it on your action list.

Yeah, there it is again, Nina. I keep saying it. Because it's true.

It ain't going away, babe. It is happening. Like Buddha said, your biggest problem is you think you have enough time.

That is what Buddha, that's his biggest bit of wisdom, is we think we have enough time. We don't have enough time. So grab the bull by the horns.

Don't be the bottom of the leaderboard, because we will name and shame you. No, I'm joking. But we just want to help, is what I'm trying to say.

And we really want to help. And there's been some amazing things going on in that group, but I just know more of you can engage. It's an invitation.

It's an invitation to get involved, to help, to put yourself out there, ask for some feedback. You don't have to lay it all out if you don't want to, but some people will. Like Tina.

Let's give Tina a massive round of applause for absolutely bossing that. You know? She's hating me for doing this.

She's not the most experienced in business. By her own admission, she feels way out of her depth. Is that okay?

You've said that. You feel uncomfortable, but who's the first one in there putting herself out there, putting her objectives on there? Tina.

You know? Like, it's cool. It's what it's all about.

So I really respect and applaud you, Tina. You're like an example to us all. Okay?

So this is what we need to do. We need to just embrace it and ask for help. Is that all right?

Is that okay? Good. Okay, because it's there, so please use it.

Right. Now, we are going to draw together now. So actually, this is the last session before you deliver your strategy day presentations.

This is the last bit of content of autumn. Some people are seriously stressed about this. I just thought I'd sort of enjoy this bit.

It's like, after this, you're on your own. No, I'm joking, right? Okay.

So the point is, is that we've taught you a number of blueprints and some key concepts, and now the finishing touch, the icing on the cake, is putting targets next to everything. And a lot of you think you're there, but you're not quite there, because until you get these targets and we break things up, you haven't quite nailed it. So all of your hard work is going to come to a head now, and this last part is going to be just to finish it off.

And when Rachel says that everything, you've actually done all the work in your strategy day presentation, it's because you have. When you come to put that thing together, you'll realize it's a lot less work than you think, because the things that are in it are just the things that we've covered. So it's not like it's this big piece of work you've got to suddenly do and you're worried about it all Christmas.

It's actually way easier than you think. The key is just to start. So let's get into this.

So the most important thing about this session is that the reason you need targets is because you can't score without a goal. We have to make it really clear what you want, and then be able to judge your success at the end of the year for your own benefit as much as ours in the community. So we need to make the things that we want to achieve measurable and tangible so that we can specifically know if we've succeeded or not.

That is the last part of the puzzle in terms of the strategy day presentation. Now, we're going to split this session into two sections. The first section is more your personal, so how we're going to split our time, how we're going to divide our wealth creation, and we're going to talk about year of.

So that's the first three. And then the second part of the session is going to be more to do with the business, which is to do with your headline strategy, where you are in the cycle, and the step changes you're going to get through the year. So these are, like I said, this is the last bit of the jigsaw.

Right. The first bit is how we're going to allocate our time because time is the only asset we have. We can achieve anything we want, but we cannot achieve everything, and we've only got so many hours in the day between the second of January and awards day in early September.

So how are we going to allocate that time in order to achieve what we want from the year ahead? The most important thing to remember is that what makes us different, I think, from everybody, from lots of other people anyway, is that we don't advocate spinning lots of plates. I made it clear earlier.

We believe, and I said it at lunch, that in my experience, the only way I've ever been successful at anything is by absolutely making something my main focus to the point where I just exclude everything else, and until I succeed in that thing, I do not look at anything else. Focus on one course until successful, inch wide, mile deep. The analogy we use in business is like drilling for oil.

So drilling for oil is super specific, and you have to go very deep, and so many people fail in drilling for oil because they'll go and dig like a million different holes and they're looking, but the most successful people are the most persistent people who often go the deepest, and actually in business, what we've learned is that's often the case. The people that are the most persistent, that stay in the game the longest, they tend to be the ones that succeed. There is no quick fix, easy money.

You make it in year one. If you look at anyone who's done anything, they've probably done it for the best part of a decade, and they've gone deep, and they've gone narrow, and they've struck oil. So that is the focus that I want you to apply to your targets in year of this year.

That is probably the main, main thing, because most entrepreneurs won't do this. They'll spread themselves super thin, and they'll make not enough progress to strike oil. There's a lot of wisdom in what I just said there, believe it or not.

So we do this with something called the distribution of focus. This is a blueprint that I'm going to show you that is proven, and if you ignore, again, the same thing with the wealth hierarchy, you ignore this at your peril, ladies and gents. This is proven, it works, and it cannot be modified.

So here it is. This year, you're going to pick one thing to focus on. Your primary focus.

It's going to be called your 70%. It is the thing that you think about most during the week, the thing that you wake up thinking about, the thing in the morning, the thing that you think about before you go to bed, the thing that sometimes wakes you up in the middle of the night, the thing you think about at the weekends. It is the thing that you are focused on.

It is the one thing that you care most about in this world in terms of business, and it is your only master for the next 12 months. That is your primary, primary focus, and you'll make that your 70% focus, and if you were working a five-day week, that would take up three and a half days of your week. That's how simple it is.

You may decide to have a second focus, a secondary focus, which will only take up up to 20%. That is one day of your week if you work a five-day week, and again, you may choose to have a third focus, which could be 10% of your week or half a day. Sorry, 10% of your time or half a day.

Now, I here, and I'm going to just save someone the embarrassment for asking me the question, can I have 50, 30, 20? Can I have 50-50? Can I have 40-40-20?

And the answer is, no, you can if you want, but it's not what we teach. And if you have 40-40-20, you'll get 40-40-20 results, which is a little bit of focus here, a little bit of focus here, and a little bit less focus here. You won't strike oil.

I would say the only exception to this is if you want to go 90-10 or 100-0, right? It's all in or nothing, I would say. That's how I've done it, that's how we've all done it.

It's called drilling for oil, and it is all about inch wide, mile deep, no exceptions. Now this does mean that you're going to have to make some difficult decisions, and this does mean you're going to have to be really honest with yourself, and I don't expect everyone in this room to get it on year one. Sometimes it takes a couple of years for you to close the business down that was your fourth thing, because you convinced yourself for two years that you could have a fourth thing, because you knew better than Adam, but then eventually you realized, okay?

So the point is, what do you want? Do you want mediocre success in lots of areas, or do you really want to nail something this year and then go on to something else? Like I said, we call this distribution of focus, and you may remember this from the blueprint.

This is how we describe it. There'll be a slide in your workbooks for this, and obviously this is your 10, this is your 20, and this is your 70. It just represents your week.

What you want to do is you want to put whatever it is that you're focusing on in each one of those boxes, and you've got a tough decision to make. It's not in the slide deck, no? Oh, it's not in the workbook.

Okay, but it will be in the slide deck, don't worry, no problem. So this will be in your, did I say workbook? I meant slide deck.

So this is going to be in your slide deck for your strategy day presentations. Now, your job is to look at all the things that you're doing or you think you want to do, and fit them into this box, and if they don't fit in, I'm sorry to say, that's the difficult decision that you've got to make. That's just the way it is.

Now, the way this thing works is, in an ideal situation, you would have one in each thing, and I really wouldn't hold it against you if in year one, you just had one main focus. That would be absolutely fine with me, but where we want to get you to is where you have 70%, a 70, a 20, and a 10, and for the first couple of years, you might be spending 70% of your time building a cash flow business. That's my main focus, that's my main focus.

I'm going to scale my architect business. I'm going to, you know, whatever I'm going to do, I'm going to solve cash flow, and it's 70% of my time, it might even be 90% of your time. And then, you're going to get to the stage, like where Simon is with his cash flow business, where it's not actually taking up as much of his time.

