**PEP Session 2 - 04.02.2025\_Transcription**

[Speaker 3] (0:00 - 0:32)

Hey, I'm love gotta keep it down. Don't wait around for a signal now. Give me some verb I ain't talking now You wanna ride in the six?

You wanna down in the six? When I lean for the kiss you said I'll probably send you some bits and I'm like Hell nah, been waiting too long Hell nah, I want that cruel love Hell nah, been waiting too long Hell nah, I want that cruel love Ladies and gents, this is your two-minute warning.

[Rachel Davies] (0:32 - 0:38)

Grab yourself a drink, finish up your conversations. We're live on stage in two minutes time. Please take your seats

[Speaker 6] (0:39 - 1:13)

Losing all my innocence here, body and mind Riding on my innocence here, body and mind Losing all my innocence here, body and mind Riding on my innocence here, body and mind Losing all my innocence here, body and mind Riding on my innocence here, body and mind Losing all my, all my, all my innocence here losing all my lives All my, all my, all my innocence here

[Speaker 3] (1:13 - 1:28)

all my, all my, all my, all my innocence here all my, all my, all my, all my innocence here Babe, just hit the pedal If things go wrong, it's just incidental My bad, never got the memo That you'll never have fun while you're in a limo

[Rachel Davies] (1:29 - 1:59)

This is your one-minute warning, ladies and gents, your one-minute warning. We're live on stage in one minute's 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 9] (2:31 - 2:47)

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

[Rachel Davies] (3:08 - 5:20)

When you come in and network, fantastic. Great session. Who feels a little bit more confident about what to do about their finances now?

Hands in the air? Yes, definitely. Are we looking forward to session two?

What was that? Can I just tell you something? Adam works me really hard.

He works Josh really hard. Worst on this stage, delivering all this amazing content to you, and that is the best that you can do. Really?

Come on. I'm in the bright lights, scared out of my mind. Are you looking forward to session two?

That's more like it. Thank you very much. We don't get paid enough.

I need more of that. Before we get stuck into session two, I just wanted to speak from the heart about my experience on the blueprint. Anyone here in the room did the VIP blueprint last year?

Yes, a few of you. I remember seeing you. I thought the VIP blueprint last year was absolutely amazing.

I did all three. It was by far the best one. Not necessarily the best people.

Everyone is amazing who we meet on the blueprint. But it was just so lovely, because we all got to spend lots of quality time with each other. I remember getting asked so many specific questions about blueprint.

Do you remember, Josh? We were all sat down, everyone was quizzing us, asking lots about how we put the blueprints into practice. I felt that the VIP event is a really great opportunity for the people who come on it to really get under the skin of how all of this works, and they come away with lots of incredible content.

That package that Josh has just talked you through, well, it's amazing. I've never seen anything like it. I'm sure I paid a small fortune to go on the blueprint, and I didn't even want to come.

You've got a great opportunity there to put your colleagues, people in your network. I sent out messages to a few people as well, so it's a really great opportunity. Hopefully, some of your friends and networks will take advantage of it.

Who did Supper Club yesterday? I saw a few of you. Who wants to say a few words about how it went?

Yeah? I'm going to bring it to you. No, because I'm really frightened.

How did it go?

[Speaker 4] (5:21 - 5:38)

Yeah, I've done every... Is this working? Yeah.

I've done every single Supper Club so far, and they are probably the... Put your fingers in your ears. Probably the best bit that I've got out of all of this.

It's just there's so much information in the room, and just being able to help each other, it's just amazing.

[Rachel Davies] (5:38 - 5:56)

Yeah, and it's not just about the trailer, is it? It's about everybody else in the room. It's giving you that opportunity to...

This is where we do the theory, isn't it? And it's really hard when you're taking on theory, because then you have to put it into practice, and that's the challenging bit, isn't it? So I guess, was the Supper Club helping you formulate things in your mind so you can actually deliver on the theory?

[Speaker 4] (5:56 - 6:21)

Yeah, and also just the fact that as you're going around the table, it's basically the three or four pain points that every single person has, and you're just like, oh, yeah, I was going to say that. Yeah, and it's weird how everyone seems to have the same problems, and everybody just helps each other. And just saying it out loud and actually throwing it back and forth actually clarifies it in your mind.

[Rachel Davies] (6:21 - 17:08)

Yeah. Great. Well, that's a great reason to come to the Supper Club.

Who hasn't done a Supper Club yet? A few of you thinking about it. So the next one is on the 3rd of March.

So I'm doing the Supper Club. I'm really looking forward to it. So if you want to join me on that Supper Club, the QR code is in the workbook, so you can jump onto it.

There's only three spaces left. So great opportunity. Thank you for that.

It was a great, what a fantastic testimonial. I should have recorded it. It was brilliant.

So now we're going to move on into session two. Session two, can you remember what this stands for? Hang on, let's put it ...

M-A-P. Can anyone remember what that stands for? We did it in the blueprint.

It was a systems day. Anyone else want to hazard a guess what it stands for? I'm looking at a lot of faces who aren't sure.

So let me help you. Okay. So M stands for methodology, if anyone was thinking of that.

A stands for assets, and P stands for process and people. Yeah. That's what a business map is.

When we talk about mapping, we're mapping out our business. You will hear me talk about process and systems interchangeably today, but that's what we mean, mapping out our business. What's it like for most entrepreneurs who are doing this?

Well, they are running on the relentless treadmill. They're working really hard. They're overworked.

They're underpaid, but they're desperate to do less in their business. Everyone here is desperate to do less in their business, but when they hire, they hire into a mess. Everything's in the entrepreneur's head.

The people who they've hired don't know what they're doing either, because they have to get it from the entrepreneur. What happens is, and a few of you have already been through this, the entrepreneur ends up thinking, right, it's easier if I just do this myself. Fire the staff, fire the team members, and you end up repeating that cycle over and over again, because it's really difficult to do, isn't it?

Where we want to get you to is a place where you have world-class methodologies, assets, and processes. You can hire anyone into your business, and they can run these systems for you. When you do lose people, it's easy to rehire and redelegate.

That's what world-class methodologies, assets, and processes is all about. I use the word systems. It means the same thing, but that's what we're going to be talking you through today.

What you want to be able to do at some point is be able to be free to pursue more money-making activities in your life, or you might want to be free to have more time to spend with your children. It just depends on what you're trying to do. Often, with entrepreneurs, you want to systemise one business, pull yourself out of it, slowly but surely, and then move on to a new business and start building that.

That's what a lot of you hear. Who's got more than one business interest? Loads of you.

Lots of you spinning lots of plates there. This is how you achieve leverage by mapping your business. One of my favourite quotes is this, the systems run the business, the people run the systems.

It's from Michael Gerber in the E-Myth book, if you haven't read it already, I highly recommend that you do. What this means is that if you create the systems, then you hire the people in to run those systems. If businesses that have unique systems, they have two things in common.

Does anyone want to hazard a guess at what they are? Two things in common if they're highly systemised? They're saleable and they're scalable.

Who here wants to scale their business? Who wants to sell a business? A few of you in the room.

This is what you need to do. You need to map out your business so that you can do that. Thinking about Josh.

Josh had a HMO lettings business before he did Ultimate FD, didn't he? He scaled that business and he systemised that business so well that he was able to sell it for a really high multiple when it came to selling the business. That left him free to pursue other activities that he enjoys more.

What does he enjoy more? He enjoys Ultimate FD way more. Who's seen his posts on Facebook gloating about how he's wrapped his business around his lifestyle?

That's what he's really enjoying it. He's enjoying it so much more than what he did before. This is what this is all about.

Things that I've done in the last five years, I did this. It's just a simple check-in process. I created a check-in process.

It started life as a flowchart. It then became a checklist. Then it now is in Asana.

I've had several virtual assistants run this. It works brilliantly every time. I created it five years ago.

I still use it today. It's the gift that keeps on giving when you get this right. When you've got a really strong process, when you hire the right people to run that process for you, then all you need to do is manage their performance.

This is what it's all about. My HMO business, I spend half a day on it, and it makes 60k profit. Who would like a little bit of that?

You might want ambitious for more money, but that's all I have to work on it, to make the same money that I was doing 12-hour days in London for. What a massive difference that is. This is what we want for you.

I did that. The reason I'm doing this content today for you is because I've successfully systemised my business. That's what I want for you.

Who's looking forward to session two? Who's looking forward to session two? That's better.

Stay with us. This is serious business, but you need to keep the energy flowing. Let's get stuck into it.

Winter means systems. The clock's ticking. Does anyone feel the pressure?

The clock ticking for the winter hit list? I know I do. Marion's got a stressful laugh there.

