**PEP 2025.01.07 Session 2 01\_Transcription**

[Rachel Davies] (0:00 - 0:41)

I'm on stage in three and a half minutes time, take your seats. Ladies and gents, this is your two minute warning, finish your conversations, we're live on stage in two minutes time, please take your seats.

[Speaker 5] (1:08 - 1:11)

Ladies and gents, we're live on stage in two minutes time, please take your seats.

[Rachel Davies] (1:33 - 2:03)

Ladies and gents, we're live on stage in two minutes time, please take your seats. Ladies and gents, this is your 30 second warning, get ready to put your hands together, we're live on stage in 30 seconds.

[Speaker 5] (2:12 - 2:32)

Ladies and gents, we're live on stage in two minutes time, please take your seats.

[Speaker 7] (2:35 - 2:49)

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

[Rachel Davies] (2:53 - 18:45)

Best break you've ever had, yeah, we're feeling relieved still, good, good, I'm glad it was a good break. Who found that, hands in the air, who found that a valuable process, listening to other people, learning from other people? Yeah, the break was great.

What's wrong with your table, Neil? It is really valuable to learn from others, learn a bit more about each other. Remember, not only is this a business and property course, but it is a networking opportunity for you and you've just learned a lot about the people on your table and what they're trying to do and achieve and maybe some of them can help you on your journey too.

So you're vested now, this is your accountability group for your end of year presentation, so you'll be back with the same people at the end of the year in September doing the presentation and telling them how you've achieved your year, okay? You'll be able to see that progress made. So let's do a bit of behind the scenes now, let you tell you what I've been up to in December, so it's like a while ago now, December, but before we went into Christmas mode and had a few weeks off, I did a second round of strategy sessions, so this was with the co-founders of the cyber security business I'm involved in and I did a session with my FEM accountability group, the ladies that I do an accountability group with and we went through my headline strategy and my year of and objectives and I also did a mid-month mentor with Shiv.

So we do it on advanced as well and I found that really valuable. He really helped me focus on what I needed to achieve this year because focus is key for me. So if you haven't done a mid-month mentor yet, please highly recommend that you do one because you get 15 minutes of personal one-to-one support and it's really great to get somebody else's perspective, so I highly recommend that.

The other thing I've been doing this month or in December is the winter hit list and this should have been high on your agenda. Who's done a winter hit list over December? Oh, there needs to be a few more of you.

Yes, well you need to get more in the game on this one. Your winter hit list is essential if you're going to step change your business come spring. Don't take this very seriously because all of you here who want to be on this stage in September, you need to be building out your winter hit list.

It's absolutely essential because everything that's valuable to your business this year, you'll be working on it between January and the end of March and that's what I've been doing. I've got two winter hit lists. The first one is with the cyber security team, the three of us working on this list.

We've almost scheduled it out so it's all in, all of the tasks that we need to do to achieve our goals. Then it's all been prioritised. We've got tasks between us, roughly equal share of the tasks that we want to achieve and then we've scheduled out January.

We've just got February and March left to do but you've got to have a timetable of when you're going to do things. It's really important. Then my virtual assistant, she's doing the winter hit list for my HMO business.

I'm not focusing on this year but it has got a winter hit list. She's doing all of it and I've set up a process with her to check in with her and make sure she's getting it done. If you are delegating work out to team members, make sure you've either got a weekly or a monthly meeting in to make sure that work is getting done.

You might need to help them. You might need to do some training looms. You might need to do something to help them get to the end of that task.

Remember, you must put the support in place. That's what I've been doing this December. If you haven't got that winter hit list in and the condition that mine's in, you need to really pull out the stops this week and get that done.

That's one. Can you put that on your action list? If you haven't completed your winter hit list, prioritised it, scheduled it, can you put it on your action list right now?

I mentioned earlier, the next part of COLE is the AGM. It stands for Annual General Meeting. This is where you will present an official business plan to your teams.

Now your teams could be trades people, it could be vested stakeholders, it could be investors, it could be actual team members. Whoever is important to you in your circle of influence for your business, that's who you'll be presenting this business plan to. You will be presenting a printed version of your business plan.

Your biggest project this winter, which you can add to your winter hit list if you want to, is to build out a business plan. You've now got the strategy, you've got some goals and objectives, but you need a plan. Remember, the year runs from April to April.

This is for April 2026 right through until April ... Sorry, I'll start again. April 2025 right through to April 2026, the tax year, because you're going to spend the next three months building out this new business, the changes that you want to make, and then you're going to implement them from April onwards.

Does that make sense? Very important that you're clear on this. Alongside your winter hit list, your other big project for winter is your business plan.

I think you'll know on Property Entrepreneur by now, you've got a sense after four months, that one of the key concepts we've got is execution is everything. It's great to have a strategy. You've done lots of hard work in the last three months pulling those strategies together, but the key thing now is that you take action.

Pull the trigger. My year is so focused on world class execution that if you've watched it, my year off is pull the trigger. I'm so busy with lots of different things going on, I've had to completely focus on some key objectives so I can pull the trigger, get them off the ground, get this new business up and running with my partner, and I'm literally not looking at my HMO business.

It's not a focus. I've got to go an inch wide and a mile deep to actually be able to do this. Let me tell you, these blueprints really work.

I'll give you a really good example. I've been on PE for six years now. This is my sixth year on the track.

In all of that time, I've never done the PCM. PCM stands for Personal Cash Flow Management. I've wanted to, but we can't do every blueprint all of the time, so we've got to work through the blueprints as we go and pick the ones that are the most important at the time.

Last year, I finally pulled the trigger, did the PCM, and in the last six months, it saved me £2,000. I'm saving more now in my personal cash flow than I've done in the last five years. Now I think back and I think, I wish I'd done this five years ago.

These blueprints, I understand the value of them, but when we put them into action, they build incredible results. That's what I'm experiencing from putting something into place last year. It's saving me so much money.

It's unbelievable. That's what I want for you. I want you to really go away with this thought that you have to take action now.

It's great that you've got some big goals, big objectives, but without the action, you're not going to get very far. The ones of you here who take action are the ones who are going to be on the stage come September. It's really, really important.

Given that we need to build a business plan, given that we know our blueprints work and if you put them into action, they actually happen, what we're going to offer you is something outside of the normal property entrepreneur workshops that you do. It's called the AGM blueprint in a day. We're going to help you write a business plan in a day.

It's got to be a whole entire separate workshop because we're going to spend nine o'clock in the morning until six o'clock in the evening getting this business plan out the door. You don't leave until you get it done. Who here has written a business plan before?

Hands in the air. A few of you. Who's actually printed a business plan?

Neil, Nina, brilliant. A couple of you, but not everyone. Can you see that?

Not everyone. It is not a common thing to do. Lots of businesses don't have business plans.

It's really uncommon. It's not easy to get them out of the ground and out the door because we know most entrepreneurs don't have the clarity you've now got in terms of strategy and objectives. They don't know where they're headed.

It's even rarer for their teams to know where they're headed, isn't it? Very, very unlikely that a team member's going to know where a business is headed if they haven't got anything written down. Everyone gets sucked into the day-to-day operations.

We know you're all super busy and you've got lots going on and we've all been guilty of being busy fools, but where we want to get you to is this place where you've got a clear plan. You know exactly what you want to achieve. You put the detail into it.

You've actually printed it off so your team members and vested partners can actually look at it and they can see a clear path of action for the next 12 months. It will make you look like you mean business. Does everyone in this room mean business?

Yeah, you do because that's what you're here for. You wouldn't be on this course if you didn't otherwise. What we want you to do is show the world that you can achieve what you want to set out to achieve in the next 12 months.

This is from April to April. Remember that. We want you to put serious pen to paper and execute this.

We do do this blueprint day to help you. That's what it's all for. We guarantee results if you come to this event and we call it the business plan in a day.

Let me walk you through what to expect. It's a full day of training. Shiv and Josh will be running the AGM, two highly experienced trainers, and they will set you up with a template.

You'll go through a whole day of this. You'll have some detailed prime time sessions. Shiv's going to explain what this is in a moment.

Then you'll get lots of help and support from the mentors. You'll get networking opportunities in the breaks. It is a working day, so turn up to work.

You get lunch and refreshments. You get to mix with people from all areas of the community. We've got advanced board members, masterminders on it.

It's huge accountability because what we do is we write the business plan that day and then we send it to the printer. You actually get it in the post the following week. That's how accountable this is.

This is some pictures from last year. Very strategic day. We all worked really hard.

It was a great session. I've got a new business. Mine's here.

It's just proof of concept, so it's quite a simple business plan. You don't have to make these complicated. They can be really simple and easy to understand.

Here's mine. Me and Paul just wanted to put a line in the sand to say we are going to set this business up. It is going to happen.

We actually found a new co-founder in the autumn of last year. I think one of the reasons he joined us was because we had a plan and we had some objectives and it was clear that we were serious about it. That's how useful these business plans can be.

Everyone who attended last year pulled the trigger and printed their business plan that day. Just to give you an idea of how this is going to work, there are two formats. It's on the day after the workshop in April.

It'll be on Wednesday the 9th of April, so add that to your action lists. It's going to be either in person here at the Belfry or you can do it virtually. You can have the virtual experience if you can't make it on the day.

We're offering it to you. Usually, this is £750 plus VAT because we have to put a separate day on to do it, but we're going to offer it to you. We're going to try and get you the flywheel spinning now.