He's got it systemised, he's got a little team in there, it's running nicely, it's at its sweet spot, and now what he can do is he can drop it down from his main focus to his 20% focus, perhaps even his 10% focus, because actually he's decided that him and his brother have been doing flips one day a week, and actually they're going pretty well, and now cash flow's sorted, he wants to focus on profit, so he's actually going to go from doing that one day a week to three and a half days a week, so he just swaps them around.

And this is what we do. Every year we're able to swap things around, depending on which stage in the business cycle they've got to. So when you've got a business to perform, and like Josh was doing with Zest half a day a week, I was doing with Capital Living probably more like a day, maybe perhaps a day and a half a week if you counted a bit of admin and stuff, we were able to get them making a lot of money with minimal time, and then we're able to focus on something else.

So this is the sort of escalator or conveyor belt that your business interests will take, and every year you make that decision where you want your time to go. So that's how this blueprint works, and that's what's really important, that the sooner you embrace this, the better. This is another layer to this.

Does everyone understand this? Is there any questions at this stage? Okay, good.

The next layer to this is you can also use, so we call this distribution of focus 70-20-10. You can also use this within your business. Who's got like one main focus, their main daddy that they focus on?

Just, no one? Who's got, show of hands? Quite a lot of people, okay.

If you've got like one main thing that you're going for, then you also might consider how you're going to spend your time within that business across the three different types of work, delivery, management, and development. Delivery being I'm in the business, I'm talking to customers, I'm doing things. I am delivering now.

This is delivery. Management being I am managing my team who are doing the things. I'm having SCS meetings.

I'm setting agendas. I'm doing accountability. That's management.

And development would be I'm creating assets in the asset factory. I'm setting the strategy. I'm working very much on the business at the highest level.

And you may set yourself targets like that. Delivery, management, distribution, and focus. Sorry, delivery, management, and business development.

So this is another layer to that which I find quite useful. Now I haven't been able to do this within PE because, well, for various reasons. Mainly because of the time zone.

But what I used to do in capital living was I would split my days up in the week. And you can also, you can do this for 70, 20, 10 across both things that I just said. So I would have management on a Monday.

I would do all my SCSs on a Monday. I'd be like, that's my manager day. And then I would do, and then that would free me up to do some development on Tuesdays and Thursdays.

And then I would sort of do delivery slash management the other two days of the week, plus I had other interests. So you can also split up your week between your three businesses as well. You can say, well, I'm only going to work on deal sourcing on a Monday and then I'm going to do my cash flow business Tuesday to Thursday and then I'm going to do everything else on a Friday.

Does anyone else already do that? Has anyone kind of got that split? Yeah, it's nice.

It works really well. It creates nice lines, nice divides. People know where you're at and it's a really good way to work.

I'll just tell a story about, again, one of my clients who, this is like, I would say this is a classic PE high performer problem, is denial. Denial. It's not a river in Egypt, all right.

It is what we're all up against, where we all think we can do more than we actually can. And this person is a super high performer and I asked him what his 70-20-10 was and he told me and then I saw him doing at least three other things that were not in that list. Because when you're on my mastermind, like I write these things down and it's like a trap.

They think I'm just being inquisitive but actually I'm taking notes to hold them against later, to use against them later. So I'm like, so where does that, so which one was that on your 70-20-10 then? I get like dazed looks.

Because we all try and do more than we can but it doesn't work. Now this guy had his 70-20-10, they needed some mentoring on the side and had a huge financial, has still a huge financial fortress target which is very impressive and he will get there but it's like, it's mammoth. So he's already very busy and he said to me, he said, oh yeah, you know, I said, how's it going?

He said, it's going really well, everything's super busy as always, really good. And he's just like this. I said, oh cool, what are you doing this weekend?

He said, oh you know, I'm doing my home extension. I said, what do you mean? He said, well, I'm doing my home extension.

I said, oh yeah, I remember you talking about that. He's like, what do you mean you're doing it? He's like, well, I'm, my dream was always to build my own house.

I'm building my own home extension. And I was like, I said, oh, I said, where does that fit in your 70-20-10? He goes, oh no, no, I'm just doing that on the weekends for fun.

I was like, for fun? I was like, you're building a house on the weekends for fun? I was like, and then like progressively as I saw him over the coming months, he was getting more and more burnt out.

You could see he's put on a bit of weight. I said, dude, you know, there's something wrong here. Like, you're not, what's wrong?

And he's like, you know, you're right, I'm really stressed. And if I don't get, if I don't get the windows in before Christmas, you know, the kids, the girls aren't going to have a room to sleep in. I'm like, why are you, why have you done this to yourself?

Like, this is a tremendous amount of stress. You're now talking about your girls not having a room to sleep in over Christmas because you broke the rules. You thought that you could literally do it all.

And eventually something breaks, you know, and this guy was his health, and he did realign things. Got his extension done, looks amazing. But it's just a typical example of where we kid ourselves into thinking that we can just do that on a Sunday or a Saturday morning.

Who, like, fits in work on a Saturday morning? You know, because they've got to find a bit of extra time. I'm guilty, I do the same.

You know, it is denial, all right? It's not good. It's not the answer.

Like, it's not sustainable. So this is why we need the distribution of focus. But let's talk about wealth.

So I've really, I actually made this point earlier with one of the questions. And obviously we've covered the layers of wealth in the first session. Again, another big mistake people make in the same way they'll try and spin too many plates with businesses is that they'll try and focus on too many types of income in a year.

And lots of people will do PE, learn the methodology, and go, right, I know what I'm going to do, Adam. I've got my strategy. I'm going to start a back-to-back leasing business for my cash flow.

And I'm going to do some flips for my profit. And then I'm going to buy, I'm going to do a develop, I'm going to do a commercial to residential development for my assets. And I go, cool.

And they're like, what, over the next five years? They go, no, no, this year. I've cracked it.

It's like, no, that doesn't work like that. It sounds great. But if that is trying to catch three rabbits and you'll catch zero, you know, I would much rather you just went after one thing until you had it nailed and then you've earned the right, like I said earlier, to go and play a different game.

So when you're setting your targets, use your wealth hierarchy, all right? Get the wealth hierarchy out. Get the pyramid out.

And write down your cash flow target that you're going to work out from your living costs that we talked about earlier. And if you haven't hit it, that's going to be your target for the year. You're going to have a wealth target and it's going to be around like Rachel's is for her financial portraits, getting 2,307 pounds a month.

That's what you need. If you've got cash flow sorted or you're confident you're going to get it sorted and maybe you're flirting with a profit play, you may have a profit target. You may not.

And of course, if you are building the asset column like some of us in this room are, then of course you're going to want a target in there like I'm going to add X amount of equity to my net worth. You know, we're probably talking about tens or hundreds of thousands of pounds it's going to go up by because my balance sheet is going to improve over the year because that's what I'm doing. I'm creating wealth.

So either it's going to be cash flow per month, it's going to be profit, lump sums, or it's going to be assets, which is balance sheet value. As I said earlier, you must start from the bottom up. Do not try and skip the gears with this one.

You must start a cash flow and then you can evolve past that. So like I said, in your presentation, you'll have the wealth hierarchy and you'll be able to put targets next to each if you want. Ultimately, it's up to you what you do in your presentation.

Obviously, financial fortress. Has everyone got all the notes or did I go too quickly? It's okay, you can tell me.

I know I'm a bit aggressive sometimes but you can just tell me. You can't skip the gears. All good?

There's quite a lot of writing on that one. I know it's a longer one. I really am spelling these points out because I really feel like it's actually, even though it might sound like I'm being a little bit full on, I don't want to waste your time.

I see people go years round the track and they don't get it and I just want to do you that service to tell you now to try and save you months or years of your life with the ladder up against the wrong wall. Not everyone's going to get it today but the sooner I make a big point about it, the more I'm serving you. That's really what I'm trying to do here, ladies and gents.