I feel the same. Absolutely, I've got so much to get through. It's really important that we do focus and get things done.

Why are you finding this really hard? I'll tell you the answer. The answer is that you're trying to change things in your business.

You're trying to level up yourself. You're trying to level up your business. You're trying to step change in the summer.

This is not easy. If it was easy, every business would be doing the same thing. This is not what other entrepreneurs are doing.

This is completely unique. Adam likes to call it the separator season. I'll explain what that means.

It means that the people who do the work and work hard in winter, they pull away from the people who don't. We call it that separator season. I don't mean you in the room.

I'm not meaning you. I'm meaning you and your competitors. Your competitors are not putting all of this work in in winter, pulling out the stops, making these big changes so that they can step change in the summer.

They're just having a usual year of incremental growth, organic change. They may be getting stuck at a ceiling and they can't grow their business. That's the norm for entrepreneurs.

What you're doing in this room is extraordinary because you're building something special. You're changing everything from the summer onwards. That's what this is all about.

This winter is absolutely fundamental for you to get some success. I'm going to help you with that now. I talked about this earlier, building a business that you can scale or sell.

What we want you to have is we want you to have the right mindset. I want you to be thinking that you're building a business, not building a job or creating a job. I saw this on Property Entrepreneur last year.

People who come on the programme and they listen to all of this content and you slowly see the penny drop. Basically what's happening is they've sat there and they realise, actually, what I've been doing over the last three years is I've just been creating a job for myself. Who's literally at the end of their tether?

There's nothing left in the tank. They're literally doing everything and they're sick of it. There's a few people in the room doing that.

Some of you have got more established businesses. You might not be doing that. This is what it's about.

You want to be creating a business, not creating a job. When we're creating a job, we work for the worst boss in the world. Who's that?

Yourself. You're horrible. You're really critical.

You don't let yourself have any time off. You work seven days a week and you're really horrible, aren't you, to yourself? That's not what we want.

We want you to have this mindset that you're creating this business. Because building a business is how you go from fixing the toilets in your HMOs to building an eight-figure, seven, eight-figure financial fortress and living off the steam. My buddy this month is Will Allenby on Advanced.

He lives in Australia. He's living the dream. He lives there with his daughter.

That's his life by design. He's got a UK portfolio. He's got a team to run it.

It's well systemised. He's currently onboarding someone at the moment. He's not even in the same country.

Yet, he's living his life by design in a different place. How fantastic would that be? Who wants a bit of that?

That sounds cool. I don't know whether I want to live in Australia. It's got big spiders, but it just depends.

It's true, actually. You're right. That's what we want.

One of the other things that you might recognise is that some entrepreneurs, what they do is they, to try and scale their business or to get themselves out of problems, they might just hire people. Have you ever experienced this? I've seen this in action.

I'll give you a really good example. Paul's boss is a multi, multi eight-figure entrepreneur. He doesn't live in this country.

He lives in three different places. His business makes 20 million a year. I think it's 10% EBITDA, something like that.

Very successful IT business. Three years ago, he had a really key hire in his business. She was called Esther, a lovely woman.

I've met her a few times at parties. She ran the finance division. She ran it so well.

Everything was brilliant. Then she decided to leave. She didn't get the pay rise that she wanted.

He was being a bit tight. She left the business. What happened was that business absolutely fell apart because as soon as she walked out, all the knowledge left because it was all in her head.

It wasn't down on paper. It wasn't systemised. After that, Paul was pulling his hair out.

The invoices weren't getting done. Clients weren't paying their bills for six months. It was an absolute disaster.

He had to come back into the business, an eight-figure entrepreneur, come back into the business and fix it. It took him a couple of years to sort it out. This is what can happen if you don't systemise your business.

If we map out our business, we can have a business that works consistently, whether our hires leave or they stay. When somebody leaves, they don't leave with all the knowledge. It stays with you because you have it written into the systems.

You know what the key knowledge is. Then you can delegate and rehire really easily. That's what we want for you.

Create the right processes, the methodologies, the assets and the process. Hire the right people. Then your business will be much more bulletproof because it can stand the test of time because you've got the systems.

Let's think about it. Can you chuck some names? What businesses do we know that are highly systemised?

Speak really loudly so virtual can hear you. Amazon.

[Speaker 7] (17:11 - 17:11)

McDonald's.

[Rachel Davies] (17:11 - 27:09)

McDonald's is a great one. McDonald's, Uber. Another one, Domino's Pizza.

There's quite a few, isn't there? Do they have the best burgers, the best cars, the best Virgin Atlantic or Ryanair? Do they have the best planes?

No. What do they have? The best systems.

Domino's Pizza has worked out how to deliver a really hot pizza to your door in 30 minutes. It's not the best pizza in the world, but it's convenient, isn't it? Same with McDonald's.

All they've done then is they've taken that amazing system, they've scaled it to 100,000 pizzas a day in 60 locations. That's what they've done. It works whether you've got three HMOs or 3,000 HMOs.

It's actually great if you can do this at the beginning of your journey because what you want to do is map from the ground up. Whether you've got a more established business and you haven't got these in place, you've got to re-engineer them a little bit. The key here is that you have a system laid out and people follow the system.

That's the message I really want to get across. It's really important that you start to get this. There's a concept I want to give you that's going to help you with this.

It's called everything is your responsibility. It's a really key concept. I've got a great story for this one.

It's really easy, isn't it, to criticise our team. We're getting a bit of music in the background there. I don't know what was going on.

Bianca's trying to find it. She's like, shh. We'll work it out.

It's all right. Technical problems in the background. World class event, don't worry.

Let's get back to this. Everyone's attention. Everything is your responsibility.

That's the key concept I want to get across because it's really easy to blame team members. Who's blamed their virtual assistant or a team member for being rubbish at something? I've done it.

Some people are smiling. It happens, doesn't it? Literally, this happened to me yesterday.

My husband said to me, the handyman's painted one of the rooms the wrong colour. I said, well, how did that happen? Didn't you explain to him what colour it was supposed to be?

He said to me, he's a typical blaze, he said, well, I assumed he knew because he's done it before. How many people do that? Brilliant process.

Five years in, that's what's happening to me right now. My husband's like, he's got back into the Hitcham business, he's ruining everything. It's really easy, isn't it, to criticise people, say it's their fault.

They just don't know what they're doing. They're just not very good. Anyone feel like that or resonate?

We need you to reframe this now because everything falls back on you and it really genuinely does. You are the leaders of your businesses. You are the one who needs to take responsibility and we need to reframe the problem.

The reason we reframe it is because it's more likely to be a system deficiency than a people deficiency. The question there was what went wrong? Paul didn't have a process that he can give to the handyman to make him clear on what he needs to do and what he needs to paint and all of the things that he needs to do when he does his job and the right tools to use and the right spotlights for the lights in the houses.

That can all be written down, can't it? It can be turned into a process and we obviously don't have it because that wouldn't have happened. It's our responsibility.

Remember this, I want you to write it down. Not enough of you have got pens and paper here. Everything is your responsibility and the second thing is you need to focus on it being a system deficiency rather than a people deficiency.

You need to ask yourself the question, what system do I not have in place? What is the reason why this is going wrong? What system am I missing from this?

You focus on the system first and the people second. Focus on the system first and the people second. The truth is we've only got eight weeks left of winter, haven't we?

You cannot systemise everything in your business. What I don't want to hear is that you're trying to systemise ten different things in your business and also hire five people. You need to slow down to speed up.

I'm looking at Addy over there. Slow down to speed up. You need to take things steady.

Rome wasn't built in a day so prioritise is really, really key. We're going to get stuck into this now and I'm going to walk you through how to do it. It's going to make you feel more confident.

These are the six steps that we're going to walk through now. I'm going to help you do all of these things so that you can map out your business and decide what's right for you this year. Have your pens at the ready.

We're going to get stuck into it now. The first one is prioritise. Who feels like they've got so much to do?

I've been in this boat. Everyone who's experiencing these feelings now, me, I've been through it. Josh has been through it.

Everyone's been through it. We understand that's what we're trying to teach you this from a standpoint of someone who's been through it. It is normal for you to be really, really busy and just trying to do everything.

We're trying to do everything, aren't we? As I said, Rome wasn't built in a day but the difference is that Rome was built steadily, wasn't it, over time and the stones were laid every day. That's what you've got to think of this.

Lay the big stones first. Pick your battles. Decide what the key things or the core processes that you've got to do this year and focus on them.

It might be one, it might be three, it could be five but don't try and do ten. It's just you're not out everything. It's just not going to work.

