**PEP Session 2 - 08.04.2025\_Transcription**

[Rachel Davies] (0:13 - 0:43)

This is your one minute warning, ladies and gents, your one minute warning. We're live on stage in one minute's time. 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.

Take your seats.

[Speaker 4] (1:14 - 1:31)

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

[Rachel Davies] (1:32 - 3:32)

How are we doing? Standing ovation, I like it, Addy. Addy's just been telling me how blazy he is that he can't keep hold of any staff.

But it's real, isn't it? When we talk about wealthtiming, it's so true, you can all resonate with it, it was a fantastic session, but it's now time to start getting into session two, which I promise you is going to be even better. Before we get stuck into it, I just wanted to celebrate some of the world class women that we've got on the Property Entrepreneur Programme and on Advance.

We're going to showcase just how well female entrepreneurs do when they take the blueprints and they run with them and they build these really successful businesses. We've got a very special guest for you now. Here with us today is one of Adam's masterminders.

She has step changed her life and business. She's quite staid shy, so it took us a lot of effort to get her to come here today. She started off as a stay-at-home mum and has ended up being a property entrepreneur, so she did a mid-life pivot.

She runs a really successful franchise business in Surrey with 55 rooms. She's won lots of accolades like Top Performer of the Year and Franchise Newcomer. She's been runner-up on PE twice over, so she became runner-up in 2022, and then last year she was runner-up for Property Entrepreneur of the Year.

She only lost by one vote. She's raised over £750,000 in joint venture finance. It's her fifth year on the track.

She's been on mastermind for two years. She's now a new grandma, and I know a few of you can resonate with that. Her life by design is family first.

She is our wittiest and our funniest, Scott among the Sassenachs. Give a massive round of applause for her as well. Welcome to the stage, Valerie Heighton.

Thank you so much for coming today, Valerie.

[Valerie Highton] (3:32 - 3:38)

Thank you for asking me. I lost by one vote to my fellow Scott. Just thought I'd tell you that, Chris Dornan.

[Rachel Davies] (3:39 - 3:42)

Yeah, she made me tell you that. It still bothers her now, doesn't it?

[Valerie Highton] (3:42 - 3:48)

No, it was nice that it was to Scott, because we are a little bit unusual down here. We say it as it is.

[Rachel Davies] (3:48 - 4:05)

You do indeed, and that's why I like you, Valerie, because I'm from the North East and we do the same. Thank you for coming today. For everyone who's listening, can you just talk us through your journey?

Think about where you were before you started mastermind. You've been on Property Entrepreneur for four years, three years, sorry, by that point? Yeah.

[Valerie Highton] (4:05 - 4:27)

I've been on Property Entrepreneur for three years, and then I decided to join mastermind to get a smaller group of people to get to know you better. I'd enjoyed the journey very much with Property Entrepreneur, but I wasn't getting to know people long enough. A lot of people would go away, and I wanted to be able to be in a smaller group, get to know them better, and be around like-minded people.

[Rachel Davies] (4:27 - 4:36)

Yeah, and how have you found it? Where was your business, actually? Let's not talk about masterminders here.

Let's talk about your business. Where were you when you got onto mastermind?

[Valerie Highton] (4:36 - 5:19)

So, in 52, I got divorced. I was very depressed. I had to start a new business.

I had to look after myself. So I had the big house. I had all the trap rooms.

I had everything, and that all disappeared. So it was a bit of a midlife crisis. So I joined a franchise, which is very similar to Property Entrepreneur, in that you follow a blueprint.

It doesn't do what it tells you to do. So having done that, and being very successful with that, then that was a lot of people of a similar age, and I wanted a wider group of people. So I found Property Entrepreneur, and that was about advancing the business, not just looking at a franchise, which was an HMO property portfolio.

So I joined that, and I've run them in parallel.

[Rachel Davies] (5:20 - 5:31)

Yeah. So was your business successful when you came onto PE, or have you used PE as a stepping stone to help you get great- Yeah.

[Valerie Highton] (5:31 - 5:54)

But I wanted to look at slightly different strategies. I wanted to look at things that I hadn't done. So accounts, I just got the accountant to do it.

I wasn't understanding the full business. I basically started a franchise, got to a certain level, without understanding the depth of the business. So Property Entrepreneur was giving me that step-by-step change.

[Rachel Davies] (5:55 - 5:59)

I'm desperate. I'm going off pace now, because Adam's here. What's it like working with Adam?

[Valerie Highton] (5:59 - 6:00)

Oh, well.

[Rachel Davies] (6:03 - 6:06)

I'm in a naughty mood today. I'm not meant to be asking this.

[Valerie Highton] (6:06 - 6:28)

All right. I'll tell you the truth. So I'd followed Adam for many, many years while he was running Capital Living, and I saw a huge step change in him, and I admire that, and someone that's taken a spiritual as well as a business journey, and I knew equally with Dan Hill, who I think is a genius, that these were the right two people for me.

[Rachel Davies] (6:29 - 6:29)

Yeah.

[Valerie Highton] (6:29 - 7:50)

That's it, in a nutshell. What's it like working with him? He's brilliant.

He's off the piste. We've been to Bali, which is where he's got his home, and he's setting up a home. It's very different, but he's done the business that I'm running.

He's run Capital Living. He's made his money. He's sold it.

He's done everything that he's walked the walk, and that's why I do it. I want to follow people that I respect and admire, and Dan Hill, I listened. So the main thing about Property to Entrepreneur was during COVID, they saved me.

They went to three days a week of being able to listen in to webinars, and being on my own, being middle-aged, being isolated, that was huge, and Dan saved my business on two parts in COVID. One was taking the bounce-back loans, which other people had not necessarily said I should do, but he said, get them, do them, and I took them. And the second one was telling me to get mortgages on my business at a time when no one else was telling me.

Again, he's a step change. I have mortgages of 600,000 on most of the properties that I have. That saved my business.