Is it easy? No. Are you going to be able to make all these difficult decisions before January the 7th?

No. Some of you will but not everyone will but if this is the jolt you needed and then I do it again next year, I need to impress this upon you. These are the levels.

Don't skip the gears. If you're at the financial fortress stage, obviously your target is going to be the know your number target we talked about at the super event which is right. I've got my comfort or my dream or my survival number.

I know how much it is and I'm going to try and figure out what that needs to be in terms of my financial fortress which for me when I was living my Cape Town sort of imaginary life was okay, cool. Well, I've actually got a million pounds worth of equity in my properties. All I need for them to do for me is 6.9% ROI and I've actually got my money, paid some tax and I can live this lifestyle. Very, very clear. And that is, we'll do questions at the end, that's all right. And that is what you need if you're in the asset play and you're going off to the financial fortress.

You should have the clarity over that. You might not know which properties you're going to buy and all that type of stuff but you know what you need. You can start to play around with it.

Obviously you can pull those levers. Higher ROI, less equity, more equity, lower ROI, etc. What we do on advanced and if you are at that stage now with your financial fortress, is every year we get you to track, there's some other KPIs we get you to track.

One of them is your financial independence number and every year we ask you to put as a percentage the amount of income from your financial fortress that is covering your living costs. So we measure it as a percentage, you submit it in a time capsule and every year we remind you of your progress because obviously every year it's going up. What did Rachel say hers was?

77%? She's got it on the tip of her tongue. That's clarity ladies and gents.

That's like, I know what I've got and where I need to get to. So if you are at that stage now, feel free to give yourself that number as a marker in the sand and then when you come back around next year and you do your autumn, you can see how far you've got against or you could set a target like Rachel has. She wants to go from high 70s to 100% this year.

It's a super clear target and all guns are going to point towards north. Okay, so year of. So Rachel described it earlier but your year of targets, just to really make sure we've got it, is you're going to have supporting objectives with your year of.

You're going to have three personal and three professional. You need one target for each of those, one. One clear target that will tell you if you've achieved that objective or not.

So three personal and three professional. So that means you should have six targets when you come to deliver your year of presentation. Of course, what we want to do is we want to show everyone a transformation.

We want to say I've gone from zero on my financial fortress number, my financial independence number, to 15, all to 15. I want to have gone from 80 hours worked to 50 hours worked. I want to have gone from 1,000 pounds a month in cash flow to 3,000 pounds a month in cash flow.

So you want to really make a note of where you're at and then be able to show the transformation. And probably the biggest thing to take away about a target is that it is by its very nature something you can hit. It's a tangible thing that you can measure and you can hit.

And we call that a tangible target. An objective is like a direction of travel. An objective is like lose weight, improve cash flow, master my mind.

These are like, these are themes. They're like the directions of travels. They're a bit willy.

Targets are very specific things that you can hit. I'll meditate five times a week. I will improve my cash flow by 2,000 pounds.

I will lose five kilos. These are taking objectives and making them tangible and that's something that's really important. So you want to be focusing on these.

We call them tangible targets. That's what you want to be focusing on. Now, I thought I'd just show you some of mine from last year to demonstrate.

So your year of presentation, this is obviously the advanced branding. You'll use the program branding. So my first objective, number one, was to be fit through 40.

So it was pretty self-explanatory. I didn't want to do anything too crazy. I just wanted to shape up a little bit and make sure I was in good shape throughout 40, not just peaking when I turned 40.

So what I did was I set a body fat target because I find that weight, frankly, is not a very good measure for, I don't think it's a very good health measurement for loads of reasons. You've got muscle in there. You've got fat in there.

If you're female, you've got water retention at different times of your life and your month. There's all sorts of reasons why the scales can lie. So I picked body fat.

It's super precise. It doesn't, like, generally, it doesn't lie. So there's nowhere to hide.

So I would say if you've got a health goal, that's a good little top tip. Rather than just picking weight, there's nothing worse than going to the gym for four weeks, eating healthy, and figuring out you're exactly the same weight as when you started. Right?

Everyone gives up at that point. But what you don't realise is your body composition's changed. You've actually, you've lost fat, but you've put on some muscle.

And maybe, you know, maybe you've actually carried a bit more water because you're hydrating more and you're actually on your way to a leaner physique, but the scales is completely lying to you. And so, you know, equally you can lose a load of weight and lose a load of muscle, which isn't good either. So anyway, I digress.

That was my tangible target. So what did I, that's what I set in January. And then what did I do?

I bought myself a treadmill because in Bali it's really difficult to walk. And I started off at 70.5%. I went a bit mental during December because my birthday was in Feb, so I really had to sort of push it. And I just tracked, on a body fat scale, at my local gym every month, what my body fat was.

It was really easy, super simple. And then at the end of the year, I was like, that's my average, to get between 12 and 14%. And that's what's called a gimme, is Josh wouldn't agree with me, but I gave myself that as a green because Josh and I were competing against each other for the award and we did get equal votes.

So I would say it was well worth me sort of asking for forgiveness, not permission on that one. So yeah, I did it. Nice and easy.

Are you still a little bit upset? Cheating myself, yeah. That's a good one, actually.

That's a good one. That's a good one. Doesn't matter.

It's in the history books now. No one's going to remember that. You can see the competitive nature.

It's very real. Right, so that was good. So I stood up, I said that, I delivered it, and then I gave myself a lovely big green tick.

[Speaker 5] (49:13 - 49:16)

That's a good thing. It's green ticks. Win prizes.

[Adam Goff] (49:16 - 1:14:39)

So green tick. Second one. Second one was to...

This is a bit of a funny one. So I really wanted Bella to move from Hong Kong, my girlfriend, to Bali with me. I'm instinctive.

I'm impulsive. I'm just like, oh, just move now. Come on, let's just do it.

I'm ablaze. She's a tempo, so it's like tempo timing. Every star's got to align in the Chinese astrology for it to work and she's got to see her Feng Shui master three times.

So yeah, so we're different. So I didn't want to be the one telling her to move. I wanted her to actually move.

So I created this whole objective around just being the magnet, not the master, and it was quite hard. So the reason I'm using this example is not to embarrass myself, although it is a bit embarrassing, is to explain an example where I've taken something that's quite woolly and tried to make it tangible, because a lot of you will have this problem over Christmas. You'll be like, how the hell do I make this a tangible target?

Well, what I did was I got creative. I said, well, I'll tell you what we'll do. We'll have six couples coaching sessions where we actually talk about the move with someone because it's a big move and it's a big life decision and we should probably talk to someone and I've never done it before.

I thought that was a good idea. It was very mature of me, so well done, Adam. And that actually went really well and then I also gave her the ability to give me a yellow card if she felt I was pushing her too much.

So I told her this and I stood up on stage and told everybody and she didn't give me any yellow cards, but I think I gave myself one because there was one time I got a bit like, oh, just move now sort of thing. So I just said, look, I'll give myself three yellow cards and obviously I said that to her and she found it funny and it was all good. It was all kind of good.

So there you go. That's an example of something that's quite difficult to quantify and trying to make it quantifiable. So yes, that's personal objectives.

Let's move on to business. So when it comes to the business and your headline strategy, obviously we're going to go back to this idea of the business cycle which determines everything. So hopefully you've held your strategy presentations, your strategy sessions with your team or you're going to and depending on where you are on this lovely diagram, will determine your direction of travel because otherwise, frankly, you're just ignoring our advice.

So you need to follow the blueprint. So business cycle. As I said earlier, you cannot skip the gears.

Everybody wants to go from starting to performing because performing is where all the money is and you have less time and it's all good but it's actually an incomplete impossibility so you cannot do that. So don't skip the gears. If you're in form, you're going to storm.

If you're in storm, you're going to norm and if you're in norm, if you're lucky, you'll be able to get into perform. So you can't skip the gears. In the form phase, just to remind you what was covered last month, your job is to start and to figure out your business model.