It's very, very important that we understand that we need to prioritise because it's really important that you come out of winter with some wins. Some of you are so busy, it makes my head spin. You need to concentrate really, really, really concentrate on prioritising your winter hit list, prioritising the things that are absolute game changers.

What is going to level you up in the summer? What's going to change your business so you're like, wow, this is amazing? That's what you've got to concentrate on in winter.

Really, really important. Three things I'm concentrating on in my HMO business to help you. I did a post on the Facebook community about winter hit list overwhelm.

My virtual assistant, we are really busy at the minute and it's not normal for my HMO business to be busy in winter but it is. She literally had a meltdown when I gave her the winter hit list. It went really well for the first couple of sessions and then after that, the wheels started coming.

Everything started to break and she started to have panic attacks and we were in a different place. I got her to reprioritise it. You look like you know what I'm talking about.

I got her to reprioritise it because obviously, if there's not capacity, what do I have to do? I have to focus and prioritise. Now we're focused on three big game changers for me.

For some reason, I'm still yet to work all of this through. My rent arrears process is completely broken. The letters aren't going out on time.

People aren't getting chased. I need to fix that. My maintenance, obviously my husband's got involved.

It's a mess. We need to sort out all sorts on that one. An SLA, tenants need to understand when things get fixed and how they get fixed.

We introduced WhatsApp last year so we could communicate with our ... I know, yes, David, you were absolutely right. It's bad news.

It's caused us a few problems. I'm actually not involved in it. At least I'm doing that but it's causing my virtual assistant a headache as well.

Rules with WhatsApp and also we have got a maintenance process and people aren't following it so we've got to reset the bar with the tenants and we will do that. I need to sort out some invoicing problems that I've got as well. I've got three big issues that I'm going to try and sort out.

Two of them are systems. Well, all of them are systems basically. I've got to go back to basics on them.

Hopefully, that helps you understand how you pick things. These are the things that are causing me pain. Remember we talked about this, about things that are causing you pain?

Those are the things you fix first. Don't worry about everything else. You'll do it in year two, in year three, in year four.

What I don't want you to do is come out of this session thinking, I've got to add 10 more things to the winter hit list. Oh my God. Yes, I don't want that but I want you to be very strategic about what you choose on your winter hit list because you've got to pull the trigger.

Now, you know my year off is pull the trigger. My advice to you on this is when you pull the trigger and you get the work done, you've got to make sure you're focused on the right things. I'll tell you a story on this.

I have been executing my Sunday sanity 90% to 100% every week since January. That's what my year off's about. When I looked at my game changers, so on advance, we do quarterly plans.

We do 10 things for the quarter. I realised I haven't made as much progress as I should have done. What that tells me, it tells me a lot actually.

It tells me that what I'm putting on my Sunday sanity isn't actually enough. I'm not maybe focusing on the right things to get through those big chunky game changer targets that I've got for the quarter. It's really easy to do 10 high value tasks but are they the right things for the strategy that you're trying to implement?

Think about that. Make sure you're focusing all of your energy and all of your effort on the right things. I can't stress that enough.

That's how you get successes at the end of the winter. Making sure you're focused on the right things. Don't let distractions get in the way.

It is really difficult. Don't get me wrong. When things go wrong and you've got distractions, I do understand.

I'm there with you. I'm in the same boat as you, but you really have to fight hard to get that hour in a day, to get that prime time done, to spend that time focusing and getting rid of the distractions. You shouldn't have your phone anywhere near you if you're doing some deep focus work in prime time.

You should just be getting the jobs done. Work for me in the morning. Some of you might work in the evenings.

Some of you might work at lunchtime. Maybe some of you, like me now, I've been doing this for a few years now. I can just do it any time in the day because I've got the discipline.

Has anyone got the catch box? Amanda wants to have lost it. Oh, God.

The pressure. Right. I'm actually going to hand it across.

I'm terrified.

[Speaker 11] (27:11 - 27:20)

Can I just ask one question because I think I've been getting confused with prime time and winter hit list. Are you saying they're the same thing? Right.

Okay.

[Rachel Davies] (27:21 - 27:34)

Winter hit list are the tasks that you need to do to step change your business. In prime time, you've got rid of your phone. You've got no distractions.

You put the dog in the kennel. You're not getting...

[Speaker 12] (27:34 - 27:36)

It's for your winter hit list.

[Rachel Davies] (27:37 - 28:30)

I'll bring up cave time again because there is a place for it on your winter hit list, but I'll talk to you about that shortly. It's all about getting the stuff done. You've got to fix invoicing.

You want to give invoicing to your virtual assistant. You've got to set up an account. You've got to put a budget together.

You've got to schedule the money into the account. You've got loads of stuff to do. Then you've got to train them.

You've got to come up with some training resources for them. There's a lot of things to do on that winter hit list. It's just making sure you get the work done.

Hopefully, it's clear that we need to pull the trigger. Execution is everything. Let's get into how you prioritise.

First things first, we've all been asking you to track your time, haven't we? The reason we've asked you to track your time is that you can review it weekly. What does your time tracking tell you?

It tells you where you're spending your time. Has anyone had any revelations from time tracking? Like, wow, I didn't realise.

Tina?

[Speaker 8] (28:35 - 28:56)

I've got a big gob, I don't need you. It's made me really focus on, because the cash flow was massive for me, I need to sort it out. It made me go, do you know what, I know they need me to wash up in there, but I'm going because I've got to get in my car because I've done this many hours in here today, and now I need to get in the car.

It's definitely done that for me this month with that, and I've earned more money for doing that.

[Rachel Davies] (28:56 - 37:52)

Yeah, and that keeps talking about the discipline there, to stop what you're doing and get the work done. Yeah, that's great. For me, I said this earlier, when I switch the timer on, I've got an hour and a half, boom.

It's helping me with the discipline to get things done. You should have some categories, you should have some information coming out of Toggle now. If you're not using Toggle, to best effect, then look in your calendar, think about the things where you're spending your time.

Do some analysis so that you understand where all of your time is going, and then the second thing that leads from that is understand where the noisy parts of your business are. What is taking up all your time and energy? Is it a member of the team, always asking you questions, always needing you to help them?

Is it WhatsApp? The look on David's face there, it's evil, isn't it? It can suck all of your time.

You can lose hours to it. What's always requiring your attention? Toggle should help you identify some of that, but if you're not using that, just think about it.

You know what the noisy parts of your business are. Those are the things that you're going to need to prioritise. Third thing is what are the low value tasks that you're carrying out?

Are you booking appointments in your calendar? Are you reading the post? Are you deleting your junk mail?

Are you booking train tickets? This is what we call low value activity, isn't it? This is where we start thinking about that task triangle.

We've brought it up a couple of times. The task triangle is low value work at the bottom of the triangle, medium value work in the middle, and high value work at the top. Where you're slowly but surely heading is to the top of the triangle.

You need help along the way, don't you? You need a team to be able to only do the high value work, and this is the process that you're going through now. What are the low value things that you're doing?

You can pick them up off Toggle, you can go through your calendar, you can have a think about how that works. Then what are the high volume tasks that you're doing? What's happening every week but it's really important, like paying invoices, checking rent payments, doing social media, looking in your inbox, or picking out specific work in your inbox, approving things, approving financials, approving tenants, whatever it might be.

What are the high volume tasks? Signing contracts. It's another one, isn't it?

Really important that it gets done, but it's repeatable. It's happening all the time. What's happening is you're doing it, but it's distracting you from doing the high value work, isn't it?

I could just do that prime time, but I've just got to sign these contracts, and I've just got to do this, and I've got to do this DPS, and then you don't do it. The prime time, the time's gone. These are the things, the high volume tasks that are repeatable, happening all the time, but need to be done.

Then the mindset, when you've gone through this process, I want you to have this mindset, and I've talked about this, I've touched on it. We want you to create a job to replace a job. That's the mindset you need to have.

What I mean by this is you can take the tasks that are low value and high volume, pull them together, create a job for them, like a virtual assistant, for example, give them to somebody else, hire someone, train them, and then they do that job, and now you no longer need to do it. If you didn't have to book train tickets or do invoicing again, would that be good? Would you like the sound of that?

Yeah, absolutely. You don't have to do this again. Great.

That's what you want. This is what, for example, just to begin with, a VA, a PA, an EA, you can pull these jobs together, hand them over to somebody, and they do the work. That leaves you free.

Not forget, this isn't just a cost to your bottom line. It leaves you free to pursue other money-making activities, to grow your business, to scale your business, to end up selling your business in the future. This is what it all leads to, so let's not get lost in the trees on it.

Then an example of how you prioritise. How do you choose? When I first joined Property Entrepreneur, I built this floor chart, and this was my HMO business, really.

I was like, what are all the processes that I need to have? I didn't have any at the time. I thought, right, God, where do I start?