Putting the mortgage applications in three months before everyone else, because they took three months. So it's the little things. It's not the day to day.

It's not the detail. It's just one or two things that will step change your business.

[Rachel Davies] (7:50 - 8:09)

Yeah, I know, and that was really major, because I'm in the same boat as you. I have HMOs in the southeast, and the mortgages are extortionate. So let's fast forward.

So you joined, and we know the reasons why you joined. Where are you now with your business? Tell us a bit more, because I know you have to pull the successes out of you, Valerie.

So tell us more about where you are today.

[Valerie Highton] (8:10 - 9:59)

The first time I won property entrepreneur, the business was stable, which turned out to be very important, because my mom got pancreatic cancer. I was able to take four months and go and be in Edinburgh and look after my mom, and she sadly passed. But had I not got the business into a place where I could leave it, I wouldn't have been able to do that.

My family is first and foremost. Then after that, I was a little bit down, and I had to come back, and the group lifted me up again. They are my friends.

It's not just a property group. They're my friends, and they helped me, and it was a mindset change. So that was one, one of the major things, and then it allows me to...

So other successes. Okay, I now walk 10,000 steps a day, which I've never done before, because that's get up, get back. I've done it every year.

It's taken me from a sedentary life to actually doing something, which is amazing. I've lost two stone. I have a long journey to go on that, but I wanted to get the step count up.

I've raised a lot of joint venture finance. I've just been able to pay back an investor 300,000 pounds by talking and working out how to do it. I have started a rent to rent business, which has been a little bit tough, because I only want to work with landlords that will appreciate what I do, not just for the money.

So again, Adam, that was his business, being able to talk in detail, have the support of the other people, and I've just secured my first rent to rent deal with an unencumbered landlord who has another property next door, and another many, many units. He's now in Sri Lanka, and he's been there for five weeks, and he literally gave me the keys and went to get on with it. Wow.

[Rachel Davies] (9:59 - 10:16)

Let's give her a round of applause. What's it like starting a new business at a certain point in your life, once the children have moved out? We talked about this.

This was like a midlife crisis for you, wasn't it, after you got divorced?

[Valerie Highton] (10:16 - 12:08)

Truthfully, it's really daunting, and that's why I joined a franchise initially of similar people. However, that only lasts so long, and I wanted to come into a group where being the age I am, being a woman, and having my three adult children, who are very successful, criticise my computer skills, tell me that, what do you mean you don't know how to do the spreadsheet? Well, I just don't.

It means that I have to be around people that will help me. In the Mastermind, for example, we've got a 21-year-old who's really adept at that. We share skill sets.

We help each other. I've given him a little bit of money so that he can help me. I just literally text him when I want these things so I don't have to ask my kids.

It's daunting and scary, but this room is not. It took me two years before I knew. When I went to the first Blueprint, I actually said to Adam at the end, because I'm forthright, where are the women?

There's no women presenters. Where are the middle-aged women? Where's the maturity in your room?

What they did, they addressed it. Everything I've brought up over the last five years has been addressed, and that's now why I'm still here. One of my fellow Masterminders said, why are you paying all this money for your friends?

I said, because it's not friends. It's life. It's my design.

It's moving the business on at my pace. I don't have to be the masochist. You learn about the flywheel, and there are some that will really want, and the people are achieving it in Mastermind.

They're achieving 500 grand a year. They're selling their properties. They're doing what they need to do.

Mine is a much more modest setup, but it works for me.

[Rachel Davies] (12:09 - 12:32)

Yeah, that's great. Thanks for telling us that. That's a wonderful share.

I can tell it really means something to you, doesn't it? That's lovely. We've talked a lot about some of the successes you've had.

Do you think you could have done any of those successes on your own? Do you think you could have succeeded without having a network around you, without having this community, without having Adam? It's not just Adam, is it?

It's advanced as well.

[Valerie Highton] (12:32 - 13:11)

I always will have a community. Would I have done it on my own? No.

I need a community. I've proven to my children that I could start a business, scale a business, and make sure that they live their lives without worrying about their mum. That's incredible.

That was so important to me so that they will go off. One's in Dubai. She's got a marketing business, bought a house in Wimbledon, been in Dubai seven years.

One works for Citibank. He's a recruiter at Canary Wharf. The other is a geography teacher.

They're all now so proud of what I've done from a base of being just a housewife and suddenly having to pivot.

[Rachel Davies] (13:12 - 13:21)

That's incredible. It really is, Valerie. It's something that should be celebrated.

What's it like being a woman in advanced or on advanced now? What's it like being a woman on Mastermind?

[Valerie Highton] (13:22 - 13:58)

There's only four of us on the Mastermind in our particular group. We are all of a certain age. I say we need more women.

We need more women to come in. It's not just about women, though. It's about the balance.

I love learning from everybody. I love the fact in Mastermind that we have completely different industries that people are working in. It's not all property.

We have different ages and we have different skill sets. We all spar off each other, which is the most important part of it. Being a woman isn't a barrier or a problem.

I'd just like to see a bit more. Yeah, me too.

[Rachel Davies] (13:58 - 14:17)

A hundred percent. I agree. I think it's a really good thing for us all.

I think this is why you're on the stage, Valerie, so that the women in the room understand that this is really important to property entrepreneur. Then finally, for lots of the women in the room who want to be where you are now and for the successes you've had behind you, what are the three top tips you'd give them?

[Valerie Highton] (14:18 - 15:25)

First of all, it's life by design. Everything I've done since I became a mum is being a mum first. I live to work.

I don't do it the other way around. I make sure that I tailor the course and the study so that my life comes first. I stop at about 2 p.m. and then I do my walk for the day. My walk is along the canal in Weybridge. I stop and have a coffee. Because of the age I am, I don't want to kill myself.

I want to enjoy it. So that's the first thing. The second thing is you're never too old to learn.