If you are starting, if you are just starting back-to-back leasing like a lot of people are, then you need to understand what the model is, how do you make money, what are the margins, what can you charge. If you're sourcing the contract for a landlord, maybe, is it a fee? What is that fee?

Have you tested that assumption? If you're going to back-to-back it over the length, how much do you hope to make? Is it 300 pound a month?

Is it three grand a month? You need to establish your business model and what makes money and what your margin is going to be. That would normally be through doing a deal or a couple of deals and then once you've done a deal, once you've done an HMO in Southwest London, you know what makes money in Southwest London as an HMO and the second and third deal, you get better and better.

That's your goal starting. Once you've established that you know how to make money out of this thing and this thing actually does make money because quite often things don't, then you go into growth mode. You go into storm.

You say, great, we did one house. Now we're going to do 20. Great, well, we've done one back-to-back leasing deal.

Now we're going to do 10. We're going to do one a month. At that point, your focus is on revenue and growth and it's frankly just trying to get more volume through, as much volume as you can stand through the business.

After that, you're going to be tired. You're going to be burnt out. You're going to be letting customers down because you were in storm mode and you realise you need to just calm things down, preserve cash, focus on customer service and start thinking about your reputation because you can't keep upsetting clients.

You want to build a good reputation and you want to return customers. You need to calm things down because now the money is flowing through the business and people are getting paid, your priorities change. Your priorities now completely change.

Of course, once you've got things settled, then you have the time and the capacity to start looking for the margins that you're missing, the upsells that you weren't charging. You might adjust your pricing. You might push your pricing up.

You might reduce overheads, offshoring some team, cancelling some subscriptions that you never needed, things like that. These, if you remember, are these four stages of the business cycle and you'll set your targets around those. You'll set your targets around establishing the margin, growth, sales, customer service, reviews, and, frankly, net profit.

These will drive your targets. This was covered, obviously, in the headline strategy. Whatever your headline strategy is will feed into your targets.

Reminding you of mine last year for PE. The whole thing was very stormy. Businesses changed from the inside out and, obviously, under my leadership, the goal was to ...

We had to rebuild the team, really. For where we were going, the team just had to be rebuilt. Changing a team is very stormy.

It's very disruptive and things are prone to break. I knew it was going to be stormy. It was all about team members, as I described earlier.

Only two people on the left were in the team at the beginning of the year. Everyone else is new. We had to recruit five, six people.

That was stormy, but that was the goal. That was the first goal. That said, internally, we're in storm mode.

Externally, we've got an established business. We're doing well. We weren't going to settle for just reducing our growth.

Everybody was focused on, also, delivering a fantastic year. The next target, as well as hiring the team, was to keep pushing our revenue. Last year, the goal was record revenue, the most amount of revenue we'd ever achieve.

Every year, we're growing and we're growing. We did both of those things. Both things came from the headline strategy, team, but also continue to smash it as a performance business, which we did.

So, you'll pick some targets around your business, but they'll also need to relate to the thing we call the sweet spot. Now, the sweet spot is where your business is perfectly balanced. As I said earlier, nothing should be arbitrary.

If you start finding yourself saying, we need 10 customers and we need 100 grand a year, these things are arbitrary, and you probably haven't done your business model effectively and you don't know where your actual sweet spot is. So, again, I'd encourage you to go deep over winter to figure out, and potentially even over the rest of strategy, to figure out where your sweet spot is. So, let's talk about growing a business and let's talk about some targets.

Now, quite a key concept to understand in business is that everybody thinks that businesses grow in a linear fashion. And what I mean by linear is that every year, a business might grow by 5%, 10%, 20%. I know, all you need to do is grow 10% a year for 10 years, everything will be great.

If only it worked like that. It doesn't work like that, okay? Maybe if you're, like, some big PLC and you're, like, a big monster and you're just gradually growing, potentially.

But in my experience, businesses grow in a much more cyclical way. They tend to have, like, growth spurts and then they tend to calm down. And in the same way that, you know, we love lining up with the natural world, in the same way that nothing's really growing now and it won't grow till spring, we do the same in our businesses.

You know, we want to, like, calm things down and then go for the next growth and then calm things down and then go for the next growth, rather than just being in all-out growth all the time or just thinking we can get nice steady growth. Now, some businesses can, but most businesses can't. And the reason why is because you have to rebuild the business to get to the next level.

If you're going to go from having one team member who knows all your customers, all their mobile numbers are on their phone, and it's super easy, if you want to grow that business to three times the amount of clients and now you need three team members in that position, you've got to completely change the way you do business. You've got to have a central system for phone numbers. You've got to have, like, a shared diary.

You've got to have... Basically, you can't just... There's a rebuild that has to happen and it's called a step change, all right?

We are looking for the next step change in your business. That's what, hopefully, your headline strategy is doing is getting to a step change, a big change, a significant level that you're going to jump to that is different from how it is now. And that's this cyclical versus linear.

You often cannot just have this linear progression of you out. You know, if you want to come out of the business, you've got to have a bit of a step change. You've got to probably bring in some team members and it's going to be quite like a...

Like you're leaving, it's going to be quite disruptive. It's not just something that you gradually do over five years. Like, you probably, at some point, you're going to have to say, well, I've just hired you as my GM, there's the keys.

You know, it's a step change, all right? And that's what you need to be thinking about in terms of rebuilding your business around these step changes. And your main goal in strategy is to try and figure out...

And we haven't done a lot of finance yet because this is just the program at this point. But on Advanced, we've spent the last two months in our business models and looking at the numbers to try and figure out where our next sweet spot is. A sweet spot is where a business is very well balanced and is making the margin it needs.

Everyone is well resourced. Customers are getting serviced. And everything is balanced.

Everything is balanced. It's that sweet spot. It's literally what it is.

It's a commercial balance. Everyone's just good. For us on PE, the sweet spot is having just all our rooms full.

Everyone's good. Customers are getting looked after. People are getting replied to.

People are feeling like they're getting a good service. That's good. That's really good.

So for you, you'll have something in your business where the sweet spot... You'll have a team member that needs to service so many clients to be nicely full but not too full. And your job is to identify where that sweet spot is and go for that sweet spot.

And sometimes the sweet spot is ahead of us and sometimes the sweet spot is behind us. Sometimes we have to reduce in size because actually we were making far more money when it was just 10 houses and one team member than where we are now. It's 20 houses and 14 members.

We're actually making less money there than we were here. And it's because we didn't understand this idea of a sweet spot. So you need to understand that in your business and you need to be going towards that next sweet spot.

And when you get there, just regrouping and deciding whether you're going to go into the perform stage and try and squeeze the pips and make as much money as possible or go again to the next sweet spot. But between the sweet spots is what we call the desert. Because it's like between those sweet spots you might be making less money than you were back at this original sweet spot and it's hard to cross that desert.

For us to go from 15 people where we started to a room of 60 or 80, that's a big jump. We did that in one year. So that time between deciding we were going to commit to a big room at the Belfry from a small meeting room in Nottingham, that is called the desert.

Because either we get there in one year or we get there in three years, it's how long do you want to prolong the pain. So rather than us just go from 15 to 20 to 25 to 30 to 35, we just went, no, businesses grow in step changes. We're going to go from 15 to 60.

And we just went for it. And that's how we teach to grow businesses. Anyway, you're setting these targets and you're going to want to consider what type of business you are because these are going to determine your targets.

Are you a startup? Is it Band of Brothers, startup? Are you a lifestyle business where you're kind of part of it and you love it?

Or do you want a performance business where you hire professionals, you're lean, you're mean, and it's super lucrative? All of them can be lucrative, but you've got to decide on the type of business you want because, of course, this fits in with our three levels in PE that we teach. Three levels, now four, because obviously now we've got the chairman level.