I just started with the two things that I did the most frequently, and that was check-ins and check-outs. I was doing them all the time. They were driving me insane.

That's what I started systemising first. Now, this is my team's toggle. This is just Leah's toggle, my assistant.

Last week or the week before, she spent 18 hours in the week doing my HMO work, so that I didn't have to. That's 18 hours I don't have to do again. That's the value of this.

I only pay her £4 an hour. She does all of my admin. It's amazing.

That check-in process that I built, she does that. She just runs it. I've had several different VAs run it.

It works perfectly every time, because it's a strong process. That's what you can have, but you need to decide. If I go back to this, I just had this overview, and then I made a decision.

What do I do first? Because, again, we can't do everything in the next eight weeks. It's not possible.

I really want to make sure you understand that. I don't want you to come away from here thinking you've got to do every single system in your business. You don't.

You just have to do the stuff that's causing you the most pain now. Everything else that's ticking by, just leave it for another year. Now, if you've got lots and lots of problems, and you do have lots to fix, you've just got to accept that you can't do it all in one year.

So reduce the noise in three areas, and next year, tackle the other three. That's how we need to work. We need to be very, very choosy about what we do.

A really good example from Adam. This is Adam from a few years ago when he was a young entrepreneur. He had two offices in London.

He had a team of 11. Bigger was better. He was going for growth.

Every time he had a problem, he hired someone to solve that problem. Then he went down from ... When he put Toggle in place, he started toggling his own time.

Then he started toggling his team's time, and then his team became much more efficient. So he went down from a team of 11, got rid of his offices in London, and he went down to a dream team of five. Some of these were based in the UK, and some of them were based in South Africa.

That's how he did it, because what he did was he learned from Toggle where they were spending their time. He just started slowly but surely. He had one year of sharpening the axe, and he just went through and he just worked out what they were doing, and then he reallocated their time.

He made them more efficient based on their hourly rate. That's really important for us, because it massively impacts on your bottom line, doesn't it? If you can make some efficiencies through using Toggle and it teaching you what everybody's doing, then you can then shave hundreds of thousands of pounds off your bottom line, because team members are expensive.

This is a great example of high volume. When Adam was doing his Toggle with his team, he highlighted that he's head of operations on 60K a year. First thing in the morning, every half hour of every morning, he was logging in and he was signing contracts.

He's on what? 20, 30 pounds an hour? 60 grand a year?

I'm not very good at maths. He realised that actually he could give that task to someone else who was on a lower hourly rate. Does that make sense?

So instead of the man on 30 pounds an hour, the guy on 10 pounds an hour was signing the contracts. That gave his operations manager more time to spend his time on the higher value activities that he needed to do. Does that make sense?

That's why a really good use of Toggle, working for your teams, helping you analyse. You're going through that review every week. What are they spending their time on?

How long is it taking them to do this? What are they doing? It takes time to build through this.

He probably didn't do it in one year, but it's just something that can help you understand how to manage your team and how to deal with them. A good example of low value is your inbox. This is my inbox and my virtual assistant's been managing it.

There's nothing in it. It's amazing. That's because we turned it into a process.

My virtual assistant manages my inbox now. If you're managing your inbox, this is something you can give to a virtual assistant. Now mine looks like this.

It's a process. It's got a loom video for the context. It's got a methodology.

It's got assets to go along with it. That's the loom video. I actually did this.

This is a tip for you. If you want to blueprint your inbox and give it to a virtual assistant, tune in to this podcast. It's episode 215.

It's called the Email Inbox Blueprint by Dan Hill. I literally listened to it. Then I got my virtual assistant to write it down as a process.

Then now we run it. What happens is, instead of looking at my inbox four times a day, I look at it three times a week. That's it.

Anything urgent, she lets me know. If I need to answer it in the next 48 hours, she sends me a WhatsApp and says, there's a piece of work in your inbox that you need to do. You need to get to it.

That's how we manage that.

[Speaker 10] (38:01 - 38:10)

If you have personal emails, family occasions or whatever, do you have a completely separate account? I don't. You don't?

She does that too?

[Rachel Davies] (38:10 - 38:16)

Yeah. My family don't really email me. If your family do, that's fine.

You might want to think about that.

[Speaker 10] (38:16 - 38:17)

Friends, family.

[Rachel Davies] (38:19 - 38:21)

Everything's done on my phone, through WhatsApp and text.

[Speaker 10] (38:21 - 38:22)

They might do it on email.

[Rachel Davies] (38:22 - 50:17)

If yours is on email, then I will just ... The thing about this is, you can be precious about it and not give it, but then you have really pushed for time. If you don't want someone to see something personal, then you can have two separate inboxes.

Equally, they don't necessarily have to read it. You can tell them, you can write it in a system. These emails, don't read them.

Just put them in a folder for me, for me to come back to later. Or you can have two separate. You have a business one and your personal one.

That's another option. But it just means that instead of you looking at it every day and it's taking up noise and time, isn't it? Because you're looking at it.

What happens when you're in your inbox? Oh, there's another email there that I hadn't seen. Oh, there's another thing that I haven't done.

Oh, there's a ... And it just never ends. So the idea is to get you out of that situation so you can manage your distractions away from your inbox and there's a way to do it.

You want to ask me more questions on that, I'm happy, I can tell you them in the break. That's just an example. So now we're going to put some music on in a moment and I'm going to get you to do a workshop style exercise.

So you've got some notes in your notebook. What I want you to do, this is what we do in advance. We do the work in the room.

So I want you to pick from the list I've just given you and you can review toggle if you've got time. You've only got two minutes to do it, but you can look back through toggle and just pick three to five things that are either low value or high volume that you want to get off your desk by the end of the year. What do you really want to get rid of?

Declan, can you put some music on for two minutes? Off you go. And then don't talk amongst each other, just do the work and if you've got a question, raise your hand.

What are the three to five things you want to get off your desk? I'm going to put that on the screen just to remind you. Low value, high volume.

Probably you've got at least three to five tasks that you want to get off your desk. Look at toggle if you get stuck. Right, can we finish up there?

Everyone happy with that? Let me just speed back through these examples. Everyone done that?

Yeah, everyone got a list? Good stuff. So now you've got a nice list.

The next step is to use something called EAD. What does that mean? It means eliminate, automate and delegate.

This is what we want you to do next. What have we got that we've learnt from toggle or what do we know about our noisy parts of our business, low volume, high value that we can apply this EAD model to? What can we eliminate from what you're doing?

What I mean by this is what can we eliminate? What are you doing right now that's changed? A year ago it was really important, this year it's not so important.

Have you ever had some of my processes, I've got everything written down and everything systemised but sometimes things change and we're not doing that certain step anymore or we're not doing this certain spreadsheet anymore or we're not working on this or that. Once somebody said to me last year, we've got five spreadsheets, do you actually need to use them all now? Can you eliminate some of those?

What are you doing that's adding little or no value to your business now because things have moved on? Another way to think about this is your time is money, isn't it? What can you eliminate for yourself?

Adam went from driving to the Belfry years ago to taking a cab to the Belfry because he could work. If it takes you three hours to get to the Belfry and if you're in a cab, you can do three hours of hit list work. That's highly valuable to you, isn't it?

Could you eliminate that and actually instead of driving and you can't do anything, can you drive to the Belfry, get a cab, pay the money but it's worth the money because your hourly rate is worth it? That's something to think on. What can you eliminate that you're doing that's no value anymore or that's going to make you more efficient?

That's the first thing. Then the second is automate. When we talk about automation, what we really mean is systems.

What systems can we put in place? Josh talked about this earlier. He talked about using Xero and how it can automate your bank fees and it can automate, it can recognise the rents that come in and it can allocate the invoices to them.

That's an automated process. There's lots of ways to do automation though, isn't there? There's bringing a system to do it is one.

The other is maybe if you've got 300 tenants, you might want to pay a gold card list to say the rent's by direct debit. That's automated. The rent is automatically taken rather than chasing standing orders.

That's just an example. Digital key codes, having key codes instead of having normal keys. There's lots of ways to automate things so that processes can move more smoothly in your business but the main one here is using a system.

What system can you put in place that does everything for you, that automates the process so you're not doing it manually? That's the key. That's automate.

Then the third one is delegate. Once you've eliminated the things that you no longer need and you've automated things, the things as best as possible through using great systems, the third thing you need is that what's left should be what you can only give to a person. What has to be done by a person?

Liaising with your contractors. What else could be done by a person? Signing contracts that have to get signed, that kind of thing.

What can only be done by a person? If it can only be done by a person, can you delegate it? We talked about low value, high volume, didn't we?