For example, Colonel Sanders started KFCs with his recipe at 64. Well, I love that because I started at 52. So you're never too old to learn something new and don't think you are.

My father's 93, for example. We lost my mum, as I say, after 60 years of marriage. My father learns something new every day, and he's a huge role model for me.

If he can live without my mum and still find enjoyment in every day, I want to do the same. So I see a nice long horizon.

[Rachel Davies] (15:26 - 15:32)

That's really lovely. Thank you for that. So your top tip there is age isn't a barrier.

[Valerie Highton] (15:33 - 15:45)

Age is not a barrier, no, and trial and error is not a problem. It's taken me eight months to get a rent to rent, but I've got the right one with the right landlord. It took Edison, what, 1,000, was it, 1,000 tries to get the light bulb?

So eight months isn't bad.

[Rachel Davies] (15:46 - 15:47)

Yeah, and that's perseverance, isn't it?

[Valerie Highton] (15:47 - 16:09)

Oh, God, yeah. And the group, the Masterminders, really wanted me to achieve. They were trying everything to help me, giving me little tips and tricks on what I could do and texting me out of hours and emailing me and giving me blueprints.

It's amazing. And now I feel like I've done it for them, not just for myself.

[Rachel Davies] (16:09 - 16:16)

Oh, and that's lovely. And I guess the last tip must be have people around you that can help you and support you on the journey. Yeah.

[Valerie Highton] (16:16 - 16:59)

Have people around you that you respect, that you enjoy working with, that are a little bit a step ahead of you, that will always push you on. You'd never want to be the best person in the room. You always want to have something to aspire to.

And certainly in the Mastermind I have that. I'm not going to be the masochist, but I stand my ground and I tell them that I'm happy with what I'm doing. I mean, two, three rent to rent plus what I've done is enough, because I've got good income coming in from my original properties, but equally you have to be able to keep ahead of the curve, new renters, rights bill coming in, et cetera, and being around a group of people that are going to help you is really important.

[Rachel Davies] (16:59 - 17:11)

Yeah, I think it is. Does anyone have any questions for Valerie in terms of the journey she's been on, the time she's had on PE? Anyone got any questions for her?

Don't be shy. We all good?

[Speaker 8] (17:12 - 17:15)

What's the biggest thing you had to overcome to get that rent to rent?

[Valerie Highton] (17:16 - 19:51)

Yeah, that's a really good question. That's a very good question. Repeat the question for the first few people.

Okay. The biggest thing I had to overcome to get to the rent to rent deal was to understand that the landlord was the correct one and my mindset about it. So basically, I was offered a lot of rent to rent deals that the figures wouldn't necessarily work, and that was a little bit scary because I really wanted a deal and I could have taken one.

So having done all of that analysis, the minute you find one and the landlord, you just know, and what did he appreciate? Well, he was born in ... I looked him up.

He was born in 1960. I was born in 62. We're of a similar age.

He's really detailed. So I went there to meet him. It was found through a sourcer, but when I got there, I managed to get to speak to the landlord directly.

Adam told me, speak to the landlord directly, which I did. The sourcer was really fed up that I had done that, but then the landlord called me. He then talked to me on the phone at length.

Then he realized the service I was going to offer was exactly what he wanted. We paid the sourcer and negotiated a reduced fee to the sourcer because I'd done all the work and I'd worked out the contract over four days. Four days in a row, I went to meet with the landlord so that he could hand over his property and get on the plane to Sri Lanka.

So for me, it was all about just using all the skills that people have said within Property Entrepreneur. Meet the landlord. Look for someone that's going to appreciate what you do.

He's of a similar age. I think that helps. The funniest bit was he has an Arabic workman on site who only spoke French or Arabic.

Well, I have no Arabic, but I had a bit of French. So I looked like a schoolgirl French. So I looked really impressive.

Just saying things like, there's the keys or over there or the door. And he was like, oh, you speak French. That's fake until you make it.

Brilliant. It was just making sure everything else got dropped to get it over the line. I was on rolling beds yesterday.

My son's a teacher, so he's on half term. So we got pinned against the mattresses as they open up. But I was there yesterday.

I've had three viewings and it's a slow market at the moment in HMO, high professional living because of the National Insurance hike rise. They're not employing as much in the South, but I've had three viewings and I've got two takers for rooms. The house isn't even finished.

It's five weeks from being finished.

[Rachel Davies] (19:51 - 34:35)

Oh, brilliant. Well done, Valerie. Give her a round of applause.

It's amazing. You are such a star. Thank you so much for coming today to talk to us.

You don't know this, but Valerie so stayed shy. Honestly, she's found this probably quite a challenge. So thank you very much from the bottom of my heart for sharing that because I think it's really important that we do promote women and we promote our experiences and I think it's really important.

So fantastic. Thank you for coming. Well done, everybody.

Thank you, Valerie. Oh, that was brilliant. It's so heartwarming.

It's heartwarming, isn't it? What we get to realise is we teach you blueprints, but this is real life. This is how we live.

This is how we learn. This is how we love. This is how we move on and we develop and we grow.

More than anything, property entrepreneur is just personal growth, isn't it? It's growth for your business, growth for you and actually real life examples like that. She's probably gone outside.

Bless her. She so stayed shy. Getting her up here was a real thing to do.

So thank you for listening and hopefully you picked something out of that that you learnt from. Right. So before we get into session two, I just want to talk to you about Supper Club.

Right. Supper Club, he's not in the room, but Josh is doing Supper Club this May. We've still got four places left.

So if you want to book on to it, the QR code is actually on Facebook, not in the workbook today. So if you want to get on to it, get into the community and get yourself booked on because Josh is doing it. If you've got any roadblocks, challenges, remember from April onwards, it's all about execution and hitting our annual goals and targets, isn't it?