So go back to this and go back to our blueprint and decide. Is it landlord level? Is it investor level?

Or is it entrepreneur level? Is it in the business? Delivery, delivery, you are the business landlord.

Is it manager? Is it Band of Brothers? Is it a loyal team of disciples that will follow you anywhere?

Family members, everything else? Or is it entrepreneur? Is it a proper business?

Have you got professionals working for you? Is it like, is it, you know, is it a performance business really? Absolutely.

We'll take questions at the end. Yeah, all good? Okay, so business targets, headline strategy, right?

You get what you focus on, choose wisely. Whatever you choose to focus on, you will get. If you choose this year that you're going to go for revenue, then you're not going to have a profitable year because you're in growth mode.

If you choose to not grow and focus on profit, or focus on profit, then you will not grow, but you'll probably make more money than you've ever made. That's how it works. You can't have your cake and eat it.

So you've got to decide as a business owner what it is that you want to focus on because this is what your team are going to have to get behind and yourself. So you need to have one focus for your business, one main focus. Ours was obviously record revenue.

You need to have one main focus. Depending on which part of the cycle you're in, will determine the focus. Is it starting?

We need to do a deal. Is it sales? We need 10 more houses.

Is it service? We need to get 10 five-star reviews every month on Google. Or we need to get NPS score world class.

Or is it stats? We're looking at net profit. We're looking at net margin.

They will be the things that you focus on depending on which stage you're at. You want everyone to have a number. You want one number for the business, one overarching number so everybody knows if the business is going to succeed, what is that thing.

And ideally, everybody has a number that they're focusing on. Whether it's the businesses or their own number, everybody needs a number. So you want to make sure that everybody knows what success is next year in your business for them.

And it's either going to be your company number or it's going to be like a number that feeds into that number. You'll set yourself three objectives for your headline strategy. I'm talking about your business now, right?

You're going to have three objectives. And do you remember last month I talked about they will line up with either product, marketing, sales, operational, finance? Do you remember that?

Tina, it's actually the advice I gave you. Your objectives will normally link to one of those five areas within your business. Marketing, sales, operations or finance or products.

They'll normally link to those three things. They're your main departments and you'll normally need to address one to three of those within your objectives. And once you've got, you've found your number, you're like, that's the thing we need to focus on.

We need that above anything else. This is what we need. Then your job is to tile the walls with it.

Now that means you need to put it in everyone's face, including your own, as often as you can. If you have a weekly meeting, you should be talking about it every week. If you have a monthly meeting, every month.

It should be on your bathroom mirror. It should be on your company notice board. It should be like, it should just be everywhere.

It should be the thing that everyone is focusing on so that you don't make the mistake that so many entrepreneurs make where they set a target, put it in a drawer, forget about it. It's like, no, this needs to just be something that is part of the chemistry of your business, the DNA of your business, so that everybody actually knows what success is. Because even though you know it, I tell you now, your team definitely don't know it.

You need to be reminded of it. I'm losing my hat, I think. You need to be reminded of it yourself, because we're humans, but your team needs to be reminded of it much more, because they didn't often come up with this number.

They don't care about this as much as you do, so you need to really over-egg it and make sure this number is being tracked on a regular basis. These numbers all become your dials on the dashboard. Every week, every month, when you're sat down and you're reviewing how your business is doing, maybe when you do your management P&L accounts, et cetera, you want to be scoring yourself every single month in the same way I was scoring my body fat levels every month.

You want to be doing the same for your business. If it's a sales goal, it's like, how many leads did we have? How many sales have we made?

Are we on track? And you need to adjust. This is how we do it.

PE, when we were after storm phase, when we went into the norm phase, we made world class our headline strategy. Everything had to be, bless you, world class. That was all about service.

This is when we started doing the NPS scores, the text messages that you guys so kindly give us and feedback to. We just started scoring everyone. We started scoring every event we did.

What's the NPS score? Could we get any feedback? World class was the standard.

That was the standard. We made it the focus. Everybody was focused on it.

We talked about world class all the time. We were changing slide decks. We were changing everything.

Everything we touched, we were like, is that world class? It was like, well, it could be more world class. It was actually quite good because it was like, that's not world class.

Okay, cool. I'll change it. We set the standard.

That was a norm stage. As I said, storm was about hiring a new team. I had my three supporting objectives under my headline strategy last year, obviously.

They linked to the departments. First one was finance. We wanted a world class finance function.

That was something that we were struggling with. We struggled with it for a while, mainly because we had a change of personnel in PE internally. I was like, look, we need to get finance absolutely nailed.

The goal was to hire a new finance team. It's like, right, we need a new team, new team, new dream. We need a new finance team.

We need to absolutely nail it. This has got to be world class. We're a performance business with a substandard finance team that was changing over as part of the changing of the guard that I was talking about.

I looked around, even though I'd done this myself, I was like, I know how to do this, but I also know someone who can absolutely nail it much better than me. I enlisted Josh's services as the ultimate FD. I was like, Josh can build a world class finance team for us.

That's exactly what we need to get up and running as quick as possible, which is something he's been busy doing for the last 11 months or so as we're coming towards the end of the year. We've got a new finance assistant. We've got new bookkeepers.

We've got new management accountants. We're just hiring a new senior finance assistant. It's literally a whole new team.

New systems, new operations manuals, new my house, new future forecast, a whole new suite of business models. How many business models? 30 business models, something like that, Josh wrote.

We've got sales reports. We've got, it's now like, it's not finished, but it is now world class. It's there.

It's organized. It's a system. It's clear.

Before, we didn't have that. It was very, very different. That was very, very clear.

Thank you to Josh for that. The new finance team, absolutely smashed that. The next one, that was finance.

The other one was marketing. We had to create a marketing machine. Previously, it was just Dan doing the marketing, to be quite honest.

The target was, okay, we're going to hire someone in marketing and we're going to have Dan only doing the profile, only doing the podcast, the face of the business. We did both of those things. The last one was around products.

I wanted to reinvent the advanced members brochure. We had a brochure. It was kind of okay.

Last year, we introduced loads of new memberships. We introduced a few new levels. It was just a whole other level up around different ways people can engage with us.

That's where a lot of the virtual growth came from. We want people to engage virtually. We want community memberships.

We want hybrid memberships. We really evolved that. It was a lot of work.

With Josh's help, with the business models, and with Bianca's help pulling together all the materials, we did it. Tangible things, finance, marketing, product. Your objectives should fit into those things.

Let's do some tips, some questions, and then have a Christmas drink. Some tips. I'd really consider dividing your week up if it's possible to match your distribution of focus, potentially even your wealth hierarchy.

Consider making it Management Mondays, or Me Mondays, or Financial Fortress Mondays, and the like. Delivery Fridays. Push all the low-value stuff to the end of the week because you'll be tired by the end of the week.

I would say when it comes to numbers, one number is much better than 10. Less is more. If you could just have one number that everyone in the business was focused on, that would be a dream as far as I'm concerned.

That would be a really good place to be. Reality is sometimes individual teams need their own numbers because they contribute differently. But one number, less is more.

Keep it simple. You treasure what you measure. Whatever you decide, the reason why you need to give us a lot of thought over Christmas is because whatever you decide, you will get.

You need to make sure it's actually what you want. It needs to really be what you want. You need to make sure you're going to get at the end the result that you intended, not a completely different result like having grown 200% but there's absolutely no money in the bank for that new house that you wanted to buy at the end of the year.

You've got to be really clear about what you're going to do. Without a doubt, getting your team involved and getting some creative collaboration going is the way to go. So don't just sit in your ivory tower, come up with all your targets and then deliver them to your team at the beginning of January like all happy because it doesn't mean anything to them.

So why don't you have a discussion with them? Why don't you talk to them about what's realistic? Have a follow-up strategy session.

Say, look, I know we said we were going to go for growth next year. How many new customers do you think we can get? What is realistic?