Some of that stuff can be delegated, can't it? That's the third one. That's eliminate, automate and delegate.

You go through that process. Then some tips on this. I've mentioned this a couple of times.

Slow and steady wins the race. Please focus on two or three things at a time. Don't try and do ten systems, hire five people.

It's like a computer where you've got all the tabs open and you try to process everything. You won't land planes and get jobs finished if you've got too many things on the go. Start with two or three things, get them finished and completed, and then move on to the next one.

Try and do too much of this at once. It's really, really important. Finally, catch things early.

When we're thinking about building processes and doing systems, you're going to have to train people on those systems. You're going to have to put things in place, training resources and support, so you can create in your head a fantastic system, but then it has to be created. There has to be a way of monitoring it and managing it.

You're going to have to train someone to do it. You're going to have to take the time to do that. What I mean by catch things early is don't all of a sudden start delegating everything at a million miles an hour and just throwing things at people and expecting them to be able to pick it up and run with it.

That's not how this works. People need training and support in order to be able to do these things really efficiently and effectively for you. This is where I talk about that cycle where the entrepreneur just gets fed up because nobody's doing the job properly, and they just fire, and then they start doing it all themselves because they think they're the best person for the job.

The only thing that's going wrong there is that they're not delegating properly, and that's what we mean by taking the time. I know you don't want to hear me say slow and steady wins the race, and you probably don't want me to tell you to catch things early, but this is actually what you need to do if you're going to delegate things properly and you're going to get them off your desk for good. Because what will happen is if you don't do this, you'll take somebody on, you'll throw loads of things at them, they'll fail, you'll fire them, and you'll be back to square one, and that's what we want to avoid.

You don't want to make more of a mess than you've already made. You want to slowly but surely sort out the mess and get things under control and get things systemised. Let me give you some examples of these.

This is a good example of automation. Back in the day on Property Entrepreneur, when we did the round tables at Strategy Day, we had a jar in the middle of the table, and when we finished the presentations, we used to write on a piece of paper the person we thought who was the best presenter and stick it in the jar. At the end, poor Bianca would have to go through all of those bits of paper and figure out who the winners were.

It took a long time. It was really long-winded, and what we did to level that up was we just created a QR code. Now we watch the votes roll in, and it's almost instantaneous.

So that's a really great example of automation. Another great example of automation is Otter AI and Fathom. Don't get it mixed up with the cash flow one.

It is different. So there's two tools, and you're going to get more on this from our new trainer on AI. There's Otter AI.

If you are taking notes in your one-to-one meetings with your team members, you no longer need to do that. If you have Otter AI or Fathom AI, you can just have the notes taken for you automatically, and it transcribes the conversation. A great example of this is with Supper Club.

So what happens in Supper Club, Lauren no longer needs to do notes in the room. So she'd be sat there in the evenings missing her children, listening to everyone at Supper Club. She'd be writing the notes, but now she doesn't need to do that because they're using Otter AI, and whenever there's a really important book to reference or an important piece of material to reference, the Supper Club host says, Lauren, can you remember Buy Back Your Time by Dan Martell or whatever it might be, and then Lauren goes through the transcript and finds all of the references that she needs to reference, sends them all to the Supper Clubbers on email afterwards.

What a great example of elimination. Yeah, both of those. Gillian wants to say something.

Dirk, could you put Gillian's microphone on? Okay.

[Speaker 5] (50:17 - 50:51)

So just to further on from that, there's a Google system called Notebook LM that you can then drop your Otter file, do the text, .txt, you can do .doc as well, drop it into Notebook LM, and then it will actually summarise it. It will make it into an audio file if you want to listen to it in the car. It's a great ongoing...

It's the next step after you've done your Otter. So make a note of Notebook LM, and it's free.

[Rachel Davies] (50:51 - 51:14)

Notebook LM, and it's free. And one thing to know, just one second, one thing to know on Otter is Otter's free for the first 30 minutes. Fathom is free for longer.

So, you know, you choose what you want to use. John's got a question. Can I just grab the catch box?

Bear with me. I'm not chucking it. It's not happening.

You guys work it out.

[Speaker 7] (51:15 - 51:27)

You mentioned Fathom, but I'm not certain which Fathom you're talking about. I use one because I'm involved in legal work, and we record all of our client meetings now via...

[Rachel Davies] (51:27 - 51:28)

That's the recording one.

[Speaker 7] (51:28 - 51:28)

Yeah.

[Rachel Davies] (51:28 - 51:31)

It's a transcriber. There's different versions of it. Obviously, there's other things.

[Speaker 7] (51:31 - 51:42)

And it's absolutely brilliant. It does the notes. You don't need to put it into Google or anything like that because it will do the summary of the notes, and a recording of the whole meeting goes out to the client automatically.

[Rachel Davies] (51:42 - 1:33:52)

It's brilliant. It's great. Another one for elimination is Loom AI.

So with Loom, if you are... Who's a blizz? Who...

Are you like typical blizzes? Do you like detail? No.

Resounding no there. So if you like to talk, yeah, you can do a training session on Loom. Then Loom AI can transcribe that for you, turn it into a process.

You didn't even need to write it. You just needed to speak it. Yeah?

Loom AI. Yes, Marion. Genius.

Like I say, you're going to get more on this in the next session, but those are the things you can do to eliminate some of the work that you're already doing. A good example of elimination for me, I was doing my checkouts, and when I was looking on Toggle, even though I've got the system for my checkouts, I was still spending a lot of time on them. So what I decided to do was just get rid of checkouts altogether and do remote ones.

So I built a process out for my tenants. They follow this process. They do things like this.

They send me all the details that I need, and the cleaners pick up the keys, check the room for damages. We don't do in-person checkouts anymore. Yeah?

That's another way you can eliminate yourself out of something. And sometimes, entrepreneurs are guilty of thinking a team member has to fix this problem, but it may be just a really good process, a really good system, means the same thing, can fix that problem for you. So we're going to do that workshop now.

So two minutes. I want you to look at the tasks that you've written that you want to get off your desk, and can you write E-A-D against them? What can you eliminate?

What can you automate? And what can you delegate? Declan, put some music on, three, two, one, off you go.

So what can you eliminate, automate, and delegate on the list you've just written? Write in a word, good. Eliminate, automate, delegate.

What can you do? Is everyone pretty much done? Are we still going?

Let's move on. Okay, so now we've created a list, and we've looked at what we want to get off our desks, and now we're looking at what we can eliminate, automate, or delegate, okay? So that's the two exercises that we've just done.

So now we're going to move on to the next one, and the next one is, you've got your list now, we're making this happen, so now you're getting an idea of how easy it is to do this when you start thinking about it. The next step is to do the methodology. So the methodology is how we do things around here in your business.

What makes you stand out from your competition? What do you do differently? Or just how you get things done.

When you think, Adam used to talk about making a cup of tea. I'm quite obsessed with making tea, right? So when I make a cup of tea, I don't just make a normal cup of tea with a chipped mug and a tea bag, that's not how I do things.

I use tea leaves, I have really fine china, I have a nice pot of tea with a nice cup and saucer, I have a milk jug, I have a tray. I go all in when it comes to tea. But Josh might have a chipped mug, he might put the tea bag in, he might pour the boiling water in and put the milk in and leave the tea bag in the mug.

Disgusting, right? Everyone makes tea differently, don't we? If you talk to your neighbour about how you make tea, you'll find out you make it completely differently to each other.

And this is what we mean about a methodology. How do you do things in your business? This is your unique blueprint.

So the whole idea about a methodology is it's top level and it's all about what are you trying to achieve through the process and what are the steps do you need to take to achieve it? So it's about the what. To help you understand this, I want you to think about this quote.

The value of your business is in the process, not the product. So McDonald's doesn't have the best burgers, does it? But it has the best system.

McDonald's system is so good, it's run by teenagers, isn't it? Yeah? Highly, highly systemised business.

One of the biggest businesses in the world. Right? That's a good guide.

Uber. Remember Uber? It's one of the best systems in the world for getting a cab.

It's not the best cabs, is it? Some of the cabs that turn up are awful. But you no longer have to stand in the dark wondering when it's going to turn up.

You don't even need to have cash anymore. You know exactly when it's turning up because you can track it through the system. Their value is in the system, isn't it?

Of what they produce. You can track it. You know exactly when it's coming.

And there's no longer waiting on the side of the road hoping it's going to turn up anymore. So that's how Uber works, isn't it? It's phenomenal.

They have the best process. It has become the market leader for cab driving because it has the best system. And you can see here, you might have a knowledge product.

You might be sat here thinking, well, I'm the product. I'm the one with all the knowledge and I share my knowledge. But the value is in how you deliver yourself or deliver that product to the people who are listening.