If you book it before the end of January, get this in the diary. We're going to give it to you with £250 off and give it to you for £500 plus VAT, which is a really great price. The whole idea behind this is to motivate you to get the flywheel spinning this January and get these kind of things booked in.

The virtual one is £350 plus VAT. If you want to take advantage of this, there's a QR code in the workbooks. There is, I think, some business brochures on the table if you want to have a look at them.

You can put the QR code in and put the promotion in and you can get it for that price. We know it's important. We want you to get it done and we're incentivising you to do it.

There are the two codes you need to make if you book it by the end of January. You can book it today if you want to. Then also, on top of that, if you want to make it an experience, it's not just a day, we're going to give you an overnight experience as well.

For some of you who want to take it a step further, and you can do this, it's excellent. It's a business plan in a day. You get everything in the same package, but you also get accommodation at the Belfry and all that this five-star hotel offers.

You get to do supper club with the PE mentors. Some of you have already done supper club, know how valuable these can be. Then you get to have breakfast included as well, so you have the overnight stay.

It's usually £1,500 plus back this. At the Blueprint event, for those of you who attended it, we gave you £600 off this, making it £900 plus VAT. We're going to offer you to get it done.

We want you to pull the trigger before the end of January. We'll give you another further £150 off. These incentives are there just to make you pull the trigger.

We're going to give it to you for £750 plus VAT. If you know how expensive the Belfry rooms are, you can tell that that's a really good package price. That's what we're going to offer this to you.

That's the whole experience. It's 24 hours from Tuesday after the programme right through until Wednesday. It's a great opportunity, but this one is on a first-come, first-served basis because we can only do as many as we can on a supper club, so just remember that.

We're opening this up to advanced on Thursday, so just be aware. Limited space is only on this. If you know you can do it, highly recommend that you book that as soon as possible.

That's the code to do it. Here's some pictures of me and Paul. We're business partners, so if you've got a business partner or spouse on PE, then they go for a 50% discount.

You've just got to be happy with sharing the room if you're doing the AGM experience, so make sure that you like your partner. Otherwise, you might struggle, but it was really great bringing Paul to the day, and we had a great experience last year. Has anyone got any questions off that?

Do you want to ask me before we go into the next session? There's a brochure on your table, so have a look at that. The QR codes are there.

It's ready to book right now, so you can take advantage of it. Remember, we're opening up to advanced on Thursday. Fantastic.

It's now time to push into session two. Session two, as I said earlier, is all about your secret weapons for winter. There's two of them, prime time and time tracking.

Who here, hands in the air, thinks they're good at time management? No one? No one think they're good at time management, anyone?

One or two? Is everyone else in the other camp, who's a bad time manager? Hands in the air?

Some of you just don't know. Fine. It's good if you don't know, because that's what time tracking is all for.

The difference between a good time manager and a bad one is the good time managers know where they spend their time, and then they're very strategic with how they spend it. If we get you to do these two practices, then it's going to turn you into a productivity machine, and that's what we want for winter, because we've got a lot of work to do this winter, haven't we? What's it like for most entrepreneurs, though?

Well, they're generally overpaid, underpaid and overworked. They're just doing everything in the business, aren't they? I've been here.

I've done everything in the business, from fixing the toilets to appraising the next deal. That's what we do as entrepreneurs. We do a bit of everything, and we run around and spin plates, and we don't know where we're headed, and everything's happening all at once, but you need to be more strategic with your time, and that is to understand where you can make the most money, and the most valuable person that you can be, and what you should be doing with your time, versus the low-value tasks that you might be doing already that you shouldn't be, like fixing toilets. Where we want to get you to a place is that you understand how you spend your time, you're very highly strategic, and that you don't do the low-value tasks, you delegate them out.

These are the things that will help you to step-change your business and really get the results that you're looking for this year. I use Toggle. I do come in and out of Toggle, but this is just a picture of my Toggle with my team, so I have two Toggles.

I have one with my team, and I watch and see what they do with their time, so I manage them, and make sure they're being efficient, so I use it to check that they're doing all the right things, and then the other Toggle is for me, and I manage my own time. All of you today who committed to a 70-20-10, it's exactly what you should be putting on your Toggle. This tool can really help you manage and understand where you're at.

Prime time is deep, focused work, and that's what you want to be doing as well. Shiv is going to go into the detail of this in a second. Who wants to be more productive this year?

It should be all of you. Well done, nearly everyone in the room. Who's ready for session two?

I said, who's ready for session two? That's it. Let's get some really good content.

I've got a really special guest for you today. He's the CEO of Lifestyle Property People. He's a multi-award-winning property entrepreneur.

Please give a massive welcome to Mr. Shiv Haria, your trainer.

[Shiv Haria] (18:57 - 54:03)

How are we doing, guys? Fantastic. Really, really good.

She said multi-award winning. One of the two of the awards that I won, actually, was Property Entrepreneur of the Year Award, twice. How did you guys find your strategy presentation this morning?

Good? If you were at the supper club yesterday, I gave some top tips. I don't know if you guys saw my video.

I gave some top tips for how you're going to win the award at strategy day. What was one of the tips? Anyone remember from the supper club?

Crying. Crying is the top tip. For those of you who weren't, if you weren't at the supper club, you missed that tip, and now you know why those people who were at the supper club were crying.

I'm going to take you, just before we get into the crux of this session, just take you through a couple of things that I've been getting up to over December. We did talk about the fact that we've sent out Merry Christmas messages, festive messages to our partners, to our suppliers, to our clients, to our stakeholders, everyone. Why do we do this?

Because it lets them know that we're still here. It lets them know that we're a friendly bunch. Here's our pictures.

We put all of our pictures on it so you can see that we're a nice company and we're friendly to do business with. How many of you did that? Next year.

Put it on your action list right now. Next year. This is so easy to do.

This is the same graphic that we use for happy birthday messages, the same graphic we use for happy anniversary, work anniversary. It's the same graphic. We're just changing the word.

Put this on your action list. Really quick, easy win for you. The second thing we did was we had a team get-together, Christmas get-together.

How many of you had a Christmas get-together? Fantastic. The reason why we do that is to show our team that we appreciate them.

In the Christmas get-together, we don't do any business talk. We don't do any, here's where we are as a business, here's how we've got here, here's what we're going to do next year. What we do is we go and have a nice meal.

We take some of our partners along as well. We spend some money on the team. Sometimes it starts off like this, but it can get a little bit messy as well.

We ended up in a photo booth and this is what happens when we end up in a photo booth. The reason why this is important is because I want you to understand the level that we're at. We're not a multi-office business that we've got 300 offices around the world.

We're a small and medium enterprise. What that means is these are our people. Who understands what I'm saying?

The people that are in your team, they are your people. These are my people and that's why we treat them well. It's not like I've got to spend money on them.

It's I get to spend money on them. I get this once a year to go out and show them that they are my people and they are building my business for me. This is what I've been doing.

We kicked off the 2025 winter hit list. Rachel just talked about it and she said how many of you have done your winter hit list and some of you put your hand up and some of you didn't. I was really surprised that some of you didn't because I was just talking to John about this.

What's the one key for succeeding on Property Entrepreneur? Anyone know? Follow the blueprint.

That's all you have to do. Honestly, it's not that difficult. Follow the blueprint.

If they tell you to jump, you say how high. That's all you've got to do. If they tell you to do the winter hit list, just do the winter hit list.

You will get so much more from doing this. Now you'll see on here we had 61 tasks I think on here. They're all arranged by department.

We put it on Asana. You can put it on Excel like Rachel has done. Then what we then do, oops, what we then do, I'll come on to that later.

Moving on then, how many of you were at the supper club yesterday? Did we or did we not have fun? Yeah?

We talked about top tips for today? Put your hands up again, supper club people. Everyone who wasn't on supper club, look at these people.

At the end of this session, session three, I want you to see how many of these people who came to the supper club are standing here on the stage presenting. I'm telling you that these little things that we offer outside of the main program, whilst they seem like there's an additional cost to them, the supper club, the AGM workshop, all these little bits, this is where you make your money. Let me help you understand.

You're in this room right now and you've got 66 odd people here. You're going to do as much as you possibly can. When you get into a small environment, that's when you multiply how close you are with the people, you multiply the network that you have, you multiply the education that you're going to get, and all the value gets multiplied.

The people that were at the supper club, you know already that you are closer with the other people in the supper club than you are with anyone else here. As a result, you're much more likely to join the community, you're much more likely to do all the work that we tell you to do, and all you need to do if you want to be successful on Property Entrepreneur is follow the blueprint. So if you come to these events, you're following the blueprint.

The reason why we hold the AGM workshop is because, at the end of the day, it will allow you to follow the blueprint and you don't have to do anything else. You just have to turn up. You turn up and everything gets done for you.

So we're going to be hosting a supper club, a special supper club actually, an extra day on Monday the 3rd of February. So if you haven't already got your name down on a supper club, get yourself to this one. Monday the 3rd of February, I think it's Rachel that's going to be hosting that one, and there's still five spaces available.

So I think it's on your workbooks, the inside cover of your workbook, if you have a look there now, you can scan that work right now and you can get yourself on to the supper club. And this is, if you want to talk about anything to do with business plans, or Rachel just mentioned about her PCM, so her personal cash flow management, her finances, personal finances, or if you want to talk about building a team, anything you want to talk about, you can bring it to that supper club session and ultimately you're going to get the answer ironed out in that room there with people that are of your peers.

Does that make sense? Does that make sense? People are still asleep.

Come on guys. And Rachel already covered this AGM workshop, but I really want you to understand that this is where the value happens. You turn up and at the end of the day, who saw all of those pictures of all those people that had their business plans in front of them?