And they might say 20. And you might go back into your cave and go, well, I'd love 20, but that is unrealistic. And you might come back at the end of the year and say, I've really enjoyed that session and I know you said 20, but I've been thinking about it.

I think 20 is a bit of a push. How about we go for 12? And if you get any more than 12, I'll give you a bonus.

And now you've created a real win-win. The team member thinks, oh, wow, that's great. I thought I could do 20.

You've lowered the expectation because it works for you in your sweet spot and then you incentivise them to do better. This is the power of creative collaboration. It's their, the beauty is it's their idea.

And, of course, the last tip is it must be tangible. It must be something you can hit. Even if it's a relationship Willy won like I had, find a way to make it measurable, something you can control, that you can hit, that you can do no matter what.

And you'll be all good. Let's get the mic ready. Any questions?

No regards to the targets yet. Chris, at the back. Do you have a mic there?

We'll give that one and I'll save this for...

[Speaker 4] (1:14:43 - 1:15:37)

Go, Chris. Pleasure. If you could give me some clarity on something.

So I have a day job and it takes up a lot of time each week, but I've always built a portfolio in the background. That's how I've always done it. I wouldn't, but for this year, for this purpose, I'm going to have to say that my portfolio is my business.

So under the PMSOA, I always struggle with that based on just being a portfolio. But my headline strategy is going to be based around deleveraging that portfolio this year to assist my personal year off, which is path to freedom, basically. So on the deleveraging front, to set my objectives, I'm thinking it's under finance.

[Adam Goff] (1:15:39 - 1:15:41)

What does deleveraging mean?

[Speaker 4] (1:15:41 - 1:15:42)

Sorry?

[Adam Goff] (1:15:42 - 1:15:43)

What does deleveraging mean?

[Speaker 4] (1:15:44 - 1:15:52)

No, deleverage. Oh, deleveraging. Thank you for clarifying.

Basically paying the mortgages down. Perfect, yeah, okay. And some loans.

[Adam Goff] (1:15:52 - 1:15:52)

Yeah.

[Speaker 4] (1:15:52 - 1:16:15)

Using the opportunity, some of the deals are coming off, some of the mortgages are coming off the deals this year, next year, sorry. So I'm going to use that as an opportunity to pay those particular mortgages down. It will deleverage and also maintain my profit margins.

So I'm just struggling to understand what section that comes under, but the one I can think of is finance.

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

Yeah, I mean, it's a good point. I'd say so. I'd say it's definitely a finance point.

I wouldn't worry too much. Don't overthink it. It's not a noisy business where you have different teams.

Equally, all those skills apply in a portfolio. You still need product and you still need marketing when you're going to get deals and you still need operations for property management. So they apply, but just kind of on a sort of quite shallow level.

So yeah, I would say it's a finance.

[Speaker 4] (1:16:46 - 1:17:02)

It's definitely a finance objective. But that, it's going to be more like the bonus. So I'm doing them for late travel and retaining rent.

So I'm going to sell them and the money's going to be used to pay down the mortgages.

[Adam Goff] (1:17:02 - 1:17:08)

Yeah, definitely. Yeah, I would say it works well. Yeah, deleverage as an objective and then the target is...

[Speaker 4] (1:17:08 - 1:17:10)

So I don't need sales, thinking about it.

[Adam Goff] (1:17:10 - 1:17:37)

Yeah, you will. It's a business. The common misconception is that a property portfolio isn't a business, but it is a business because you still need all those skills to run it.

So yeah, so you pick a specific target around how much you're going to deleverage. You know, how much debt's coming off, you know, starting at X and ending in Y and yeah, absolutely. That would be a great objective, target.

Who's next? Nina. Are you all right to catch?

Yeah. Oh, sorry.

[Speaker 11] (1:17:38 - 1:17:39)

So chill, David.

[Adam Goff] (1:17:40 - 1:17:41)

So chill, man.

[Speaker 5] (1:17:41 - 1:17:42)

What's that? Whatever.

[Adam Goff] (1:17:46 - 1:17:49)

That's like... Laptop, water, English.

[Speaker 8] (1:17:51 - 1:17:54)

That's a clear reminder that Adam's never going on Britain.

[Speaker 5] (1:17:54 - 1:17:55)

I have no idea what I'm doing.

[Speaker 8] (1:17:56 - 1:17:57)

Don't trust me.

[Speaker 5] (1:17:57 - 1:17:58)

I love it.

[Speaker 8] (1:17:59 - 1:18:10)

Go. If I'm shooting arrows on Britain's Got Talent, I want you, not Adam. So just a quick one about the survival, comfort and dream lifestyle numbers.

[Speaker 11] (1:18:10 - 1:18:10)

Sure, yeah.

[Speaker 8] (1:18:10 - 1:18:27)

With those, are those numbers based on... How do I ask this question? Based on money coming off of assets in terms of living off the steam or are they just numbers based on it might be like covered by cash from a business?

Does that make sense?

[Adam Goff] (1:18:27 - 1:18:47)

Yeah, it does make sense. I'd say what you want to do is you want to set those levels. So, you know, this much for survival, this much for comfort, this much for dream.

And obviously, you can earn that much money in a job. You can have your dream lifestyle in a job. But the next level then is to get that income from your assets.

[Speaker 11] (1:18:48 - 1:18:48)

Yeah.

[Adam Goff] (1:18:48 - 1:19:16)

So you want to set the levels because you can have a really successful cash flow business that gives you your dream lifestyle. But it's not a financial fortress, is it? So that one step, first set the levels, then work out what level you want to get to next and how you want to get there and then try and replace that income with financial fortress.

Yeah, but set the levels regardless. Set the levels, 100%. James, James does property all over there.

Can we get him a mic? Thanks, Bianca. I know I'm a bit short on time.

We'll keep this really quick. Let's go, Jimbo.

[Speaker 7] (1:19:16 - 1:19:32)

Okay, James. On distribution of focus, so I've got multiple businesses and it's juggling that 70-20-10 to make that fit around several different businesses.

[Adam Goff] (1:19:32 - 1:19:32)

How many?

[Speaker 7] (1:19:35 - 1:19:53)

Three mainly. Good. Three mainly.

And I guess, would you recommend doing a blueprint for every business or would you focus on one business and just try and nail it on that one particular business and then kind of move from there?

[Adam Goff] (1:19:53 - 1:21:04)

That's a very good question. I'd say like this whole chase two rabbits, catch none thing. Like it'd be much better to, I'd probably, the squeaky nut gets the grease.

So I'd probably be strategic and pick the one that either needs it the most because it's like the most annoying or the one that's got the most potential and double down on that rather than going to try and go an inch deep and a mile wide on three, four businesses and doing four winter hit lists and I'd probably go low-hanging fruit and go deep on one. Try and apply some of the others but again, it's very easy to say I'll do it all. It's very hard to say.

I think one of the things I learned from Dan is like he'll happily leave stuff that's not perfect if it's working. It's like pick your battles. So I think it's a personal decision.

It's a quick answer. But don't be afraid to leave things that aren't working and come back to them next year. I'd pick the thing that's going to give you the biggest ROI early probably.

Okay. I think we can do, can I do one more question, Bianca? Yep.

Christmas.

[Speaker 9] (1:21:07 - 1:21:25)

Hi, I'm Danielle. You were showing on your costings your equity and then your ROI. Where did you get those figures from?

Those were like your targets. So how did you get to those targets?

[Adam Goff] (1:21:25 - 1:21:27)

Yeah, so I had a million pounds worth of equity in my properties.

[Speaker 9] (1:21:28 - 1:21:28)

Okay.

[Adam Goff] (1:21:28 - 1:21:37)

So I knew that I just needed, I wasn't going to buy, that was it. So that was fixed. And so I knew that I needed a 6.9% ROI from my million pounds of equity.