So if anything's standing in your way, any challenges that you've got in your business, please share them with Josh because he will help you solve the problems that you've got right now. So come with a problem, leave with a solution. So that's Supper Club.

And now we're going to talk about something, we've got a big announcement to make actually. So we have behind the scenes on Property Entrepreneur been working really hard. So Adam actually has, and even though he's a blaze, he's had to pull his finger out.

He's had to work really hard with Yolanda, the head of marketing, and they have been rebranding the blueprints. So we have got a new name for them. They are now called the Blueprint Summer Retreat.

I think Shiv mentioned it earlier. And they've put a lot of work into it. I don't know if people got brochures on the table.

Can you see them? There's one here. Everyone have a look.

There's one on the table there. Maybe you want to pass it around. We've got a new sexy brochure for it.

Have a look through it. I'm just going to give you a second to do that. It's a fantastic brochure.

I have to say they've pulled that out of all the stops. It looks really good. Some of you might be on the front cover.

Yeah, Josh is looking particularly sexy on the front cover. Sorry about that, Josh. And the reason we've rebranded is because the blueprints have evolved over the last few years, haven't they?

There's a lot more to them now. There's new trainers, new packages. There's the Q&A.

There's the spa and the gym packages that we offer. And it feels more because people take three days out and they come here and they're working on their business, not in it. It's like a residential retreat.

It's a treat, isn't it? So we feel like it's the right and fitting name now for the blueprints. And we're going to be calling them the Blueprint Summer Retreat.

They've created a new website down here. It's due to go live very soon, the blueprintretreat.co.uk. It's nice that you're all looking at the brochures. You might be looking for your pictures.

Is everyone looking for their pictures of themselves in the brochure? Please look at the content. So now that we've got this sexy new brochure, now that we've rebranded, we've got a new name, it's now time to launch something brand new, and that is our PE Promoter Programme.

And this is a great opportunity for all of you here. So I think Shiv did this earlier, but let's do it again. Who here came to a blueprint because they were recommended by someone in their network, a friend, a family member?

Who came? Recommended? Yeah, quite a few of you came recommended.

And that's because there's this strong PE Promoter Programme that we've got this referral programme and lots of peers over their time with us have earned thousands of pounds from referring people to Property Entrepreneur. And the truth is, we'd rather give you the money than Google. Yeah?

Because in the beginning of PE, lots and lots of people came word of mouth and they started to realise how strong it was. Obviously, we are very proud of these events. We work very hard to deliver world-class content to you and you have a world-class education from us.

But it's really important that we make the most of this fantastic community. You know on PE, we love to have a win-win-win, don't we? So the win here is that you get to take part in this referral programme and you get to earn, if every time you sell a ticket, you will earn £500 in commission.

I don't know if you can see that on the screen. There's a lovely number there. You earn £500 per ticket.

Now this isn't for sending, you might, for your mum for example, if you put your mum on Property Entrepreneur, you might not want the commission. Yeah, that's what the golden ticket was for. But this is for people, if you've got a network of people, as you go about your day, we don't mean posting it on social media, as you go about your day, if you're on the PIN network and you're speaking or if you go to lots of networking events aside from PE and you're speaking to people or if you're raising finance and you're speaking to lots of investors, however you go about your day, if you feel like you could promote this to your professional network, then you've got the opportunity to make a bit more cash this summer and that's what it's all about.

So that's the win for you. And then it's a win for them because they get a fantastic package. So they get the Blueprint Summer Retreat at a discounted rate.

They get the VIP package included and they get to bring a guest for free. So it's really great. They get it for really good value for this £1495 plus VAT.

And they get that fantastic £15.5k package for a really good price. And then that VIP package that we set up for the golden ticket, it's absolutely amazing. You've got board level training, you've got mentoring calls, access to a private WhatsApp group, you've got the gym and spa socials, you've got supper clubs.

There's lots and lots of extra stuff going on in that VIP package. And it's a real level up. So it's a win for them.

And then it's a win for us because if you direct your network to us, we know there'll be good property people, they'll have the right values, we'll enjoy training them. They'll get genuine value from doing the training course. They'll get a lot out of it.

We'll get a lot out of it because it's really important that the people in our community are great people like you. And that's really important to us as well. And as you can see there, if you were to just do the Blueprint on its own without the VIP package, it's 5k plus VAT in person and 4k plus VAT if it's virtual.

So you can see that they're getting a really good deal for this. And the next one you can refer them on to is the 15th and 17th of July. So that's the next date.

So if you think there's people in your professional network that you could promote this to, then this might be an opportunity for you. And we're hoping lots of you, this is not about the golden ticket. That's something else.

That's for your family. And if you want to put them on, you don't want the commission, that's a different thing. But this is if you feel like you've got the opportunity that you can make some money out of your professional network.

So if you're interested in this, the next steps are this. So we are going to give you a minute and a second to scan this QR code. It is in the workbooks as well on page 25 and 26.

But before you do that, I just want to talk you through how the logistics might work. So what we've got here is you scan the QR code. It links you straight through to the marketing team.

If you let them know you want to be a PE promoter, they will then get you their ready-made marketing materials. So you don't have to do any of the heavy lifting. There's no homework involved.

It's not hard. But they'll give you the brochure. They'll give you the images.

They'll give you the prices. They'll give you a personalised discount code that anyone you refer can use. And then you can get the benefit of that £500 referral.

So that's how this is going to work. Before we put some music on for a minute so you can scan it, we're hoping quite a few of you will be interested in this. Does anyone have any questions about it?

We're all very quiet today. What's wrong? Is it Easter?

I'm stressing you out. Where are all the questions? Come on.

Is everyone cool with this? Do you know how this works? You sell a ticket, ka-ching, you make a bit of cash.

Obviously, don't do it off your family. Do it off your professional network. That's the idea.

Hands in the air. Anyone think they're going to be tempted by this? A few of you?

Yeah? Right. So if you...