Who saw those? We would not let you leave until you had presented us with your business plan. Does that make sense?

So you turn up and you get your business plan done. It's guaranteed. You don't need to do anything else, but only if you turn up.

That's why we're presenting this. This is honestly the most valuable 24 hours. If you sign up for this AGM workshop, it's the most valuable 24 hours that you'll have working on your business, not working in your business.

All you've got to do is follow the blueprint, and I think that is in your workbooks as well. So I don't know what page it is, but if you look through your workbooks, you can book onto that really, really quickly. And ultimately, as Rachel said, you're not a real business until you have a printed business plan.

I said it on the Supper Club yesterday. You know when you're starting out a business and you haven't yet registered the company? You're just kind of like doing stuff.

You're not a real business. But when do you become a real business? When you register the company and when you start the business bank account.

Then you're a real business. This is the same thing. Once you print your business plan, even you will be like, now we're a real business.

Who felt that this morning when you did your strategy presentations, that you were actually doing it for you, not for the other people on the table? Who understands what I'm saying? Same with the business plan.

You do the business plan, it formalizes everything about what you're about to do. It gets into your head, and then every month for the next nine months, you're going to read that business plan. It's going to keep it at the forefront of your brain, so you're much more likely to achieve your target.

But you have to come along to this business plan workshop. And we talked about the win-to-hit list. So Rachel has shown you hers.

And we've all got to just follow these steps. Follow the blueprint. The first thing is we've got to make a list.

So we've got to strip out what's actually going wrong in our businesses and create the master list. We're going to create the master list. Once you've created the master list, we then need to prioritize the tasks.

I think we covered this in December. We've got to prioritize the tasks. We've got to red, amber, green them.

You guys are opening your books. Did you guys cover this in December? Perfect.

You're opening your books like we're all writing it down now because we're late. Write this down if you haven't already. You need to write a list of all the things that are going wrong in your business, number one.

Step number two, you need to then prioritize that list. What's really important and what's not so important? One of the things that we had on one of our win-to-hit lists, I think it was last year, no, not last year, sorry, the year before last, was get company t-shirts made.

It was a low priority. It didn't really make a difference whether we did it or not. But there was also implement CRM system.

That was a high priority. It really mattered whether we did that or not. So you want to do red is like business critical.

The business will stop if we don't do this. And amber, and then you've got green. Green is like if we don't do this, we're not even going to notice really.

It's just a nice to have. So that's the second one. The third one then is you've got to select who in your team is best placed to do this task.

We are entrepreneurs. And whilst we know that we are the best place to do every single task, the reason why we have a team is because we don't have the time to do everything. So we've got to delegate things down.

And we've got to delegate those down and then manage those people to make sure they get done. Step number four, this is the most important step in this entire process. You have to, you have to schedule these tasks.

You've got three months from now until the end of March to get these done. But if you don't schedule these tasks in and you don't get your team to schedule these tasks in, they will not get done. Because guess what?

They're too busy running your business. They're too busy doing all the stuff that you normally have to do in your business. We talk about winter as the time where you get to work on your business and create assets.

When you create assets, you create a business. If you have not got the assets, then all you have is everything that's stuck up here. And if something goes wrong over here, then your whole business is gone.

We're creating assets so that you can exit your business. That's the whole point of this. So you want to get those, strip it out, plan out your priorities, select the person that's going to do it, but then you have to get yourself and for everyone else to schedule those in.

And of course, what you want to do is eat your frog. Who knows about eat the frog? You want to schedule the highest value things in first.

They've got to get done in January. We're already on the 6th of January. I think I've put down, at the top of my head, 6th of January is, I think it was like 8%, no, 16% of the way through January.

16% of the way through January. After we've scheduled these in, we need to then execute. We've heard this saying time and time again, execution is everything.

But we can't execute until we've done all the other bits. And in a minute, I'm going to take you through the secret weapons for winter, and I'm going to help you understand how we're going to go about executing. But once we've executed, we then need to manage.

And this is also a really important bit. We've handed these, we've delegated these tasks down to our team. But once we've delegated them down to our team, we need to set up a schedule of weekly, monthly management to make sure they actually get done.

If they've got a schedule that says, I'm supposed to get this done by Tuesday, and it's now the following Tuesday, and they haven't done it, someone needs to get on to them and say, what's going on? How are we going to solve this problem? Because if you're a week behind now, by the end of the three months, you're going to be a month behind.

So we need to manage our team to make sure they get these done. If you do this process, this winter hit list process, and you get these step changes done in this winter period, then your business will actually step change and will move forward. If you don't do this, then you're going to end up in the same space, doing the same thing, going round and round in circles, not building a business, not being able to come out of your business, and just working in the business the whole time.

Does that make sense? Yes? Perfect.

And when we do manage, we need to be able to judge the success as well, right? Judge the success of who's doing, of how things are going. And the way that we do this is by a winter hit list scorecard.

This behind me is the property entrepreneur winter hit list scorecard. So we, you're all part of property entrepreneur, it's a business. We have a property entrepreneur winter hit list.

It's been allocated out to people. As you can see, none of them have been allocated to me, because that's the way you should do it. And once you've allocated them, you need to keep a track of them.

Why do we do this? Why do we create the scorecard? Anyone?

Accountability. Who said that? Accountability.

What does that mean? It means we take a picture of this every week, and we post it in the WhatsApp group, so everyone knows, the whole team know, if you haven't done your work. Does that make sense?

The whole team know if you haven't done your work. So the reason why we've got this scorecard is because every week, Bianca can take a snapshot of that, post it in the group, and if you haven't done the work, then you'll be sitting there going, I'm the one that's holding this whole team behind. That's me.

So what can we tell, looking at this, what can we tell about Yolanda? Pay rise, yeah. She's the one who has got all of her tasks done, seven out of seven, and she's leading the way.

Does that make sense? What can you tell about Josh? Maybe.

Maybe time. Bianca, I think we need to write a note about second Josh. Or maybe that can go on next year's Winter Hit List.

So this is the whole point, and obviously what I'm trying to say here is, if you are on this scorecard, you need to be leading the way. You need to be showing your team how to show up and how to get these tasks done, because they will follow you. Who has children?

Everyone that has children knows that your children don't do what you tell them to do. What do they do? What you show them, by your example.

And it's the same with your team. Okay. And then to give you some top tips.

So top tips for the Winter Hit List is number one, book your New Year's Eve party. So New Year's Eve is like the end of the year, and the end of the financial year is going to be the 31st of March 2025. So what we want to do is book your New Year's Eve party.

For me, it's the 28th, Friday the 28th of March, and that means we've got from now until the 28th of March to get all the Winter Hit List done, and then we're going to start the race in April. Does that make sense? This is the period where we get our head down, we get all the stuff done, we work on the business, and then we start the new year in April.

And the whole point of this is we've got to gamify it. Some things here for you to note. Remember, we've heard about this.

If you guys haven't looked at this one yet, we talked about the task triangle, and it's all about do nothing, delegate everything. Of course, everything's going to land on your desk. Especially if you're starting off a business, everything's going to land at your desk to start with.

But you've got to ask yourself the question, who can do this? Who can do this? And it may be that they can't do this.

Maybe they've got to do it with somebody else. But ultimately, I'm going to do this task, and I'm going to delegate it down to my team member, and I'm going to check in with them to make sure that I can give them some direction. They can go and do the heavy lifting, and I'll talk to you about that in a second.

Here is our winter hit list tracker. You'll see... What can you see on here?

There's 61 items on our winter hit list this year. How many are allocated to Shiv? Two.

Why? I'll tell you how many were allocated to Shiv when we first did this. About 18.

And then Shiv said, who can do this? That person. Who can do this?

That person. The beauty of being the person that runs the company is you decide who does these things. I've got two items on my winter hit list tracker, and I didn't want to do the winter hit list, so I decided to hire a general manager, and I'm going to give those two items to him, because I don't want to have any items.

It's all about do nothing, delegate everything. And on that note, put your hands up if some of you have loads of time. Some people have loads of time, not very many people.

How many of you are too busy and need more time? Perfect. So we're going to solve this by either hiring help.

We can hire some new people as a VA or PA or a team member, or we can learn how to be more productive. And that's exactly what Rachel's been talking about. What I'm going to do is, before I get on to the next bit about how to be more productive, I want you to take in your action list, put this down.

This is the Task Triangle podcast, and it's episode 49. And the whole point of this is you want to be doing the heavy thinking, not the heavy lifting. The heavy thinking is decisions and direction.

Decisions and direction. The heavy lifting is actually going to do the work, the execution. Does that make sense?

So episode 49, put that on your action lists. Okay. And if you need help with the winter hit list, then there's going to be some midweek mentoring as well.

It's run by this guy over here, Greg, who's on an advanced program. And he has multiple trading and investment businesses, and he's got to do his winter hit list for all of his companies. Okay?

So this is midweek mentoring on the 15th of January. Put that on your action list as well. 15th of January.

Greg is a master at this. So if you are stuck on this, or if you want the accountability spike of, I haven't done mine yet, and I need to do this, make sure you get onto this so that you can also learn how to do this. Add that to your diaries right now.

Okay. And then for me, the thing that step changed me as an entrepreneur is when I managed to figure out how to increase my productivity. And there are two secret weapons for winter that I want to introduce you to.

Who wants the secret weapons? Yes? Okay.

The first one is prime time. Rachel very briefly suggested it earlier. It's page 22 in your workbooks is where you want to turn to.