[Speaker 9] (1:21:37 - 1:21:40)

To do for your living expenses?

[Adam Goff] (1:21:40 - 1:24:20)

To live, yeah. Because that equaled 69,000 pounds a year which was what my comfort level was, my spending. Understood.

So yeah, so you can obviously either, either you're making it up and you're trying to work out or you've got something you can work with and then you know what you've got to work to. For example, if you know you've got a single let in Somerset that makes you 5% and you know you need 100 grand a year to live off, you know how many houses you've got to own to get to that 100 grand a year. So you work with what you've got and try and work it out.

Is that clear? Okay. I think we're going to wrap up there.

If you've got any more questions, feel free to come and see me afterwards. Final point is when it comes, this is a bit of a left field one. We'll cover this more in finance, but hope for the best, expect the worst.

When you're setting targets with your team, you're hoping for the best. Targets are a blazy, salesy thing to do. Everyone wants to hit big targets and get excited.

But the reality is, is that you're probably, you might not hit all these targets, especially when you're setting sales targets. You don't want it to be too easy, do you? So when you're, what I don't want you to do is get all excited, set some amazing targets and then load up your business overheads and lifestyle costs thinking you're going to hit those targets.

Because what I want you to do, and this is the difference between a forecast and a budget, a target is what we hope to do, a budget is what we think we're going to do no matter what. So I would be thinking in terms of when you're thinking about costs with a company and stuff like that, what do I need as a minimum and then what am I going to set as a target? Okay, we'll come round to that in finance more.

Does everyone understand what I'm saying? All right, don't overdo it, because especially the Blazers, you get so excited. I'm going to take 20 houses next month and it's like actually no, you're not.

You just got way too excited with yourself. So just hope for the best, absolutely, especially when it comes to your team, but behind the scenes know that they are quite optimistic targets and you know what your minimum is and you're very clear on that. That's my final sentiment.

Last resource to support is episode 73 called Hold My Pint. It's a podcast about setting targets and actually going after them. It's like you can achieve anything you want.

This podcast will get you geared up to think differently about making things happen and making sure you don't let yourself down. Ladies and gents, thanks for listening. Let's invite Rachel up to the stage.

Thanks, Rach. Thanks, guys.

[Rachel Davies] (1:24:23 - 1:38:26)

Thank you very much. Well done. Right, fantastic.

Did we enjoy that? Really good session. Does it all make a lot more sense now?

Has the penny dropped? Objectives, targets, yeah? Do we know what we need to go away and do?

I think that really saws everything up really nicely. I'm going to tell you this now before I forget. Bianca's just said there are some habit cards at the back that people haven't picked up.

So if you can get at the end when we finish and we start networking, can you just go and collect your habits card because you need to go get it. We've laminated them for you, so that's at the back. I think you may have figured this out by now.

It's not about having the biggest, baddest business. This is all about setting targets and objectives that are really meaningful to you. This is all about your step change, not anybody else's.

So stay on track with that. Don't do the life by comparison thing. It's all about your life by design.

This is what this all feeds back to. And your targets that you choose this year, I promise you, they will make or break next year. I'm going to give you some pitfalls that I fall into because I'm not the best at strategy, so I always have a target that I set that's probably unrealistic, and then I get into the year and realise that it's not really achievable.

Hopefully you can learn from me. So the sentiment I wanted to finish on is this one, which is nothing should ever be arbitrary. It is really, really easy to fall into this pitfall.

I've done it nearly every other year. You're going to have a lot going on over Christmas. You're going to be busy, but you need to do the due diligence.

You need to work out the numbers. You need to do the math. If there's anyone here like me who hates finance, you really have to get this done.

You need to understand the size of the iceberg that you're taking on. So whatever the target is that you want to set, think of it like an iceberg. The stuff you see on the surface, but there's all the other stuff that goes on underneath.

Think about the amount of work that target's going to generate. So do spend the time on this, going deeper when you're in the cave, really thinking about have you got the time? Think about what you've got on next year.

So what's happening with the family? What's happening in your businesses? It's already set.

Are you going to be able to do these targets? Do they fit in? Are they actually achievable?

It's really important, because otherwise you won't achieve it. And that is the net result. And if you've got a softer objective, like master the mindset, I've seen a few of you have this.

Nurture the mind, those kind of things. Really think about how you're going to measure that. So an example for me is I'm going to have master the mindset of mine, but I'm going to do, I've already booked it.

I'm doing coaching sessions with a life coach, Jackie Woodman, on Advance. That's who I'm doing it with, so that's already sorted. But make sure it's measurable, and you can prove that you've done it.

So if you can't prove that you've done it by September next year, then it can't be one of your objectives or targets. So if you've picked something that you really want, but you just can't work out how to make a target out of it, there's two things you can do. The first one is ask the community, see if we can figure it out for you.

If we can't do that, maybe you need to be doing something else. Yeah, so you must be able to measure it. And a couple of examples from me on this, I picked one last year, and I've got, I'll be really honest with you, I picked it because it rhymed.

That was a ridiculous thing to do, wasn't it? So let me tell you what it was. So it was every day's a skill day, but I wanted to be cyber certified by September.

Sounds good, doesn't it? It was an absolutely ridiculous thing to do, because I didn't actually do the due diligence on how long the course would take me, how technically difficult it would be, and what time and resource I'd need to put into it. So think about these things.

Don't get mixed up with, don't get so into mantras that you forget what you're trying to achieve. So learn from me on that one. And then another one I did last year, which I did manage to achieve, but it was really stressful.

So one of mine was at the family, it was called Rocks In First. So I wanted to protect my family time. So I had 12 date nights with my husband, 12 activity weekends with the kids.

You can see where I'm going with this. And five holidays. I was absolutely knackered by September.

I was like, I'm never doing that again. So when we say choose one target, I 100% mean it. So if I see stuff in the Facebook community and you're giving me two targets, guess what I'm going to say to you?

Just have one. You cannot do all three targets for one objective. It's not going to work.

Just pick one. If you're going to do a family first one, then think about how you can simplify it. So a good example would be, have a one-to-one with one member of your family once a month.

Easier to track. It doesn't matter who it is in the family. Think about how you're going to do it.

So how are you going to have tangible proof that you've done it, but keep it simple. Don't overcomplicate it. So hopefully that experience helps you learn from me, which is what I want you to do.

And let's just have a quick look at the homework for that session. It's actually episode 73, the podcast that you need to listen to. That's the Hold My Pint one.

That's just about being accountable and doing the things you say you're going to do. Consider your business sweet spot. Decide on your distribution of focus.

And for a lot of us, that is going to be no easy task. I'm even thinking how hard that's going to be for me this year. Formalize your targets to match your three personal objectives.

Formalize your targets for your three professional objectives. Finalize your overall company targets. So have one number for your company target.

And then finalize your supporting objectives and the targets that go with those. And that's the homework from that session. So that was workshop three.

Did we enjoy it? Did we enjoy it? Excellent.

Right. So do you feel ready for the month now? Do you feel like you can pull everything together and create a strategy deck?

Do we? Say yes. Yes, you can do this.

You can do this. You can. What we've gone through today, we've taught you about the wealth hierarchy, and now you've got an idea of what level you're at right now and what kind of strategy you need to employ next year.

For a lot of you, it'll be cash flow. For some of you, profit. And others of you, assets.

We went through the winter hit list, didn't we? One of my favorite things. This will get you step changing your business in the summer.

That's what it's all about. You've got a brand new strategy. Going to build a brand new business.

And then target time. All about measurable and specific goals. And the whole idea for December, you're going to go away from this workshop and you're going to finish everything that you think that you started.

That's why we call it Don't Start Until It's Finished. So that's what you've got on your plate. Let's have just a quick review of the homework so you're all on track.