Just Declan, can you just put some music on for a minute? Maybe some of you don't want to do this. It's not a problem if you don't want to do this.

But if you do, scan the QR code. If you want to get it out of the workbooks, it's on page 25 and 26. Declan, can you just put a bit of music on for a minute?

While you do that, just for a second. If you've got any questions while the music's on, just ask me. And it's just as you go about your day.

Matthew? So the dates are... It's valid for all of the retreats that we've got.

There's one on the 15th to the 17th of July, and the next one is on the 30th of September to the 2nd of October. So there's two retreats that you can promote. And like I say, you just have to register your interest at the minute.

So if you're not sure, still register your interest, and then you can get the materials. And if you come across someone who you think might benefit, you've got everything to send them. Yeah, that's the other benefit.

Anyone got any other questions? Simon and Mike, are you percolating something there or are you just chatting? Caught you out.

Ah, that's all right. Good. As long as it's on the content, you're allowed.

No, don't worry if it's not for you. Yeah? September, I think it's the 30th of September to the 2nd of October.

Or the 1st. I'm thinking three days. No, it's the 30th of September.

I can't remember how many days there are in September. 30th, that's it. 2nd of October.

Oh, if I had a brain, Liz. Yeah. Some of you did really great work when you put everyone through the golden ticket.

There might be other people that you can promote for this too, and you can make a bit of money alongside. Yeah? But like I say, if you've got the material, because that's all the marketing are going to do, is they're going to give you the material.

They're not going to ask anything of you. They're just going to give you what you need. So even if you're not sure, it's worth having the material around so that you can send it on if you need to.

I know lots of you take part in other networking groups, not just Property Entrepreneur. Is that everyone? Everyone happy with that?

Nobody got any more questions? Excellent. You can switch that off now.

Right. Fantastic. Let's move on into session two.

So session two, arguably might be even better than session one, because this is all about ... Do you remember what I talked about earlier about leverage and being highly leveraged and therefore highly lucrative? So I want to show of hands here.

I've got to keep you focused on the content. Who here likes doing less? Right.

Nearly everyone. Who likes doing less for more? Yeah?

We all want to make more money, don't we? Absolutely. So this is what this session's all about, because without team members, we can't get leverage.

This is how it works. What's it like for most entrepreneurs? Well, most entrepreneurs are on that hamster wheel of life, aren't they, in life and business, and they just keep doing more, working harder and harder.

They end up underpaid and overworked. They hit a ceiling. They can't do any more.

There's not enough hours in the day. Yeah? This sound familiar sometimes?

Feel like no one can do the job better than you. You're the best person for the job, and you've got to do everything, and you hit this ceiling. If you've read the book Dan Martell, Buy Back Your Time, he talks about this self-imposed ceiling that entrepreneurs put on them.

They can't go any further, grow any more, because they just haven't got the patience to find the right number of team members to work for them. But where we want to get you to is a place where you have only recruit world-class high performers. They do the heavy lifting for you.

They do the jobs that you hate and have all the energy to do them, and you're actually blown away by the results, because they can seem to be able to do the job better than you. Would you believe it? That's how it works, if you get this right.

Who here would like a queue of world-class performers to work for them? Make their jobs easier? Make their life easier?

Absolutely. I've done this. For the first time, I've actually managed to do the recruitment properly.

Last year, I skipped gears, and I paid for it. This year, I've gone on to Indeed. I'm hiring a social media exec at the minute, and I wanted to do this properly.

It's for the new business. I went on to Indeed, and I couldn't believe the results. I followed the blueprint.

That's what Josh is going to walk you through in a second. I got over 1,000 people to respond to my advert. This was my job advert.

I followed the blueprint. I got 1,000 people applying. It's unbelievable.

Two weeks, one week in the UK, one week in South Africa. What an incredible impact it had, and I was blown away by the results. I've been doing the interviews, and the calibre are absolutely amazing.

Remember, if you follow our blueprint, this is not what other entrepreneurs are doing. When you get them to do the Genius U test, you get them to jump through the hoops that Josh is going to lay out for you today, you just get this level of excitement. No-one else is doing this for them.

This was one of the emails I got back after the Genius U test. They were like, I can't believe this. This is amazing.

What's going to happen next? That was before the interview. This is just how you can hype them up, get the best people on the market, even if your business hasn't even started.

I got 1,000 applications for that job. I've had some fantastic talent knocking down my door, and this is what you can do. Here to walk you through this is an absolute expert.

He is our very own multi-award-winning entrepreneur. He is the CEO of Ultimate FD. He is your trainer.

Can you give a massive round of applause while I welcome to the stage Mr. Josh Keegan, everyone.

[Josh Keegan] (34:46 - 41:20)

Hello, everybody. Are we all good? Hello, virtual.

Everyone good over there? Nice to see you all. We won't talk about the picture on the front of that brochure, will we?

I've looked at it in quite a lot of depth, and I don't know who picked it, but whoever picked that picture would not be included in this talent magnet. Basically, we're trying to filter out people like that. We want to stop those kind of people getting in your business, because then they destroy your face, your reputation on brochures.

Let's dive into it. PE promoter, 100 per cent you want to get involved in this where you can. For those of you more professional networks where you work with clients, you work with people in the industry, you work with people that maybe they're your clients, maybe you buy from them, they're your suppliers, maybe your mortgage broker, your solicitor, those kind of professional relationships, 100 per cent get involved with this.

It's not hard to sell and to pitch. Nice voice and message saying I've got an opportunity, been part of this network for a few years, do you fancy coming to one of our events? You'll have a lot of fun.

There's obviously the website price and you can get it to them for £1,500. Last year I earned about three grand off this. The year before it was about two and a half or whatever it was.

I would just say it's just a family holiday. It doesn't take too much time. It's probably in your diary for a few weeks, pushing it forward every couple of days, just voice noting and messaging.