Prime time. And this is a set time in your diary for doing high value tasks, business development tasks. This is not necessarily the time for you having to think about stuff.

This is different. Who remembers cave time? Cave time we covered.

This is prime time. Cave time is different from prime time. Let me explain to you why.

This is cave time. So cave time is where the idea comes up. Cave time is in your journals.

Cave time is a reflective process. It's big picture. Cave time is a creative process.

Prime time, on the other hand, prime time is execution. It's where we do stuff. Cave time we have the idea.

Prime time we sit and go, what's it going to look like? How am I going to do this? It's about creating the assets.

Assets like your business model. Assets like job descriptions. Assets like your business plan.

Okay? So prime time is where you're going to get these things done. And prime time is actually the effort that's required to step change the business.

So you need cave time and you need prime time. But cave time we do in the autumn season, October, November, December. Prime time we do throughout the rest of the year.

Does that make sense? Yes? Does that make sense?

Yes? Cool. So this is the idea.

Prime time is the execution. But remember as well that you can give all of this stuff to your team to do. Can you give all of this stuff to your team to do?

Can you give all of these winter hit list items to your team and go, I don't want to do any of it. You just take it and walk away. Can you do that?

No, because guess what? No one is going to build your business for you. We all know this, that in business no one is coming to save you.

It is you. You start the business. You have to drive the business.

And when other people are not doing their work, whose fault is it? We have to take ultimate responsibility for everything that goes on in our business because there's no point in complaining about it. Who's suffering?

It's only you. Okay? So we've got to roll up our sleeves, take ultimate responsibilities for everything, and we have to drive to get these things done.

And prime time is the way that you're going to get this done. It's just one hour a day or a 90-minute session every single day in your diary, usually in the mornings. I do mine first thing in the morning, get it in the diary, and it says, I'm going to do the most important task right now in that one-and-a-half-hour session, and then for the rest of the day the world can come and get me.

But in that one-and-a-half-hour session, my phone's off, my laptop's off, or no notifications, and I'm just doing the work that I said I was going to do, the job descriptions, the business plans, et cetera. Does that make sense? And remember, in business you wear two hats.

One is the business as usual, the noisy, chaotic business, the clients, the customers, the suppliers, the cash flow problems. But then we also have this idea, this strategic vision, this planning that goes on behind about how to create the business that we want. Does that make sense?

So we have the noisy business on this side, which is business as usual, but we have to wear our hat, our second hat of being strategic. And that's where prime time comes in, to say, how can I be strategic, not just deal with the day-to-day issues that are happening? And imagine that you have this winter period where you're making these step changes.

If you made these step changes every single year, used the cave time and the prime time together to make step changes every year, can you now see how people climb this ladder in Property Entrepreneur? It seems like so much to do. Jon, we were just talking about it.

It's so much to do. But year after year after year, you're just making step changes in your business, and that's how you're getting these things done. Does that make sense?

Any questions on this bit? Okay, I want you to go to your actions list and add prime time into your diary. What you want to do is figure out what days of the week are you going to add prime time, an hour or 90-minute session, into your diaries.

Okay, and the second secret weapon of winter, this is now page 24 in your workbooks, 24. How many of you worked in corporate jobs before? How many of you remember doing timesheets?

Timesheets on old, crappy software? What do we think about timesheets? Definitely.

But the truth is that if you're too busy to track your time, this whole session is for you, because you're too busy. That's the point. How do we make you less busy?

We make you more productive, and the only way to make you more productive is to do this exercise. Usually, you don't have any time to work on the business, and when you don't have time to work on the business, your business tends to stagnate. But those that get this, they understand one thing.

There is only one asset that they actually have. It's not money. What is it?

Time is your only asset, and therefore, if you can get your time back and get yourself out of the business by delegating tasks to people, wouldn't that be a good use of your time? Does that make sense? Perfect.

So I'm going to take you through these steps. We're going to cover why. Why do we do this?

We're then going to get a workshop and actually set it up for you so that there's no excuses for why you're not going to do this in January, and then what we're going to do is understand what to do with the results. So we're going to do why, the workshop to set it up, and then how do we track the results. So the first is, again, page 24 in your workbooks.

Why do we do this? The first reason is for increased productivity. Increased productivity.

What do you think happens when you have to start and stop a timer about the work that you're currently doing? What does it stop you from doing? Procrastinating.

What else does it stop you from doing? Why does it stop you from procrastinating? Because you're like, start.

Well, I can't just sit here and do nothing. I've started the timer. I need to do something.

So it stops you from procrastinating. What else does it stop you from doing? Shout out?

Being distracted. Yeah, procrastinating. What else?

Dragging out tasks. It stops you from multitasking. Multitasking is a lie.

It doesn't work, honestly. When you start and stop a timer, you go, I am going to do this job description. Start.

Guess what you're going to do? The job description. What you're not going to do is go, let me see what the property entrepreneur WhatsApp group is doing.

Let me see, oh, I need to go and have lunch. I need to go and do this. You're going to do that task until you press the stop button.

Does that make sense? So it stops you from flicking between tasks. The next thing is visibility.

You can't manage your time if you cannot manage your time. You cannot measure your time. Write this down.

Any of you have used MyFitnessPal? Hands up. MyFitnessPal.

Why does MyFitnessPal work? A free app. Why does it work?

Because you get to measure what you're putting into your mouth. The fact is, the reason why people don't lose weight is because they think they know what they're putting into their mouth. When they use MyFitnessPal, they go, oh, yeah, I didn't count that biscuit that I ate.

I can't eat that packet of crisps. I didn't count those things. But when you can measure it, you can see it in front of you, then you can do something about it.

The third reason is because you can't make more time. And because you can't make more time, we've got to figure out, where is your time actually going? Is it going on high-value stuff?

Is it going on low-value stuff? Where is your time going? And remember, as well as you having more time, you can also help your team, because your team, some of your team members are like, oh, I've got too much stuff to do.

I'm not getting my work done. And they're being slow and not being productive. And the reason why Rachel's sitting there tracking her team's time and wondering what they're doing with their time is because when she's on it and they know that she's on it, they're going to be more productive.

So as well as being able to track our own time, we're also going to help our team be more productive by helping them track their time. Imagine you can go to your team right now and say, I'm going to help you create more time. But the way you've got to do it is by collecting the data first.

And the last reason is to raise your rate. Have we spoken about hourly rate and raising your rate? Yeah?

We spoke about that last quarter. The only way you can even measure your rate is by knowing how many hours you work. So at the end of the year, instead of guessing how many hours you work, we're going to measure your, we're going to track it so we know exactly how many hours you've worked.

Okay. Like I said, what's our thoughts on time tracking? It's a waste of time.

It's tedious. It's so restrictive. Someone's showing me what to do.

Someone's telling me what to do. They're checking up on me. It's boring.

That's all the things that we think, right? But here's some good reasons that you should track your time. If you ever say, I'm too busy or your team members say, I'm too busy.

How many of you say, I'm too busy? Hands up. For you, if you track your time, you'll figure out where your time is going.

You'll get your time back. The second reason, if someone's leaving your company and you want to know what the hell do they even do? What do they do in my company?

Because I've got to hire someone and I found there was someone that I'd employed for 30 hours a week. And then when we started doing time tracking, I was like, I can't really find more than 20 hours that she's doing. That means that when I hired the next person, because she was leaving, when I hired the next person, I said, I don't need 30, I just need 20 hours.

I can save time there. And the last is in times of change. So when we were going through COVID, for example, we go, right, we're going through COVID.

We haven't got as much income coming in. We've got to cut our costs. Where do we cut our costs?

Well, if we know where our time's going, we can then start to cut some of the costs. Does that make sense? Yeah.

And one of the people that did this the best at Property Entrepreneur was Josh. It took him absolutely ages to be convinced on time tracking because he was like, I know where my time's going. I don't need to track it.

But he told me, he's the one who got me into it. And he said to me, shit, you've got to track your time. Once you track your time, you understand where your time is going, you get your time back.

And this was absolutely invaluable for him. And what he said to me was that, here we go, we've got a graph there. He said to me that his hours that he worked went down by 60%, probably because he was less procrastination, probably because it was less multitasking.

He was very focused when he pressed that start button, very focused on what he had to do. So his hours went down by 60%. Who likes that?

Yes? But it's not just his hours went down. His profit went up by 40% whilst his hours went down by 60%.

So as entrepreneurs, what do we want? We want to work less and earn more. Who in this room wants to work less and earn more?

If I could give you a guaranteed way to work less and earn more, would you do it? This is the guaranteed way to work less and earn more. This is all you've got to do, follow the blueprint.

So what we're going to do is we're going to set you up now. This is going to be a workshop. And we're going to set you up on the Toggle app.

And it's going to be a desktop app, but it can also be a mobile app, because I know some of you will be out on the road sometimes. And you can also use Memtime or Clockify, some of you will have heard of, but I'm using Toggle. We're then going to, you then need to set up the headline projects.

So once you've set yourself up and you've signed into Toggle, it will then ask you, well, what projects, what buckets do you want to allocate your time to? And the buckets that we allocate our time to can be either various businesses. I'm going to show you how to do this in a second.

I'm going to show you some examples. Either it can be various businesses. I've got three, four different businesses.

I allocate to different businesses. It can be different clients maybe. But you don't want to have more than five to start with.

Okay? The key here is to keep it simple. What I did when I started was I had like 20 different ones to allocate to, and I just spent all my time going into allocating to the right place.