So the value is very much about the system. And if your system is so strong, you can get someone on a lower hourly rate to do that system for you. Not necessarily.

It just depends on what it is. But you have the opportunity. So remember what we said earlier.

It's about a person deficiency. It's a systems deficiency. So if something is going wrong in your business, that's what it's all about.

Because the value, if your business is in the process, how you wrap around that service, that delivery of the product. So we're going to look at methodology now. So five bits of advice on methodology.

So the first one is get in the trenches. If you are not sure how a system is supposed to work and your team members are doing it for you and there isn't a process written already, get back in the trenches. Ask the team.

Roll your sleeves up. Find out what's going on. And that's very true.

You can initially have some processes, but then everything changes and it's being done in a completely different way than it was a year ago or five years ago. And you need to find out what's happening now. So you need to be very clear.

A great example of this is in COVID, Adam had to step back into his business to sort it out because the wheels came off in COVID. HMOs, remember how horrible they were through COVID? Yeah, he had to come back into his business, get into the trenches, work out what was going on, re-systemize everything, ready to be able to sell it when he wanted to sell it.

So that's the first thing. You might not know exactly what's happening, so you need to find out. Second thing is brainstorm the options.

And I really encourage you to do this. So it's really easy to rush these decisions because you're under a lot of pressure. You're really busy, but you need to think through some of these problems.

This is leading on from something you said, Amanda. There is a place for cave time. If you need to hire someone by the hour, but it's a property manager and it's not been done before in your area, that is a problem that you need to solve.

Go back into the cave, work out in your head, you're the entrepreneurial genius, work out how to fix it. Sometimes you might need to go back into the cave to work out how best. The system's really complicated.

We've got five people over here doing something else and these guys are doing that and I've got to work out how to fit it all together. If it's complicated, do a cave time for an hour, work out how to solve the problem because don't do this in a rush because you won't fix it properly. What I want you to do is do things slowly, fix it properly, and it's done for good.

Don't do this in a rush. A third thing, we've heard this today already, KISS. Keep it simple, stupid.

Don't make this complicated, less is more. I can absolutely promise you, I've got quite a lot of steel in me, lots of my processes are too complicated for my VA to follow. I'm spending this year using AI to help me simplify those processes because I'm too complicated.

I like to complicate stuff. My husband says it to me all the time. I just need to keep things a bit more simple.

You need to do the same thing. Keep it simple. Make the process, the methodology that you're picking and designing easy for people to follow.

Then some advice from me. It's got to be independent. It's got to be a standalone solution.

It's got to have everything that you need in one place. The team member comes to this place. That's where all the resources are held.

There's links to everything. They don't need to go off and try and find something in a different place because when you hire new people and when you have teams, they just need to have answers. They need to know where everything is so have it all in one place.

Then finally, it's unique and proven. When you create these systems in your business, they become your unique and proven methodology and your blueprint. Look at PE.

It's got an incredible blueprint. It's very valuable. It's scalable.

This is what you need to think on. This becomes your unique IP. Some examples of methodology.

When you're doing a methodology, I highly recommend that it's only one page long. This is what we mean. I keep it simple.

This is Supper Club. Adam got to a point where he didn't have time to do Supper Club anymore and he wanted to hand it down to the other trainers. He created this document and it tells you what he wants to achieve from Supper Club, what the steps are involved in delivering Supper Club.

It's for property entrepreneur members. They come to the Belfry. We have a three-course meal.

They come with a problem, leave with a solution. That's what Supper Club is all about. Everything's in one place.

Can you see here? The document links to everything that's needed. Sorry, Bianca.

He has. This is right. He doesn't write the processes.

Bianca does. Very clever bit of delegation there. This is an example of a methodology.

I'm going to put this back on the screen when we do the little workshop. Another example of a methodology that looks a little bit different from me because I use a lot of Asana. I just simplified it as best I can.

This is my spare room advertising methodology. There's seven steps to it. We set the pricing of the room.

Sometimes we need to check what the market's doing. Update the advert. Set up the calendars because sometimes we use a system involved in that.

It's Calendly. We respond to the queries daily. Manage the viewings.

Do the follow-up. Cancel a campaign when the room's sold. When I say we, it's a royal we.

I don't do any of this. It's my virtual assistant. That's an example of this.

When you break it down, there's a checklist that goes with it. I'll come on to assets in a minute and we'll talk about the detail. The methodology is this.

Easy to remember. Let's do that exercise again. We're going to spend a minute on this.

We've gone through your tasks. We've done EAD, but now one thing you want to get off your desk, can you create a methodology for it? Two minutes on that.

Declan, put the music on. Can you create a methodology for one of the tasks that you've got on your list? Off you go.

Any questions, raise your hand. Keep it really simple. You do this, you do that.

These are the steps. Make it really bullet point. Shall I put something back on the screen?

Does that help? Let's finish up there. We're getting started now, aren't we?

Now you've got tasks you want to get off your desk. We've talked about what you can eliminate, automate, and delegate. Now you're thinking about what methodologies you can create.

The gift with these things is once you create them, you get the gift that keeps on giving. Now Adam no longer needs to do super clubs. All of the trainers can do them because they follow this methodology and they've got supporting resources that go with it.

You notice a lot of these processes have links to Loom videos for context. We'll come on to assets in a second. Now we, the trainers, follow this blueprint.

This is the value of having some really good methodologies in your business. A methodology is a process. I'll just flip back through.

Has everyone got a little bit of a methodology up and running? Yeah? Got something working?

Great. Let's move on to the next thing that connects the dots, which is assets. If a methodology is what you want to achieve and what needs to get done, what are the steps that need to be taken, then the assets are how it gets delivered.

How do we know it gets done? How do we know it gets delivered? What needs to take part?

What needs to happen? The business is valued by its assets. Assets are very, very valuable, aren't they?

A definition of an asset is it's the system, it's the training resources, it's the spreadsheets, it's the training manuals, it's all of the things that support and deliver the methodology. There's always things that go with it. Let me walk you through five things to consider on this.

The first is, we talked about Uber earlier, didn't we? What's Uber's main value is in the system that it's produced, isn't it? The technology it's created to track the cabs.

You want to think about what off-the-shelf solutions can you put in place to help with your methodology? I mentioned with my spare room methodology, I've got spare room for a start-off and then I've also got Calendly. What are the systems that you need to sell a room, to sell a deal, to hire someone?

What is it that you need? There's so many solutions out there. Gillian's going to touch on this in more detail in the next session, but literally there's been an explosion of off-the-shelf systems that you can use, so there's going to be something.

Second thing is, what frameworks and tools do you need? What I mean by this is, what do you need in support of your methodology? Does it need a deal stacker or a MyHouse spreadsheet or a template or a checklist so the team member can tick it off as they go?

Lots of my stuff's on checklists. I really like a checklist. Checklists can be done on Asana.

They don't need to just be done on an Excel sheet. They can be done in lots of different formats. This is anything that can help you achieve the methodology.

Then finally, training resources. It's really important, as I've mentioned already, hopefully I'm hitting home with this one, is that you can't just give them the process and expect them to just run with it. You need to give them training resources and support.

A great example of a training resource is you could create a document, which is your methodology. Then you could create, say, a spreadsheet that goes with it, but then you might want to create a Loom video that actually explains how they go through the process and the things that they need to do to deliver on it, or you could deliver it in a training session with them face-to-face. The benefit of recording it is that you can play it again.

Remember, the idea here being that you do this once and you don't have to do it again. That's why Loom is such a great tool, because you've called it once and it's done and dusted. They can watch it back.

The next person you hire in the same position can watch it too. It goes like that, and it's the gift that keeps on giving. You've got to consider the training resources that you're going to give the person who's going to run it.

Less is more. We've talked about this already. Five bullet points versus five paragraphs, which one would you rather read?

I know the Steels are going to say the paragraphs, but for the rest of us. What I've noticed with virtual assistants in the Philippines is that even though you might have a Steel-oriented VA, English isn't their first language, so the more information you give them, the harder it will be for them to understand it. That's something to just keep in mind.

It is actually better if you give them less, less detail if you can. I know it's hard for Steels to do this, but it's something for you to consider. It can be a strong suite.

It can be strong, but it can also be a weakness of yours. If you're giving too many ... Making processes is so complicated that no one can follow them, so keep that in mind.

Then ask the community. There's 65 people in this room. You've got trainers.

There's loads of people who've got advanced. The reason I haven't gone into too much detail about off-the-shelf solutions is because if we ask the community, and we're happy to start a thread in the Facebook community, I'm happy to start that if you want me to, just asking, what's everybody already using? I need to get a property management system.