So if you turn to the back of your workbooks, you will find the homework. I think it's page 57, but it's just at the back. Everyone can look up this.

Let's have a look at all of it. So we have gone through these in detail, but you have got wealth hierarchy. So there's podcast 24 to listen to.

You've got understand the level you're at now and then decide what your wealth strategy is going to be for next year. You might have already done that in this room, so you can tick that off straight away. What is your lifestyle cash flow target?

So remember we talked about working out what your living expenses are for those three different levels, survival, comfort and dream. And then you want to work out your equity versus return. So what is your financial fortress target?

Make sure you have a number for that. And then wealth targets and milestones. You can add them to your long game if you've done a long game.

Then what you need to do is look at your living costs that you can put through the business. Remember that's a great task for the winter hit list. Then on the winter hit list, you need to populate those WhatsApp groups.

You need to prioritise, allocate it to a team member if you can and then book in your review meetings with your teams if you're delegating stuff to other people, particularly to PAs and VAs. And then strategy sessions. Complete your strategy sessions with your business partners.

Not all of you have done that yet. You need to get those done. Book your strategy day in with your team.

Remember, this will be after you've done your presentation to everyone in this room. So book it later on in January. And then consolidate everything down in your notes.

It's now time to pull everything together. And then simplify your notes and start deciding what those final headline strategies and year-offs need to be. Book your New Year's Eve party in the diary so your team have got something to look forward to after winter is done because it's going to be no easy feat.

And then target time. Listen to the podcast number 73. Consider which is your next business sweet spot.

Decide on your distribution of focus. Formalise your targets for personal and professional. Finalise your overall company target.

Finalise your supporting objectives. And then your target for each of those. With your strategy day deck, once you've done all that work, can I tell you that it will take you very little time to write a strategy deck because you've done all the work in the homework first, right?

So it's not going to take you very long at all to complete your slide deck. We're going to give you a template and then you can practise it at least five times. And then don't forget, if you want your affirmation board, remember what these look like, one of those, then you need to order that.

If you want it for the January workshop, it's the 11th of December. That's the deadline. So that is the homework.

Seems like a lot, but that's everything that we've been doing. It's pulling everything together that we've been doing for the last couple of months. So you've just got to finish it all off.

98%. Is this right, Josh? So not 95, 98.

So the correct answer. So what happens on Property Entrepreneur, all the success that people have on Property Entrepreneur is done outside of this room. 98% of it happens outside of here.

So this is all about the work that you guys need to do now to get the results that you're looking for. And Midweek Mentoring is here to help you. So remember, it's coming up quickly because we've got the summer, the summer?

Start again, Christmas. The Christmas holidays. So we've got these three sessions.

One of them is tomorrow. That's Katie Harvey. She's going to walk you through the winter hit list.

I'm going to be doing the 11th of December, helping you get set up for your Strategy Day presentation. We'll go into the template deck and I'll walk you through all of it. And then really important, on Midmonth Mentoring, there's a QR code in the workbook for Midmonth Mentoring.

Josh is doing it on the 18th of December. This is the best time to do a Midmonth Mentoring session because this is where you're pulling everything together. If you've got a challenge or a question or an issue, you're not sure how to do your distribution of focus, there will be things that are stopping you from understanding how to do this in the best way.

Then I highly recommend that you get onto that QR code right now and book yourself onto a Midmonth Mentor with Josh and he'll be able to fast track things for you. And that is on the 18th of December. Okay?

Sunday sanity. We've talked about this already. You need to commit to it.

These 10 high value tasks, they move your business forward. These are the ones that are going to get you success next year. Can all of you do Sunday sanity in December?

Yeah? There's some good news because you're going to have a Christmas break where you don't need to post Sunday sanity. So I'll tell you about that now.

The last Sunday sanity is going to be posted on the 13th of December for week commencing the 16th. And after that, there's a break and the next one is the 3rd of January for week commencing the 6th of January. Does that make sense?

So there will be a little break for Christmas. But this is absolutely fundamental to your success. You need to do this week in, week out.

A podcast that's worth listening to over the holiday season. You can listen to this with a glass of wine. It's a really good exercise to do.

It's called The One Word. It's getting reflective on your year. Really great exercise.

It's on podcast episode 53. So that's another one that we can recommend. Talks about the affirmation boards if you want them for the January workshop.

It's the 11th of December. It's £36 plus VAT. I just wanted to confirm the cost of it.

So what Bianca will do is she'll drop something into the Facebook community, the order form, so you know where to get it from. It's also in your workbook, so you can link onto it from there. So when you're ready, order your affirmation board.

28-day challenge. So while everyone's eating too much turkey, mince pies and Christmas cake, what we want from you is to be doing your handful of habits. So that's what we want from you.

So while everyone else is getting less fit, we want you to get more fit and be on your AAA game for when you come into January. Do we think we can all do a handful of habits for December? Yes?

Good. I might let you have four days off over Christmas. Just have a little break.

And then buddies, hands up if you haven't connected with your buddy yet or got their phone number. There's a few of you, so you need to do that. If you're stuck, ask in the networking session.

That's your time to reconnect with your buddy. And then on feedback, what I want to ask you all is, we really, really do value feedback. I think you can tell from these workshops you've had that we really care about you getting results this year, next year.

And what we want is feedback from you. So please tell us, you've been on PE now for three months. Tell us your experience over the last three months.

What we're finding is not enough people are giving us written feedback. So I'm going to ask you all now to get out your phones, score us out of 10, and then I really want you to give us some written feedback. It'll take you a minute to do.

There's a Google form in your WhatsApp. If you can get your phones out now. I'm going to put the music on for two minutes.

And if you can just give us some written feedback about your experiences. Good. Things we can improve on.

Please, can you get your phones out now? Jack, can you put some music on for two minutes? It's in the WhatsApp group, if I hadn't said that already.

Any problems with it, let us know. Don't forget to give us that really important written feedback. Please put your phones down once you've finished so I know I can move on.

I know you're all dying to get a nice drink from the bar.

[Speaker 10] (1:40:27 - 1:40:34)

Is anyone not finished? Hands in the air if you've not finished. I'll give you a couple of seconds.

[Rachel Davies] (1:41:16 - 1:43:46)

What I'm going to do now is I'm going to move on. For those of you just finishing up, thank you so much for your time and attention. As I mentioned, there's a Pears You Go bar.

It's just about to open so we can have some festive drinks together. There's mocktails, cocktails, drinks, non-alcoholic, whatever you need. We've got it here because, as you know, there's a mountain of value in this room.

Your net worth is about networking. That's what we're going to do just after this. Now it's time, I'm really pleased to say, you can open your gifts.

Everybody open their gifts. Merry Christmas. Bubble of excitement there.

I wonder what it is. Fantastic. Wow, we should give you more gifts more often.

Everyone got really excited. If I can just get everyone's attention just so we can finish off. If I can just get your attention.

Merry Christmas to each and every one of you. I hope you have a wonderful, wonderful festive time this Christmas with your family, your loved ones and your friends. This is the book club for the month.

That's your book read, The Millionaire Next Door. It's a fantastic book. It's about the seven traits of the wealthy.

They're often what you don't expect. It's a really interesting read about what makes wealthy people and their habits in the US. It's a really fantastic read.

That's your book club. Enjoy it. Merry Christmas to you all.

That's all right, that's all right. It's time to finish now. We've given you everything you need to pull together an absolutely fantastic strategy day presentation and really fantastic goals and objectives for you to achieve for 2025.

You've got lots to look forward to into the coming new year. I just wish you all the very best of luck. I want you to go out there, finish everything you've started.

Come up with some fantastic objectives and targets. Share them in the Facebook community. Get help on mid-month mentoring.

Tune in to mid-week mentoring. Make the most of this. This is a very important time.

Nail those strategies. Have a fantastic Christmas. Let's finish this session on a massive round of applause, people.

Thank you very much.