Who understands what I'm talking about? You want to keep it really, really simple. You also want to have a project for maybe like inbox management, if you're still doing your own inboxes, inbox and WhatsApp, you know, like a catch-all.

I noticed that Rachel had on her team meetings and coaching a catch-all for some of these other bits. In terms of projects, you can also have your distribution of focuses. You guys have just done your strategy presentations, 70, 20, 10.

That could be your project. Or if you wanted to, and I use this for years, it could be business development, business management, and business delivery. And you could see where do you spend your time.

Business development being the high-value stuff, business management being medium value, and business delivery being the low-value stuff, because someone else in your business can do that. Does that make sense? Does that make sense?

I'll give you a second to write it all down. Perfect. And then once we've got these projects set up, we're then going to go and have a look at the report section, because it's no good just tracking your time.

You've got to actually go in and understand, what does it mean? And the reports will help you understand on a daily basis, on a weekly basis, a monthly, and even an annual basis, where does your time go? As Josh just found out, his time went down by 60% and his profit went up by 40%.

They could only measure that because he'd been measuring his time. Okay. So let me do a little demo for you, if I can get this up over here, and then you guys are going to have a go at doing this yourself.

Can we switch over? Aha, perfect. So let's put in here, this is Naughty Shiv.

What's the chatter, guys? Right. Is there a question?

Sorry. No. Cool.

So this is my toggle. This is what my toggle looks like. I'm going to put in here, property entrepreneur program, I think that's how you spell program, training.

I'm going to call it a project, so it's going to be property entrepreneur, that's one of my projects. So I'm going to show you this as well. I've got a project, but I've also got a tag.

So I've got a project, which is property entrepreneur, and then the tag for me, this will be business delivery, because I'm delivering this for you. And then I'm going to go start. It's as simple as that.

You can see in the top right-hand corner, the clock has started. So this is as simple as that. We're going to go through and set this up for you.

We're going to come down, first of all, to this project section on the left-hand side, and you can see here, these are the projects that I've got set up. I used to have, I've just archived them last night, I used to have business development, business delivery, and business management. I archived them because I'm not using that way of doing it now, I'm now using this way of doing it, which is Lifestyle Property Group, which is my company.

I've got personal development, because I do a lot of personal development. I've got property entrepreneur, because I do this kind of stuff for property entrepreneur. I've got the Entrepreneurs Club, which is some other bits that I do around coaching and mentoring.

And then I've got a bunch of stuff that I do around my own investments. And you'll see here, so far in all, since I set this up, I've done three and a half hours over here, 16 and a half hours over here, 23 hours on my business, and half an hour on my investments. So we're going to go project, new project, set up a new project, we're going to call it tasks, I don't know, whatever you want to call it.

I've already got property entrepreneur, that's why I'm not doing that. Create project, boom, there you go. It's as simple as that.

The second thing is, as I showed you over here, you go to that. Here's my task description. I can change this to say, with Rachel, or I can change it to say, delivering, time, tracking, and prime time session.

I can put whatever description I want in here. Who can see what I'm doing? Yeah?

I can put whatever description. Now, the point of this is, just so you can track it, but the project helps you understand what bucket that's going to go into. I've shown you how to start the time, I'm going to show you how to edit the time now.

So look, I've done property entrepreneur, but you know what, I came up here at 12 o'clock. I didn't come up at 12.47. I need to go back into that, I need to click on that, and change that to 12 o'clock, and then let it continue since then. Does that make sense?

Have I done it right? There you go. Anyway, so that's that.

And then the final thing I want to show you here before we get onto it is reports. So here's my reports. Now, you can do reports in lots of different ways.

You can do them by project, by client, by the tags. So here's the tags, and you can select which ones you want. And you can see here in ...

Where's it gone? Here. This week, I've done 30 minutes of my investments, four and a half hours on my company, six and a half hours on property entrepreneur, and an hour on my own mentoring stuff.

Last week, 14 and a half hours in total. How many of you were working during Christmas and New Year? I'll tell you something, guys.

This is genuinely, between Christmas and New Year, and these three months, is the time when everything gets done. Because in April, you then hand everything over to your team, and you say, you guys run the race now. But in order to do that, you've got to be prepared in January, February, March.

And in order to do that, that period between Christmas and New Year is when I get prepared. Here's my 14 and a half hours between Christmas and New Year. The week before that was like Christmas week.

I did 10 hours. And the week before that, I did 25 hours. 25 hours is my standard sort of normal.

I also have some goals set up in here. You guys can do this as well. A little side bit, so you don't need to take this in if it's already too much for you.

In my work day, I want to work... Is it showing me? Edit goal.

In my work day, I want to work less than six hours a day. I don't want to work more than six hours a day, so I put that little goal in there, and then it tracks it, and it says, oh, Shiv, actually today, you've worked 2.8 hours out of the six hours. And then I've also got another goal here that says, I want to work less than 25 hours a week.

Perfect. This week, so far, I've done 12.8 hours of work. Yeah?

So you can have these goals, and you can track them in here. Any questions on this so far? Yeah?

Have we got a mic? This isn't going to work, is it? Are you ready?

[Speaker 6] (54:07 - 54:13)

Shiv, if you've got staff on the road, for example, how do they track it? They just use their mobile app? Is that the idea?

[Shiv Haria] (54:13 - 54:44)

Amazing, amazing question. They use their mobile app, and what I find with staff that are on the road, because I've got project managers out on the road, it's much more difficult for people that are out on the road than people that sit behind the desk. People sit behind the desk, they can just start, stop, start, stop.

People that are on the road, they start, and then they forget to stop, and they're like, oh, but I've done these other things, and I forgot about it, and whatever. All they've got to do is you've got to have a five-minute slot in their diary at the end of every day that they go back and they edit it. But yeah, the mobile app is the way that you do it.

Your mobile app, you start it off, at the end of every day, they've got to go back and edit it. Any more questions?

[Speaker 9] (54:50 - 54:52)

I thought you'd get up for that one.

[Speaker 6] (54:59 - 55:09)

Yeah, good one. Go ahead. Do you have any experience, any resistance from staff doing this?

[Shiv Haria] (55:10 - 56:33)

Really, really great question. Yes, you will potentially experience resistance from staff. People that are used to doing this and understand it will be like, yeah, cool, I'll do it.

There are some people that will, just like I asked you earlier, what do you think of time tracking? And you go, oh, well, I think this, I think that, because they also may think the same thing. You've got to reframe it for them and say, the reason why we're doing this is to help you get your time back.

I'm not checking up on you. I don't care what you do. I don't know about you guys.

I don't really care what they do. I know that the people that I hire are honest. If they send me an invoice for 60 hours, I'll pay them for 60 hours.

I'm not looking through going, well, where did they spend that 60 hours? Because I know that things take twice as long as I think they do. I know that.

So I'm not using it as a tool to control them. I'm using it as a tool to say, like I said earlier, one, where are they spending their time? Oh, my God, they're spending a lot of their time in business management.

Actually, I really want them to do more business development, or they're spending a lot of their time in business delivery, where I want them to do more business management. So it's about framing it. And also, sorry, just one last thing.

It becomes a culture in your business. So imagine you were already doing it. Any new person that came in, you say, this is what we do.

They don't have resistance because it's just what we do. It's like every year we get together for Christmas, and you have to come. It's just what we do.

And everyone else is doing it, so you're going to do it now as well. I'd say the best way to do it is every new person that you hire from now onwards, you need to get them to do it, because then in a couple of months' time, your whole team, or a couple of years' time, your whole team will be doing it. Does that make sense?

[Speaker 6] (56:34 - 56:35)

Yeah, it makes sense.

[Shiv Haria] (56:35 - 56:40)

Yeah. Anything else? No?

Cool. Yeah.

[Speaker 6] (56:44 - 56:47)

There you go. Okay, ready?

[Speaker 4] (56:50 - 57:02)

Hi. How can I avoid that just being another massive, long to-do list? You've got those project areas in it.

Is that how it's organised?

[Shiv Haria] (57:03 - 57:08)

What do you mean by another massive to-do list? Because this is a way of tracking your to-do list. It's nothing to do in here.

[Speaker 4] (57:08 - 57:15)

So is that... So I've got a maximum of how many? Did you say three, was it?

Or five projects?

[Shiv Haria] (57:16 - 57:37)

To start with, I mean, so if you go to my... Where are my projects? Where are my projects?

Because I'll leave those on that. My internet is reconnecting. But yeah, anyway, so you can see here, my projects are basically...

Here we go. I've just set that task one up for you guys, so I can delete that now.

[Speaker 4] (57:39 - 57:48)

So at the start of the day, do you put in what your distribution of focus is for that day, so to speak, into it, and then you just go through and click start?

[Shiv Haria] (57:48 - 59:18)

Oh, so your distribution of focus is because you're saying that's your projects? Maybe. Okay, so remember what I said.

Your projects can be either the areas of work that you're working on, or they can be your 70-20-10, your distribution of focus, or they can be business development, business management, and business delivery, okay? Got it. I think the easiest way, if you are unsure how to do this, I would choose the last option, business management, business delivery, and business development, those three.

The reason why is because it's ultimately high, medium, low-value work. Imagine that you find at the end of this that you're doing loads and loads and loads of business delivery. You'll go, I'm not working on my business.

I need to hire someone to do the business development so I can start working on my business. Does that make sense? Yes, thank you.