What do you recommend? Or a service to accommodation system, a channel manager, something for my buy-select, whatever it might be, zero, QuickBooks. What are people already using, and what are they finding useful?

The community is there to help you with this. As you figure out what your methodology and your assets and your processes are, while you're going through that, just ask the community for help, and everyone will come to your aid. An example here are the ones that I've had experience with for property management systems.

If you're managing your tenants off a spreadsheet right now, you need to change that. You can't scale a business off a spreadsheet. You need to be using something like Landlord Vision, Arthur, or Coho.

They're three really good tools on the market for HMOs. There are others. There's lots, but they're the ones that I know people are using, and they're using them well.

Arthur is a really good one if you want to scale, and Arthur is particularly good for those who are doing lettings. I think perhaps Coho is as well. We can ask the community for the rest.

A really great example of an asset is the spreadsheet that we use for the content that gets delivered today. This is today's content that I'm delivering to you right now. This is me doing all the work.

This is telling me how long I'm speaking for, how much time I've got. When I'm creating the content, I know what I'm doing. Also, it tells us there's so much more to it.

There's a checklist for each trainer, so you can tick off your ... You can tick and say, I've understood what is being asked of me. Tick it off.

That's a great piece of accountability. It's got the homework on it. It's got Loom videos to give it context.

All the recordings from last year are linked into it so that we can go back to them and watch the recording from last year. Everything is in one place, and that's what I mean by independent. You don't need to go anywhere else.

You just find this spreadsheet, and the trainer knows exactly what's going on. Yes, there's a WhatsApp group, and it is noisy, but we know where all the resources are. They're in one place.

They're not being shared on WhatsApp 300 times a year. They're all in one place. That's a kind of resource that you could have, and it's a fantastic one.

Gets me onto my house. This is my favorite thing in the whole world. When I was on PE ...

I've been on PE for six years on the track, and I didn't implement it until last year. I thought I knew better. I'm good at detail.

I write great processes, blah, blah, blah, but then I saw it in practice on PE, and I realized how fantastic this tool is because this gives people accountability and deadlines, and we know that deadlines get things done, don't we? It's very clear to me, once I started using it with Bianca, that it was really clear for me on Property Entrepreneur when I needed to get my content ready, when I needed to finalize my slides, when I needed to request artwork, and then I just tick things off as I've done them. It's a great piece of accountability.

When I saw this in action, I thought, I need to implement this in my business. It's just a spreadsheet with a checklist, but what it tells you is what you're supposed to be doing every day, every week, so you're very clear. If you do this for your team, they'll be really clear.

This is mine. It's massive. Mine is really long.

I couldn't fit it all on the page, but I've created a My House spreadsheet for my HMO business, so I've got a column for each thing that I do in the business, right through everything on my HMO business, and it links. It's all in the same place, so this is the process. It tells my virtual assistant what she's supposed to be doing every single day of the week, so she now no longer needs to ask me what she needs to do.

It's all on here, and everything's linked through. All of the Loom videos are in here, all of the templates, all of the processes, the methodologies are in there as well, and everything relates back to it. We live and die by this now, and we bring it up in her monthly once-a-ones and her weekly once-a-ones.

All of her Asana notes are all based on what she's got to do from the My House spreadsheet, and it just makes it really easy to do, and I highly recommend, if you've got a very repeatable business, maybe service accommodation, definitely HMOs, that if there's the same tasks that have to be done week in, week out, then you put it on a My House spreadsheet. You can delegate it to people. They know exactly what they need to be doing because there's a deadline for everything.

Really great tool. In terms of delivering, property entrepreneur, we all know that Bianca delivers a world-class event, don't we? It's a world-class event.

Yeah, give her a round of applause. She needs that. Why does it look so good when you walk in the room?

Well, let me tell you. It's not magic. There's a process for it.

There's a methodology. When you walk in the room, and you look at your table, all the pens are really nicely aligned, aren't they? Because that's how it's mapped out.

They're in the right place. The name is up, so you can see the property entrepreneur logo, and it's aligned with the workbook in a specific place. With the right training and guidance, we could get someone, if Lauren and Bianca, well, don't leave Bianca.

But if Bianca or Lauren left, there's a process for everything. There's a system for everything. We would, with the right training and guidance, be able to train someone else up to put it in the exact same position.

Even the banners are put in an exact correct position, according to the process document that tells you how to lay out the room. That's the level of detail you need to go to. If you're going to delegate it, and if you want to deliver something world class, you need to put the detail in.

The devil's in the detail, but it's nice and simple. I know that kind of goes opposite, but less is more, but everybody knows exactly what they're supposed to be doing. That's an example of having a world class process.

Let's go back and do an exercise for a couple of minutes. What assets do you think need to go with your methodology? Remember their training manuals, spreadsheets, deal stackers, what tools and resources, checklists, or a MyHouse spreadsheet.

What needs to go along with the methodology you were just trying to build? Declan, can you put some music on for a couple of minutes? Have a think about that.

Ask a question. Also, software. What software do you need to carry out the methodology?

Declan, put some music on. Have a think about the assets you need to go with your methodology. Let's finish that up then.

Hopefully, you've thought about what assets and resources you need to deliver on that methodology. The next place we need to consider is, well, the next thing we need to consider is people, don't we? Because we need people to run these systems for us.

Just something for us to remember is overheads walk on two legs. Team members can be expensive. We don't want to have an inefficient team.

We want to have a dream team, don't we? If you map out your business, you can hire better. That's one of the benefits of mapping out your business.

Remember, McDonald's is run by teenagers, isn't it? They've got such strong systems. A lower skilled worker can do that job.

Remember, we're thinking it's a systems problem. It's not a people problem, but people can be expensive. Some things to consider when you're giving out your processes.

Think about, are they a high performer versus a worker? High performers need a runway of growth, don't they? We do more of this on Advance with professional development plans, but consider the process that you're giving them.

Is it going to be better suited to a high performer or a worker? You've got two types in your business, haven't you? There's a place for both, but consider how and who you give it to.

Equally, if you're going to create a really high value process, I've just mentioned this, you might want to think about hiring someone less skilled to do it because you've written such a good process for it, good system. Maybe someone doesn't need to have as much experience to be able to do it for you. I've done it for five years.

My HMO business has been run by virtual assistants. Pay them four pounds an hour versus what you can pay. Yes, they're not here to do the on-the-ground stuff, but they are doing everything else.

If you've got a really strong process, someone less skilled can do it for you. That's something to consider. Then capacity.

They might have a capacity issue. If you give them the new system, have they got the capacity to actually run it for you? If they haven't, then they won't be able to do it.

You need to think, can they take this on? Will it make their job easier if they take this on? Because sometimes a system can solve all kinds of problems, can't it?

That's another thing to consider. Then onboarding and training. You have to consider this.

You can't, like I said earlier, you can't just give them the process and expect them to run with it. You're going to need to train them. You're going to need to onboard them.

Think about their profiles as well. Are they steels, tempos or blazes? What type of training resource do they need?

Do they need a video? Do they need a document? Are you going to walk them through it in their one-to-one?

Are you going to do them a loom video for context? Think about how you get them onboard and get them running with it. Then you might want to think about this one.

It's called levels of empowerment. How much feedback do you want from them? What do you need from them when they start doing things for you?

You might want to take a photograph of this. This is called the six levels of empowerment. This is about the feedback that you want from them.

You can take it from the first level, which is you tell them to look into it, report to you about what they've looked into and then you make the decision about what they do. Down to look into it, let me know what you intend to do. You've been here a bit longer now.

You understand how this works. Tell me what you're intending to do, but don't do it unless I approve it. That's the level I'm probably at with one of my virtual assistants at the minute.

Right down to take action. Don't need to tell me about it because you're really experienced and you know exactly what you're doing. We've been through all of these levels already.

That is really, really important that you think about what kind of feedback you want from them. It's really easy to miss that. I had an issue with my virtual assistant the other day where she'd contacted my handyman over the weekend.

Unfortunately, he doesn't do call-outs, so he didn't respond to her, but I might have had an £80 bill that I didn't want. It didn't need that. She just didn't know what feedback I wanted from her.

It happens to the best of us, but it's a really good thing to start with. Understand what kind of feedback you want from them, particularly when you're hiring from scratch. You set the bar.

You get this done correctly, and it will make a lot more sense. Hopefully, you took a picture of that. Who does what in the process?

We'll do one minute on this. Who do you need to run that methodology and those assets for you in your business? Write down their names.

Is it somebody new, or is it somebody you've already got in your existing team? Write down a one-minute deck, if you can put the music on for me. Think about who needs to run that system for you.