You guys can earn some serious money off doing this. I really recommend getting involved in this and making it happen. In addition, you're going to earn some money and they're also going to start coming on this journey, which you guys will enjoy.

Get on that when you can. Behind the scenes, the last month for me. After the last workshop, we jetted off to LAX in Switzerland with a load of people from Property Entrepreneur.

As Valerie shared, it's all about the community of people. It was amazing. We had such a great time skiing every day or boarding every day, beautiful sunshine.

It was phenomenal. It just reminded me of the importance of getting away with people in this community, spending more time with the people you don't necessarily spend time with, because the value of the conversations and so much fun, plus the value of those conversations you have, are just absolutely life changing. Those informal conversations on the ski lift or just walking to a cafe where you ask someone's opinion, they do a throwaway comment.

You're like, oh, I never thought about that. It fundamentally changed the trajectory of my year, which has been amazing. Behind the scenes, we have U of T has done our winter hit list.

We've finished now. It's great to see a lot of this stuff come to fruition. Our score was 96.72%, which I'm pleased with. It's good. One of our busiest seasons happens to be winter, because we do a lot of our forecasting and modelling for the clients for the year ahead. The magic is when you start to see it happen.

We've now got a team member development blueprint that I created and gave it to one of my team members to manage and run it. We've got nice graphics coming into the WhatsApp group wishing everyone a happy anniversary and doing Amazon vouchers for people on those anniversaries, which is really, really nice. We've got all of our playbooks now.

We've got a playbook for every single department, finance, marketing, which is basically, right, this is marketing. This is how it works. This is what we're trying to do.

This is what we're trying to achieve. Each of them then has SOPs that start to slot in underneath. Already, the business is becoming process-driven and systemised and automated, which is phenomenal.

This example is something I wrote. We offer a service called U of T Board, where we basically stay with clients for a long period of time. What are we doing?

What's the point? Why do we do this? How does it operate?

What's our success criteria for that? So I create this blueprint, given it to the team, and now they're operating all at the same level, and then we've levelled up what we're doing. This is just the power of winter.

Who did have a successful winter? Four of you. Great.

Really? Was it that bad, guys? Was it that bad?

Who had a successful winter? About seven of you. Great.

This is not good. But anyway, even if maybe you didn't get the score that you wanted, maybe you didn't get all the stuff done, this is the power of this stuff. You get it embedded, and you'll start to see the benefit of it happening.

For those of you that did well this year, well done. For those of you that didn't do quite so well, learn from it. The next year, this is where the magic happens.

You start to see the fruit of all your labour start to pay off. Business plan done. So that is done and dusted, and I'm really, really pleased to report that the U of T business plan for 2025-2026 is done.

If you haven't done yours yet, I hope you're attending the AGM event tomorrow. If you're not attending the AGM event tomorrow, you better panic. No, just kidding.

Just make sure you get this work done. Finish it all off, because it's better to have something than nothing, and as with your strategic presentations, the actual business plan is of high value, but what is the magic is the process you have to go through to get there, because you have to finalise everything. You have to decide your numbers.

You have to decide what your business model looks like. You have to decide what your recruitment plan is going to be, and that level of clarity is the thing that pays dividends for the rest of the year, so make sure you get this done if you've not done it already. My business model is done, so I know exactly what my business is going to look like over the next 12 months, and personal cash flow management.

There's no leaky bucket. Thanks, Rach. No leaky bucket.

Sat down and re-planned all my PCM for the next 12 months. We know what our family budget is going to look like, and a big game-changer for me, once again, another top tip, would be who sometimes finds that maybe money and spending causes a bit of an issue in the house or a bit of disagreement amongst couples? A few of you?

Yes, absolutely. Yes, I definitely find that too. What I did this year, and I did do it last year but not so much, but this year I played way more importance on it, is I got all the models for all the business, all the forecasting, all the group, like everything, plus all of our personal cash flow, and me and Hayley sat down and we looked at it, and I said, like, this is what it looks like.

So we can do that holiday if you want to, but this is the impact. We can spend more money if you want to, but this is the impact. This is how it all looks, and it was amazing just to see her understand the whole situation, get the whole thing, be bought into it, and then she actually suggested some stuff that we can do with some of the properties and stuff, which I didn't even think of.

It was like, that's a good idea, we can do that and that and that, because just getting somebody else's influence to help you solve the problems, but also just getting bought into that plan, so they're not kind of like sitting there by the side, just everything's happening to them, they're bought in, they're invested, and that's been an absolute game changer for me. So it's been a big month, actually. Get everything finished off at the end of winter is gruelling.

I was so happy when we went from 31st March to like the 1st of April. It's a new year, a new start, done and dusted, but it's like, this is the foundations for the year ahead. So, who wants to do nothing and earn a lot more money this year?

What is going on with you guys today? Honestly, that was a bit of a trick question to see who put their hands up, who's even listening. Honestly, who wants to work less and earn more?

[Speaker 11] (41:20 - 41:20)

Yeah?

[Josh Keegan] (41:21 - 1:00:50)

A few of you. Who wants to work less and earn more, ladies and gentlemen? Say yes.

Great. Let's have some energy, let's get some excitement, because this is really good stuff. This is the stuff that stops you being busy, this is the stuff that allows other people to pick up all those jobs you hate, and this is genuinely the ticket to earning more money in the year to come.

All of this is tick, tick, tick, tick. This is all the stuff you came here for, and this is what we're going to take you through today. So, we're going to start with a rewire your brain, and a different way of thinking.

Do nothing, delegate everything. That's the mantra, that's the ethos. It's all very well me saying it, and saying, right, guys, you need to do nothing, delegate everything.

Everyone goes, that sounds easy in principle, but it's quite hard to actually do. But what you need to do is start changing your mind, changing the way you think. Rewire your brain to think in a different way, and you're going to embody some principles, and that's what's going to really change the game for you this year.