That's the point of it. So if you are unsure, if I've confused you, business development, business management, business delivery, those should be your three projects, only three, and then they said you could have a catch-all for WhatsApps and emails and team meetings or something like that, and you're trying to record, all you're trying to do is record everything you're doing. Another thing I'll show you on here, actually, you can connect your calendar.

So if I go, is it here? There we go. Here's my calendar, and what I could do today is I could connect my calendar, should I do it tomorrow?

Maybe I'll do it tomorrow. Oh no, I can't do it tomorrow. So I could do copy events as time entries, so everything that's in my diary will automatically come into my toggle if I want to.

Does that make sense to everyone?

[Speaker 9] (59:19 - 59:19)

Yes.

[Shiv Haria] (59:20 - 59:53)

Shall I show you? Yes. Okay.

Copy events of today. What I want you to do is watch this Tuesday. You can see right now I'm doing the property entrepreneur thing, watch this Tuesday.

There you go, it's copied everything else into my diary right now. And now I can choose, so private dining, I can say, oh, well that's property entrepreneur, and that's going to be tagged as business delivery for me, save, done. Does that make sense?

So this is not additional work, this is just tracking the work that you're doing already. Yeah?

[Speaker 3] (59:53 - 59:56)

Is that linked to Google calendar? Is it only a calendar that we're using?

[Shiv Haria] (59:56 - 1:00:06)

This is currently linked to my Outlook calendar because I'm an Outlook person. If you're a Google person, we cannot be friends anymore, sorry. But I'm sure 100% that it links to Google as well.

Does that make sense?

[Speaker 9] (1:00:06 - 1:00:07)

Yeah.

[Shiv Haria] (1:00:07 - 1:00:52)

Okay. Some top tips, or one top tip, keep it simple. As I've just said, you can confuse yourself with this.

When I started, I had like 28 different projects. It confused me completely, and in the end, I just ended up using it all. For this month, keep it simple, business development, business management, business delivery, what are you doing, and which one of those three are you attributing it to?

Yeah? So if I was working on the business and I was setting up the winter hit list, for example, in my own business, that might be business development for me. In my company, when I attend my winter hit list meeting that my operations manager has held, that's business management for me because I'm not having an input in that.

I'm just there to make sure it's all happening. If I was actually doing the work, then it would be?

[Speaker 9] (1:00:52 - 1:00:52)

Delivery.

[Shiv Haria] (1:00:52 - 1:02:03)

Business delivery. Cool. We're getting there.

And the final thing I want to show you just here is a really cool nippy thing. For those of you who this is already too much, stop listening. For those of you who are like, I want more, I want more value, right here at the top, can you see this thing here?

Toggle time extension. You can get a Chrome extension, a Google Chrome extension, and then you don't need to open up Toggle. You can just go to Chrome extension, what you're doing, type it in, press play, off you go.

Same thing again. Make sense? Perfect.

So that is what I want to show you. Let me switch back. Perfect.

So who gets what I'm talking about here? Yeah? So now it's time for some prime time.

This is for you to get things done yourself. We're going to set up your Toggle account and we're going to set up the projects. Does that make sense?

Get your laptops out now. Get your laptops out. This is going to be prime time, so this is going to be in silence.

You're just doing this little bit of work. We've only got five minutes for this, probably less than five minutes, because I'm obviously running at this point. Is there any questions before we start?

We're going to come and help you. Yeah, go for it. Question?

[Speaker 8] (1:02:05 - 1:02:18)

Yeah, 100%.

[Shiv Haria] (1:02:18 - 1:16:16)

That's the point. That's exactly the point of it. You have different entries and different ones.

Okay, so hands up for help, guys. We're going to come around. You've only got literally three minutes to do this.

You're going to go, here's the instructions. Number one, go to the Toggle app or go on your phone or on the computer, Toggle T-O-G-G-L. And then you're going to set up the headline projects, whichever way you want to do it.

And then we're going to have a look at reports. If you need help, put your hands up. Can we have some music?

Guys, this is really simple. We've only got three minutes to do it, so please just get on and do this. Sign up to Toggle, set up your projects.

30 seconds left. Guys, you should have all pretty much done that now. Can you close your laptops when you've done that so I can see that you've done that?

Close your laptops. Put your phones away. Okay, perfect.

So all we had to do was sign in to Toggle and set up three or five projects. That's all we had to do here. For those of you who want to know, you can add projects on your mobile app, but if you want to edit projects, you have to go into the desktop app.

Okay? Cool. So we now know how to track the data, but that's not the important bit.

That gives us the data, but the important bit is now what we do with it. What are we going to do with the data? And we've got the last few minutes and then we're going to go to lunch.

What I want to talk to you about is how you're going to make money from this, how you're going to work less and earn more. And the first way is you're going to eliminate. Eliminate.

What are we going to eliminate? The fluff that you're not actually doing. You're just sitting around pretending like you're doing work.

Anything you think you just don't need to be doing. This is not stuff that you're going to delegate. This is stuff that you don't need to be doing at all.

You're like, why am I even doing that? Shall I give you an example? Every month, for no reason whatsoever, for the last five years, I get an email that says, your credit score is this.

And my PA takes that email and goes into a spreadsheet and enters my credit score, saves the spreadsheet, and comes out of it. It takes her about 10 minutes to do. No one looks at the spreadsheet.

Why are we doing this? So eliminate is when you realise that we don't need to be doing any of these things, you can just eliminate it and go, we don't need that. Second one, we're going to automate.

Anything that's taking you a lot of time to do, we can automate. We're going to find either a system or a software, and guess what Toggle is? Time tracking software.

Why? Because before Toggle, people used to do it on Excel spreadsheets, and Toggle automates not just the collection, but then the reporting of that data. Same as bookkeeping.

Bookkeeping used to be done on books. That's why it's called bookkeeping. You'd have books and you'd write it out, but you don't get the reports after it.

Zero means that you can click a button and get the reports, and you can change the dates, and you can change all kinds of things in it. So automate is the second one. The third way we're going to make money from this is delegate.

Anything that is low value, this is like admin stuff, booking your train tickets to property entrepreneur, uploading receipts. If your bookkeeper is sending you an email that says, please can you send me these receipts, and you're having to do that, that is a task that you should delegate. That is not something that you should be doing.

My bookkeeper sends me an email that says, here are the invoices that I don't have. Here are the receipts that I don't have. Fortunately, I have a PA, and her job is to look at that email and go, let me go and find those receipts.

Let me go into that parking app and find that parking receipt. Let me go in. Of course, if there is, let's say, for example, I pay for petrol, I have an electric car, but if I pay for petrol, I've taken a picture of it and it hasn't gone somewhere, then of course, in that instance, my PA will ask me, but there's a blocker.

There's my bookkeeper, a PA, and then me, one step removed. The next way we're going to make money from this is, or how to use this, we have to keep this ideally updated on a daily basis. I just said the best way to do this is, at the end of the day, put a five-minute entry into your diary or a 15-minute entry into your diary that says, go back, review my toggle, and update my toggle.

Update your toggle. Ideally, by the way, this is for you and for your team, you want to be starting and stopping the timer. You don't want to be just entering in, oh, well, retrospectively saying, oh, well, I spent an hour doing that, because you don't know that you spent an hour.

You could have spent an hour in 12 minutes. You could have spent an hour in 45 minutes, but in your head, it was an hour, so you just put down an hour. We need to actually track the actual time that you're using, not the time that you think you're using.

The same way that with MyFitnessPal, you track the food that you're actually putting into your mouth, not the food that you think you're putting into your mouth. The importance of this is, you need to be honest with yourself as well. If we're going to get data that's like, well, I want to feel like I'm doing more business development, so yeah, I suppose I only spent 30 minutes doing that business delivery task, and I suppose I spent six hours doing that business development task.

You have to be honest with yourself, otherwise you're not going to get the data to do anything with. Once you're honest with yourself, then you can get the data, then you can start making changes. The last point on this is, all you've got to do, do the work, track it, review it.

Let's say a Sunday, when you do your Sunday sanity, review, what did I do last week? What can I eliminate? What can I delegate?

What can I automate? Then repeat it every single week. That's all you've got to do.

If you did it just for this month, for the next four weeks, every Sunday you reviewed what you were doing, and you eliminated it, automated it, or delegated it, you'd end up at the end of January doing way different things to what you're doing right now, saving a lot of time, making more money. On this, like I said, consistency beats clever. There's no point in having 20 different projects when you spend all your time.

I did this thing where I had folders set up on my email, hundreds of folders, a folder for every property. Every email that came in, I'd spend so much time putting it into the right folder. I'm like, what am I doing?

I'm just spending my time putting things into frigging folders. We don't want to do that. This is not the purpose of this.

The purpose of this is to track work. Just like we said, it's not to create more work for yourself. What I'm trying to say to you here is if you create this habit now, over the next four weeks, this will just be ingrained in you.

As a result of that, you'll be able to always, constantly, for the next 10 years of your life, the next 20 years of your life, you'll be able to work less and earn more. Do you get what I'm saying? Yes?

In case it was not good enough, I'm going to give you 100% money-back guarantee on this. Here's a challenge for you guys. For the next four weeks, try this.

Try this. If it doesn't work for you, you can come up here on stage with a microphone and tell the whole world, tell everyone in this room how Shiv was wrong, but I guarantee you that this is going to change your life. Just try it.

That's going to be our 28-day challenge for this month. It's really, really important. I want you to try it, but I also want you to accountability alert.

I want you to show me that you're trying it. How do I want you to show me that you're trying it? When you post your Sunday sanity on Sunday, I want you to also post a screenshot of your toggle, a screenshot to show us that you're actually doing it.