Are they the right person? Are they a high performer? Are they a worker?

Have they got the capacity? Just one minute. Let's finish up there.

Hopefully, you've thought of the people who might be able to take on that new process. Let's move on to the last thing. When you've systemised yourself out of your business, and I want you to do this slowly but surely, but when you get there, the one thing that you'll be left with is managing their performance.

Once you've brought on the board the methodology, you've systemised your business, you've trained someone up to run the system for you, then the next thing left is to manage their performance, to make sure that they are doing what you've asked them to do. A scorecard is the next thing. A scorecard is how we drive by the data.

It's really easy, isn't it? When you sit in a one-to-one with one of your team members, they've had a hard week, it's been really difficult, they haven't hit their targets, they haven't done this, and it's very emotional, but what you really need to manage your performance is statistics, not emotions. If they're a property manager, is their conversion rate up to scratch?

Is the occupancy rate where it's meant to be? Is the sales team member hitting their sales targets? You need to drive by the data.

The way that we do this is we pick one number, or maximum of three, and we call these key performance indicators. What are the key numbers that they need to hit? What are you measuring?

For a VA, it could be hours. It could be responding to tenants in 24 hours. It could be all the certificates are completed before they expire.

Certification, occupancy rate, all of these things you can measure. Don't do more than three KPIs for each person whose performance you're managing. Choose those numbers.

The third step is it needs to be third-party populated. I'll give you an example. When Bianca sets up this room in the mornings, and I come in and I check everything is as it's supposed to be, there is an event management scorecard that I fill in for her.

There's three KPIs. I do that in the middle of the day, generally, just to tick it off and say it's done. It's not done by Bianca.

It's done by me. It needs to be third-party. This is a great job for an assistant, for an EA.

If you've got sales teams, and you're tracking their performance, the EA could fill in the scorecards for you. Then finally, how often are you going to release it? When are you going to publish?

Are you going to publish it publicly to everyone? Are you going to publish it, or are you just going to talk to your virtual assistant about it in your one-to-one? Quarterly, weekly, monthly, how is it going to get released?

When you've got a sales team, weekly is really key, isn't it? Because you want them to be hungry to achieve their target. Weekly is the highest value if you've got a sales team.

It just depends on who you're thinking of to hire, or who's in your team right now. Then we make it visible. We've made it visible by publishing it, and then we need to do red, amber, green.

It's very clear with red, amber, green whether they're hitting their target, or whether they're not. Are they completing their hours? Are they doing the compliance?

If they missed anything this month, it will be in red. Because we all know, this is the Sunday Sanity performance tracker. It's really clear, isn't it?

Who's in green, and who's hitting their Sunday Sanity every week, and who's doing some and missing some, and who's not doing them at all. It's clear as crystal. You could create something like this for your sales team.

Word of caution on this, my suggestion is that you make sure that you only do scorecards once you've trained them properly. They're clear on the system. They've agreed the targets.

You've done the training. You don't just land this on them tomorrow and expect them to be okay with it, because they won't be, will they? This needs to be delivered at the right moment.

That's a scorecard, an example of one. We've been using that with you since day one, haven't we? Everybody's clear on what they're achieving.

Have a think now about the person who's now doing your methodology. What KPIs, what measurement? We're only going to spend a minute on this.

What KPIs do they need? Is it hours? Is it compliance?

Is it occupancy rate? Declan, put some music on for one minute and just decide what the KPIs are for that particular role or for that particular system. Key performance indicators, good question.

Let's finish there. Just thinking about your key performance indicators. Well done.

That's the workshop style session completed now. Well done for taking part in that. I'm just going to finish on some top tips and then we're shortly going to go to a break.

The first thing on top tips for doing this, nobody's going to build your business for you. Unfortunately, you have to do it. You are the entrepreneurial genius.

You are the person who's got to design these methodologies. It can't be done for you. Don't think you can just hand all of this over to a virtual assistant and they do it for you.

You come up with the methodologies. They can help you with the legwork, but you're the one who's going to have to do the design work. That's the first one.

Keep it simple. We've said that a few times. Keep it simple, stupid.

Five bullet points instead of five paragraphs goes a long way. It makes it easier to execute for the team member. Use off-the-shelf systems, integrations and AI.

You can connect things together like Asana. You can connect it to your Outlook. I'm sure Gillian's going to go into this in more detail in the next session, but you can use all of these tools to help you.

Shall I get out of the way, Amanda? You can't manage what you don't measure. Tracking people's performance is absolutely key.

If you give someone a process to follow and then never check up on it, guess what? They won't be doing it for you. You must manage performance.

Then finally, keep to this mindset. You are creating a job to replace a job. You're going to slowly but surely systemize yourself out of your business.

You're not going to do it all in one winter, but you're going to do it slowly but surely so that you can create a job and replace a job. Does that make sense? Yeah, good.

Just final sentiment for me to finish on with this. Did everyone get those down? Sorry, was that too quick?

Sorry. I'm trying to get you to lunch. Just get out of the way if you want to write those down.

Finally, key sentiment for me, you've got 12 weeks of hard graft. Well, maybe eight, actually. What am I talking about?

We've already done four, haven't we? Eight weeks of hard graft now. If you get your head down, focus on doing your prime time, focus on prioritizing what's important and what's a game changer.

Remember, we pull the trigger on the right things. Get your head down, you'll achieve step changes in the summer. But if we get distracted by the day-to-day, let things take control of us, and don't get me wrong, I know this is difficult to do, but if we get distracted and we don't do as much work on our winter hit list, don't do the things that'll help us level up our business, then you're going to have another average year, and that's not what we want for you, and you won't achieve the leverage you came here looking for. The choice is up to you. You can decide to have a hard winter and an easy summer, or an easy winter and a hard summer.

It's up to you. Everything is down to you from now on. Homework to finish on.

Three things that I want you to do. I want you to design your methodologies. Pick no more than five.

If you're really busy, three. If you're really, really busy, one. Choose those methodologies.

Draft out the assets for that methodology. That's the spreadsheets, the resources, the templates. You can brand them up, and then formalise your scorecards, so you need to choose your KPIs, and then create a little scorecard to measure the performance.

Sound okay? Everyone know what they're doing? Fab.

If you're interested in using Asana as a tool, we're going to drop this into the Facebook community. It's something I did last year on Asana. It's recorded, so you can watch it in your own time, and it's just about how to use the free version of Asana, so you might find that really useful.

What I'll probably do, because we're at lunchtime now, is if you've got any questions on this, we're going to go to lunch, and maybe the trainer, like me or Josh, can help with any questions over the lunchtime period, so if you've got any other questions on Business Map, we'll help you in the breaks. Private dining, so now it's time to get your phones out. If you've been invited to private dining, remember it's chosen at random, so if you've been invited, it should be in your WhatsApp broadcast from Property Entrepreneur, so you should know whether you're sitting at a table this month, so please get your phones out now and check.

Now you can, after all of that content, you can go for a nice walk, blow the cobwebs. I think Josh wants to say something.

[Josh Keegan] (1:33:53 - 1:35:09)

Yeah, absolutely. So we're going for lunch in a moment, and just obviously we launched the golden ticket opportunity for your friends and family, and so far we've got congratulations to Badni, you've had someone refer, which is amazing. Chris, you've had someone refer, and then Nina, you've had two refer, which is absolutely awesome.

So you guys have all become eligible for the training that we've offered, and we do appreciate, obviously, we're asking you for a favour here, and we're trying to give something back, but also Adam is going to put his hand in his pocket, and if we get to 50 by the end of the day, we're on six, there's not many, but we've got to get a lot further. If everyone can just try and get one person referred and sign up on that link by the end of the day, Adam will put 500 pounds to charity by the end of the day, so it's an amazing worthwhile cause. We've given you in your WhatsApp a follow-up message, so you can literally, it may not apply, but if you want to just copy and paste that message, which is the PS, get yourself signed up today, we're doing a charity initiative to make it happen, send it out to the people you've already contacted, that would be amazing.

If we get to 50 by the end of the day, guys, it's 500 pounds to charities, it's an absolute no-brainer, and across lunch, if each of you spends five minutes just WhatsApping a few more people and following up, it'd be massively appreciated. Is everyone on board to try to get 50? Yeah, absolutely.

No? I am. Everyone on board?

[Rachel Davies] (1:35:09 - 1:35:32)

Is everyone on board? Right, thank you, ladies and gents. Thank you.

Right, so stretch your legs. It's lunchtime now. Did you enjoy session two?

Was that useful? Yeah. Yeah, lots to think about.

I know you might have questions, we'll answer them in the break, so come and find me. Let's finish that session on a massive round of applause. Well done.

Right, lunchtime, off you go.