So, start to rewire your brain. The first is the task triangle. Who can remember the task triangle?

No, literally no one. John can. Well done, John.

What I'm going to do is I'm going to draw it anyway, so you guys have got it. Right, task triangle. Without a doubt, one of the most game-changing things you could learn, maybe in the entire blueprints of property entrepreneur.

The whole concept here, does everyone know what a triangle is? John? John knows.

Good. Well done, John. Right.

Basically, you're going to have tasks on your to-do list, and you can't delegate absolutely everything at this point. We're always trying to delegate more, always trying to get stuff off our to-do list, but what you can do is you can understand the task triangle, and the whole concept here is every task has three elements to it. Down here, you've got the low value, high volume.

Here, you've got the medium value, and the medium volume. And then here, what do you think is at the top? High value, yes, and low volume.

Absolutely. So, as you work up the triangle, the value gets higher, but the volume gets lower, okay, and that's the concept. So, every task you do is going to have high value, low volume, and low volume, and high value.

Where do you think you want to be sitting? Which bit do you think you want to be doing? Yeah, exactly.

You guys want to be sitting here. So, if you've still got stuff sitting on your to-do list that you can't seem to get rid of, maybe you have to keep ownership of it, but the first thing to do is think, right, what is actually high value, and what is actually low volume, and what is this stuff which is low value and high volume? So, what can you get rid of?

A really good example of this is podcasts. I've produced a weekly podcast. I've got two that come out every single week for about three years.

What's the high value bit that I should be doing? Yeah, speaking. Speaking into a microphone.

Really, if I could do it in its purest form, I would turn up, I would speak into a microphone, and it would be done. Everything else around that does not fit in that category, and think about the amount of stuff that comes with doing a podcast. You've got to edit it.

You've got to record adverts. You've got to record a podcast intro. You've got to get the transcripts.

You've got to post it on social media. You've got to post it on all the different platforms. You've got to turn it into five or six bits of reels and content.

You've got to get all these bits done. These aren't all terribly low value, but they're not the highest value. So, what have I done?

Created a podcast blueprint, so I have to set up and I record, then everything else just happens. It all just happens around me. So, what you want to do is think of every task, what is the high-value bit, what is something you actually need to do, and you want to delegate everything else.

Everything else goes to other people and break it down into all those different elements. Try and think of another example. Booking travel.

So, you might want to book travel. What's the high-value bit in your personal life? Well, it's going, I want to go to Costa Rica.

Great, that's a high-value bit you've decided. I want to go to Costa Rica, I want to stay in a four-star hotel, and I want to spend a maximum of £3,000. That's a high-value bit decision.

Then everything else should be done below you, by other people, other stuff. This will change your life when you start understanding the task triangle and start understanding that you shouldn't be doing all of that different task. That's the first point.

The second point is one genius and 1,000 little helpers. One genius and 1,000 little helpers. Who is the genius?

It's not a trick question, guys. John is the only one putting his hand up, so John gets all the credit. John is the genius.

You want to have 1,000 little helpers around you, so you want to have someone that's responsible for your website, responsible for booking your transport, responsible for sorting out your property compliance certificate, responsible for speaking to HMRC. Whatever it is you need doing, you sit in the middle, and you have all these people, all these arms that can do all the heavy lifting for you. The magic of this is, when you do get into that boat, you have way more time, way more energy, and you can be way more genius, more in your flow, thinking at a high level, being more creative when you've got other people doing this work for you.

So you sit in the middle, you have all these different people doing all this work for you. The next is create a job and replace yourself. So you might feel stuck at the moment.

You might feel like, you know, it's impossible to get out all this different stuff, all this different noise, all this different work I'm doing. Who feels like that? A few of you.

Yeah. So, what you need to do is you can't, well, you might be able to in some cases, but in most cases, what entrepreneurs try to do is they just find someone, bring in a VA from the Philippines, that's nice and cheap, and they say, right, can you do this for me? Three months later, oh, they didn't do a good job, I'm back doing it myself.

That's not how it works. You've got to create a job and replace yourself. How do you create a job?

What do you think we do? SOPs, ops, anything. We create a blueprint.

That podcast blueprint, right, I'm doing all this stuff for the podcast. What's the blueprint? Okay, now I've got a job.

This is the podcast blueprint. We need a podcast manager to do that work. But it could be anything.

It could be, right, every single month I have to chase up my letting agency because I need all the compliance certificates and I want to check them. Okay, great. So, create a blueprint.

You contact this person. You reach out to them. You ask for this, this, and this.

You download them to Google Drive. You put all the details into this sheet. You tick off to say that it's compliant and there's no need for a renewal.

It's the blueprint. You've created a job. Give it to somebody else.

You replace yourself. So, it's like that whole thing about Lemmings. You know on Lemmings where they put another plank down for you to walk across, another plank down.

You put the plank down, you put it behind you. You put the plank down, you put it behind you. You keep giving it to the person behind you and they take it off you.

Shift your mind from not when am I going to do this or how do I do it, but who can do it for me? So, not when or how, but who can do it for me? And it is amazing.

If you look at your Sunday sanity, if you look at your to-do list, if you look at the list that you've just got on your piece of paper, you know, sitting on your desk now that you need to do, if you start thinking, who could do this for me? With the task triangle in mind, so you might have to set them up, you might have to send a loom video, you might have to set the strategy and be clear on what you want, but who could do the heavy lifting here for me? And when you start thinking like that, it's amazing the people you can get into contact with.

I remember I was negotiating a deal, it must be six or seven months ago now, and basically I needed an option to agree with that deal. I had to sort an option agreement out with the vendor and get it all signed and stuff like that. I couldn't think of anything worse than trying to do all that stuff.

So I was like, who could do this for me? Mark Barrett, he's at Unadvanced, he's part of the community now, he does it all day every day. I said, Mark, do you mind just doing this for me?