This is not for me. I don't care. I'm not going to look at your screenshots.

This is for you. All you have to do to be successful in Property Entrepreneur is follow the blueprint. The way you follow the blueprint is if I say to you, take a screenshot and post it, you go, well, that's going to make me do it then, isn't it?

If I have to post a screenshot, so commit right now to yourselves that I'm going to be part of this 28-day challenge, and I'm going to post a screenshot every week because it will mean that you do this, and then you'll be able to make a decision about whether it's useful for you or not. You guys need to be a productivity powerhouse. That's the purpose of this.

That's why we're doing any of this stuff. I want you to put this on your actions list, podcast number eight, which is Get Stuff Done. Apologies for the rudeness on the slides.

Get Stuff Done, podcast number eight. This is a blueprint for rewiring your brain and getting stuff done. Also, I want you to put episode number 147, Deadlines Get Things Done.

Deadlines Get Things Done. These two podcasts, along with the time tracking and the prime time that I've taken you through, are going to help you to become productivity powerhouses. If you can implement this right now, for the rest of your year, you're going to be way more productive than you've been for the last 10 years.

You'll get more done in this next year than you've got done in the last 10 years. Does that make sense? I'll blitz through this.

In fact, any questions before we go any further? Questions? No?

This is exactly like, some of you will have done this, tracking how you spend your money. Who tracks how they spend their money? This is tracking how you spend your money.

Once you start tracking how you spend your money, you realize, oh gosh, I'm wasting some of my money, or I need to spend more in this area. That's exactly what we're doing over here. You can't actually do anything about it until you've got the data.

All I'm asking you to do for the next four weeks is just get the data. Then, after you've got the data, you can then start doing something about it. You'll be absolutely gobsmacked at how different your time actually is to what you think it is.

Now, what I'm going to do ... Did you enjoy that session, first of all, guys? Yeah?

Some value there? Okay. What I need you to do is get a bit more hype in this room to welcome our lovely Rachel back onto stage.

Shall we welcome Rachel with a big round of applause? Here we go, Rachel.

[Rachel Davies] (1:16:19 - 1:18:37)

Thank you very much. Thank you, my lovely. Well done.

That was brilliant. That was really useful, wasn't it? We all on board for doing time tracking?

Yeah? It's going to help. It really will.

It will make you more disciplined, if nothing else. Yeah, but keep it simple. I've gone through the process like Shiv, where I've had too many projects.

I got a bit confused with what I'm doing. Keep it really simple. Three to five projects.

Do not have any more. Yeah? So, look at your 70, 20, 10, and that should help define what those are.

You've got 70, 20, 10, so it could be three things. There's your answer. Yeah?

Really easy. A couple more tips on prime time. When you do a prime time, make sure when you're doing your Sunday sanity, you're scheduling in your prime time for the week.

Your prime time is everything you should be doing on the winter hit list, and make sure you've pre-planned it in your diary. You've scheduled it in, and then you've also, you're going to commit to it for the week. So, if you scheduled in, you know you're going to do it.

You know exactly what you've pre-planned. Do not take your phone into the room with you if you're doing prime time. It's deep, focused work.

And then finally, on toggle, just trial it as Shiv said. You're going to get a lot of value from it, but keep it simple with the projects. So, that's my little shares on my experience, and you will get this message.

Your toggle has been running for eight hours, 24 hours, 36. I've had them all. Yeah?

If that happens, you can easily correct things on toggle. It's very easy to do. Just delete it or correct it, and then move on and keep going.

Don't let that put you off. Yeah? To help you with this, we've got Richie Miller.

Richie is on Josh's Mastermind. He's been on PE for three years. He's one of our advanced team members.

He's absolutely smashing it. He's been using toggle for the last two years, and he's reduced his working hours down to 25 hours. We'd all like a little bit of that, wouldn't we?

Reduced hours. So, he's going to be helping you with midweek mentoring on the 29th of January. So, one to tune in for.

It's going to be a lot of help. He's really got this licked. So, tune into that one.

And then now, it's time to talk about get up and give back. So, up to date, we have raised £653,000 since we started get up and give back, which is no easy feat. But this man has been the leader for most of that time.

He is our king of camera credits himself. He is the owner of Rover Homes and Rover Homes Mentoring. He's led us to victory more times than I can count.

Can you please give a massive round of applause to Mr. Dan Norman?

[Speaker 3] (1:18:48 - 1:30:26)

So, a huge Happy New Year. Happy New Year to virtual as well. We have to keep on remembering that they're with us in the room.

Lovely to see everyone here. You all look very fresh-faced, all rested, which is fabulous. So, who was here in December?

Great stuff. Okay. So, you've got a bit of awareness.

We're going to do a very quick run through, though, as to what get up and give back is because it's our sixth year. Next year, in 2026, we're going to be aiming to total £1 million donated to charities, which is just insane if we get this year right. So, if you're in December, we're going to run through the aims again because this is the important bit because there's got to be some benefit for you guys as well.

Very, very simply, the first and most crucial aim is the physical and mental wellbeing of people in the property entrepreneurs community and our friends and family and, you know, associated business and so forth. We also want to raise, you know, step back there just a little bit for you guys, we also want to raise awareness of a cause, and every year it's a different cause, and then fundraise and promote charities pertaining to that cause. And I can't kind of edify the efforts that people have been to beforehand, the previous years, the incredible fundraising they've done, the miles they've walked, the crazy stuff they've done, the charities that have been supported all the way through.

And as Rachel said, it's £653,000. So, I must absolutely salute the people who've done that fundraising, it's absolutely a combined effort, 80 to 100 property entrepreneurs, friends, family, each year. I had a bit of a problem last December, you might remember at the end we did, last Christmas you gave me your heart, and I got a bit serious and said, well, what if it was your last Christmas?

And Adam and Josh pulled me to a side and I said, look Dan, you've got to lighten up a little bit because these guys are only four months in, okay, so have a bit of fun with them, be a bit kinder. So, I thought, what we'll do, we'll have a pop quiz, okay, and we've got some prizes. Oh, God, you're good, okay.

So, first prize up is a Terry's chocolate orange pieces. Now, we're going to have some fun with this, okay. So, the first question is, after cancer, what is the leading cause of fatality in children?

Any ideas? Diabetes? Obesity?

Okay, any other offers? If you don't get this, I've got to give the chocolates to Bobby and Bianca. Any ideas?

Abuse? Not far away. It's accidents.

Crazy as it sounds, it's accidents, which is just nuts. Now, one in 10 parents is actually able, or would be able, should I say, to perform first aid on their child if they're in a fatal accident situation, which is, it must be terrifying. Imagine, I don't have kids, but I wouldn't know what to do.

I did my first aid training about 10 years back. Who here's first aid trained? Okay, who here did it under a decade ago?

Interesting stat, right? Pop quiz number two, CPR, okay, for heart attacks. We're keeping it light, we're having some fun.

CPR for heart attacks, what percentage, to the nearest 10%, if you are untrained in CPR, we've all seen it on casualty, haven't we? One, two, three, four, five, six, then breathe. What percentage of people are resuscitated in a fatal heart attack situation for an untrained CPR?

Any ideas? Chocolate, orange, who said 7%? Oh, hang on a minute, we're going to have to go partway through here.

I'm not made for throwing. It's actually 8%. If you are CPR trained, it goes up to 50%.

If you have a defib unit, it goes up to 88%. So, the difference is between being trained and untrained, okay? Interesting, right?

Pop quiz number three, this one's real easy because we've all seen the TV adverts. Stroke, what are the four, and I'll give you the acronym, it's FAST, what are the four positions of recognising someone's having a stroke? F?

Tell you what, you get the choice. No, tell you what, you're going to get the Maltesers, there we go. Oh, sorry, good duck, well done.

And finally, what in the UK is the leading industry that has fatality and accident associated to it? Oh, who was that? Very well done.

Revels? Why not? Here we go.

Long throw, long throw, long throw. Oh, that wasn't too bad. It's construction.

We're all in property, aren't we? Isn't that nuts? How many people have learned something just today in this short time?

Very interesting, isn't it? I didn't know that, didn't know half of that. As property entrepreneurs, we all have an opportunity.

I'd say we have a right, we even have an obligation to be the light and not be the tunnel. And I'd suggest we can all be the light that we want to see in the world. And it gives me enormous pleasure to announce, and you're the first to hear this, only me, Dan and Rosanna know about this, that the campaign for this year's Get Up Your Back is very simply to save a life.

Every second counts. Thank you. And our rather big hairy target of this is to raise enough funds to provide 1,000 first aid courses.

Now, that equates to about £150,000, depending on whether you're having an upgrade. You can have a three-day course with the air ambulance, that costs about 350 quid. You can do a refresher in a room with a bunch of people.

But we guesstimate £150,000 will give us the opportunity to teach 100,000 people first aid. Now, considering 4% of the UK actually know what to do, doesn't necessarily mean they'll actually be able to do it because of the bystander effect. Have you ever had that before?

Something's happening, and you think someone else is going to phone, the fire, the person who's injured, someone else will phone. It's better that too many people know what to do than not enough. I know my first aid training was about when I did my bronze swimming certificate when I was four.

Who else is in that situation? Who else? Lifeguarding, how long ago was that?

Well, what did you do when you were three? You looked so young. To get to the point, how are we going to do this?

So, everyone who commits, we look for a minimum fundraiser £600. Now, we're all in business, we've all got suppliers, we've all got customers, we've all got friends, family, we've all got people we know from sports clubs, school, parental evenings, wherever it might be. £600 is a minimum fundraiser, and we had to put that in play because to be blunt, some people weren't pushing themselves.

About half the people do well, well, well in excess of a grand. Last year, Steve Hammond raised £8,000. It's unbelievable, really, really good.

A bunch of people do thousands and thousands, and the thing is, guys, we teach you how to do this because it might have been you were five years old when you were a Cub Scout or a Girl Guide the last time you raised funds, last time you did a sponsorship. We have a blueprint that's been tried and tested over 500, 600 people doing this exact evolution that we give to you, and we teach you the marketing. It's all part of the oversubscribed business model you all heard about Chris Moss.

So, that's our minimum fundraiser, but the challenges are a bit of fun. They are either walking. Now, most of us are fortunate enough to be able to walk, but are we walking enough?

£10,000 a day, 100,000 steps a week, whatever it is that your challenge wants to be. Hiking. This is where the community get involved, and it's so much fun because we have 80 people who go up Snowdon, the Yorkshire Three Peaks, or the National Three Peaks, and we spend a whole day together.

We have, well, it's actually three days in a minibus on the National Three Peaks, but it's a huge crack. There's a lot of giggles, and we get to up our fitness levels at the same time. If running is your thing, or it's not your thing, then we ratchet what the challenges are.

So, you can do a park run. You can do the Sutton Fun Run. You can do the Manchester 10k.

You can do the Manchester Half. You can do the Ultra Loop, which is a six or twelve hour going round the loop as many times as you can. It's literally, like the fourth challenge, your race, your pace.

You can do as many or as few of these as you like, and it's absolutely inclusive. We had some people who just wanted to go out and get an extra couple of thousand steps in a day, and that was enough for them because they were really, really hectic. We had one chap who was abroad.

He actually organised his own challenge going up and down the Sahal Steps in Oman with 10 other people. We will support you all the way through it. We've done it before.

We'll keep on doing it again. Challenges are obviously charged as necessary. We have a provider that does the hiking because I'm not insured to take people up there, and you'd be crazy to trust me to take anyone up a mountain.

So, we have a specific company who help us out with that. A lot of fun. It's a great time away.

Rachel, you're in, aren't you? Yorkshire Three Peaks next year? Marvellous.

Did the Snowdon. Love the Snowdon. I just did a husband mark.

There is a slight financial investment because sometimes people say they're going to do something and then they don't do it. So, we have a little commitment fee of £150, but that does not go to waste. For that £150, you get, drum roll please.

Thank you. A little drum roll there. You get your exclusive Get Up, Give Back, Save a Life training t-shirt.

This is a wicking t-shirt, so it actually helps you with perspiration. You get your Get Up, Give Back, Every Second Counts training hoodie. You get the grand finale barbecue at the Belfry, which is £150 of anyone's money.

The chance to raise the chicks, the chance to celebrate with the charities, the chance to network with... Well, last year we had 157 different people for the grand finale. All business owners, property investors, a great evening, and that's the night after the super event.

But also, we're going to throw in a little curveball if we can sort out the insurance. Anyone here ever done a firewalk? Who hasn't done a firewalk?

Who's shitting themselves about a firewalk? Okay, that was at an average of 1,236 degrees Fahrenheit. Literally, it was really, really hot.

But no one got injured, no one we care about anyway. And we had a lovely time, we raised a load of money. So, that's going to be the firewalk as part of the Get Up, Give Back grand finale, Thursday the 5th of June.

You're all here for the super event anyway, aren't you? So, why would you not raise some money for charity, whether it's a firewalk, whether it's a hiking, whether it's a walking, whether it's a running, whether it's your own challenge? But I've been told we've got to give a bit of an offer just to incentivise you.

Now, there are a limited amount of these offers available, and if you guys take them all and advance and get a bite of the cherry on Thursday, that's okay. We're going to do a limited offer at £125, which is literally, we're skinning our own teeth on this. It's more, that's less than we pay for all those activities.

We've got a whole bunch of brochures, and also in page 30 of your workbook, the brochures are going to come around now, explaining everything we're going to be doing. And what we do is we give a little bit of, we drip to feed the information out so we don't overwhelm you, but that will give you everything you need. The commitment form, the brochure, it's all there on a QR code on page 30 of your brochures.

So your actions now are very, very simple. Step up, sign up, and show up. We'll do the rest.

We've got the blueprint. All we want you guys to do, come on board, have some fun, raise some money for charity, and most importantly, help us save a life. Thank you very much indeed.

Get up, get back, 2025.

[Rachel Davies] (1:30:35 - 1:37:34)

Right, let's give Dan a massive round of applause for that. Well done, thank you. And just to finish on get up and give back, I just want to show you a picture from me last year.

See, whose is the little head at the bottom? This is me. This is just a picture.

Look at the smiles on everyone's faces. Get behind something bigger than you, and it delivers this kind of happiness. We had such a great day.

We climbed Snowdon. It was absolutely amazing. Spent the whole six hours networking, getting to know this community really well, and we had an absolutely blinder of a day and raised loads of money for charity.

That's what it's all about. Right, I just want to move on and do a couple of things quickly before we announce the winners. Your accreditation, you came today, you committed, you did your presentation, that was part of your accreditation.

That's one of the big milestone days that we wanted you to do. I just want to remind you what you've got to do this year in order to get your PE accreditation. You have to do 90% of Sunday sanity.

Who here has been doing Sunday sanity since December? Have everyone been doing it? They've got to be really honest now.

Has anyone missed it since we started in December? One or two. You now have a fresh year, a fresh start.

You've got to get into this. You have just started nailing your strategies now. You've decided what you want to achieve this year.

You should be using your 10 high value tasks as the reasons, the value tasks that your strategy. They need to link back to your strategy. You're not going to get it done if you don't do these high values.

Now it's time to commit to that. Then the second thing is attend the workshops. Obviously 10 out of 12 is the target because we know sometimes you need to go on holiday and present both awards.

You've already done one of those today, so that's excellent. One is in the bag. Then finally, we want you to put six posts in the community, that's over the course of the year or join in with Get Up and Give Back.

All you need to do to get the accreditation. Where are you up to? I just wanted to give you a reminder.

Let's give a round of applause to everyone in green. Well done. We've got quite a few of you in amber.

It doesn't mean that you won't be able to get the accreditation, but you do need to keep an eye on your attendance, on your Sunday sanity, making sure that you are doing everything you can to get that accreditation. That badge, you can put it on your socials, you can put it on your website. It does really make you look professional, so it's worth doing.

This is hard work, isn't it? PE, you're here turning up, doing the hard work. We want you to benefit from it, get that accreditation.

Well done to all those greens. Now it's time for a very exciting moment. It is now time to announce the winners from the tables.

This is the moment you've all been waiting for. Who's ready to hear their finalists? Yeah?

We're very excited. What you can do, there will be an actual drum roll, but you can help us by doing a little bit of this when I make the announcements. So it's time.

Ready? The winner on table one, drum roll please, is Kat Settle. Woo!

Well done, Kat. The winner on table two, drum roll please, Danielle Saunders. Love that surprise.

Virtually, you should have seen her face. It was absolutely brilliant. So the winner on table three, drum roll please, is David.

Woo! Well done, well done. Right, third supper club.

Have we all been on supper club? Well done, there's a sign there. Right, the winner on table four, the winner on table four, drum roll please, is Jonathan Morgan.

Well done. Massive round of applause. The winner on table five, drum roll please, it's Neil Gallagher.

What were you saying to me earlier, Neil? You didn't need to go on the stage. And then finally, last but not least, the winner on table six, drum roll please, Dan Nash.

Well done. Woo! Well done to all of those who are going round to the final round.

The really important thing is don't go straight to lunch, the finalists. You need to speak to Dec and to Bianca. We need to get your presentations loaded up onto the screen, so don't disappear.

Make sure you just form a queue over by Dec and we'll get your stuff uploaded. But can I just say, congratulations to the finalists, but can I just say, hand on heart, your presentations this morning were absolutely fantastic. I know lots of you have put loads of hard work into them.

Tina, particularly impressed because she turned up with a computer and you actually presented it. She said to me she was going to do it by the medium of singing or with a handout, didn't you? But well done, you all showed up, you've all made a commitment to each other and you've all had great strategies.

So well done to you all. So can we just give everyone a round of applause? Yeah, well done, well done.

It's now time for lunch. So private dining, you know we want to spend some one-on-one time with you. Me and Shiv have got a table.

Now it's time to get your phones out. If you've been invited to private dining, you will have been sent a WhatsApp, so can you please check whether you've been on? So yeah, anyone who's not sure, let us know because it's on WhatsApp for you.

So join me and Shiv at lunchtime and we're going to be talking about, the talking point that you can think about in the lunch queue is what on your strategy scares you or is something that you're really excited about. So we want you to talk through what big objective you've got that really scares you or what are you really excited about delivering on this by the end of the year, which is in September. Does that sound good?

Does everyone know if they're on private dining? If you're not sure, let Bianca know, she'll help you. Now I encourage you, it's been a really exciting morning.

Lots of you can now sit back and relax. There's a few of you who can't, but for the rest of you, enjoy lunch, stretch your legs, go out with the group that you've spent time with and just talk about how the day's gone. Get some steps in, enjoy yourself.

Did you enjoy that Prophecy Entrepreneurs? Have you had a good session so far? Fantastic.

So be back in the room by 2.30 sharp because that's when the finalists will be presenting. Let's finish the session two on a massive round of applause, everyone. Well done.