He said, yeah, it's absolutely fine. I said, what do you want to try? He went, that's all right, I'll just do it for you.

I was like, great. A few months later, he asked me for a favour, to do forecasting modelling, and I said, yeah, no worries, I'll help you with that. It's like, think who can do this stuff for you, who can help you get that stuff off your plate.

And then finally, set and forget. You want to be in a place where you can literally set and forget, but this is not what most entrepreneurs think it is. It is not, please can you do this for me, best of luck, I'm going to forget about this now and hope it doesn't blow up and go wrong.

That's not how this works. It's create the framework, create the SOP, create the blueprint, create the process. This is the blueprint, this is what you're going to follow, and then you can set and forget as long as you've got some visibility.

So you want to make sure, OK, I've given you that process happening, but you want to trust but verify. So although you might say, right, this is how you manage compliance in my portfolio, every single week or every single month, you're still going to check a scorecard to make sure that actually compliance is being managed correctly in your portfolio. So trust but verify.

That's what great entrepreneurs do, is they don't just throw it over their shoulder and forget about it, because that's where it blows up. They have a system or a framework for actually checking on that thing. So that's really why your brain is, think differently.

Do nothing daily, everything. Think about every single task you have, put it into your task triangle, think about how you're going to get that team around you, and how you're going to create a framework for them to do the heavy lifting for you. That make sense?

Very good. So that's really why your brain. Now it's on to the talent magnet.

Most entrepreneurs, they're incredibly frustrated. They try to recruit, they know they need to recruit, they know they need to value their time, but they attract average people, they get average results, and they just get frustrated by their team. I've spoken to entrepreneurs that have scaled teams to 50, but they think their team is rubbish, they hate having them, and it's just a stress.

That's not what we want. In reality, if you become a talent magnet and you attract world-class talent to your organisation, and you just get one or two of these people in through the front door, you will not believe the impact these people will have on your business, on your life, on your wealth, on your time commitment to the business. They are just phenomenal.

They come in and they take you places. You hear these amazing entrepreneurs that have gone so far into the distance. The founder of Gymshark talks about the fact he couldn't have done it without his team.

He would say, I'm useless, whereas my team is amazing. You want to be useless. You want to have an amazing team that can prompt you up and take you on that journey.

The only way you're going to do that is you're going to have to attract world-class talent in through the front door. One of the bits that most entrepreneurs don't get is talent is always a seller's market. So you might think you hold the cards because you're the one that's going to put the job out.

You're the one giving them phone calls and tests and interviews, but you do not hold the cards. If people are truly talented, you have no power over them at all because they will get snapped up like that. If they're truly talented, you need to act quickly, you need to sell them into your business, otherwise they will go.

You do not have the power over world-class talent that's going to be brought into your business. So, we need to turn ourselves into a magnet. We need to attract these people into the business and make them want to work for us so, so much.

Believe it or not, you can actually do that. A lot of entrepreneurs, when they start recruiting, they think it's a bit weird, who is going to want to work with me? Actually, you're a small business.

They can have an impact. They can work directly with the managing director. You can do stuff that big companies can't.

You can listen to their decisions and change the direction of where they're going as a result of their input. I bought one of my team a spa voucher the other day to say thank you for something. You can do all these kind of things which big companies can't actually do.

You can make your place of work really, really, really attractive to people, but you've got to know how to play the game. That's what we're going to go through in this blueprint. The final sentiment before we dive in, and I learned this last year because I went from a team of two to a team of eight, six people, and I realised that I was just a huge bottleneck.

I was trying to look after everyone, I was trying to manage them, trying to support them, and I realised I just needed to get out of the way. Because when you attract talented people, you can just get out of the way and let them do their thing. You have to trust but verify, you have to check that things are moving in the right direction, you need your management framework, you need your scorecards, you need all that stuff in place, but you need to get out of the way and let them perform.

That's the difference between recruiting an A player to a C player. A players, get out of the way and let them perform. C players, that's where you're constantly on the knife edge of things going really badly and really wrong.

So, talent magnet, and we're going to dive into this today, and these are the six steps we're going to work through. This is basically the blueprint to attract and recruit talent into your business. Sound good?

Good. Right. So, we're going to start with P, which is for position.

P is for position. And you need to first work out what position you're actually going to be able to offer to people. Just before I dive into this, who is actually going to be recruiting people into their business over the next three to six months?

Fair few of you. Great. Who's considering it?

A few of you. Great. Cool.

So, the first thing is to start seeing your team as an investment, not an expense. It will change the game very, very quickly. We live in an economy now where you can literally pay as you grow.

If anyone is sitting there and they didn't put their hand up to recruit, I'd ask you why not? Because would you not benefit from somebody that you pay even just an hour a day? An hour a day for $10 a day from the Philippines?

Could no one get more done with an extra hour of free time a day? Two hours a day? Would no one value that at $10 an hour?

I mean, I'd really ask you to think about that. If you didn't put your hand up then, why the hell not? Because we live in an economy where you can literally pay as you grow.

It's not like I'm asking you to go out and recruit someone on $30,000 a year and put them on to payroll. I'm saying you could get someone in the Philippines for $6 an hour for an hour a day, an hour and a half, 90 minutes, two hours. We should all be considering that based on how we should be valuing our time.

If you don't value your time more than $6 to $8 an hour, honestly, I wouldn't bother with this entrepreneurship thing. It's not worth it. It's pretty hard.

Honestly, you could have a much easier life and you could get much easier jobs than this. I highly recommend it. I think McDonald's do a great management scheme.

I think you earn like $30,000, $40,000, $50,000 doing that. So just go do that because I think it would be quite cool to learn that August. Maybe you can eat it for your lunch as well.

Right. So we need to decide what the position is going to be. So the first option is pay as you go.

This is like people per hour. This is what I mean. This is probably the most accessible.

You're going to pay per hour for somebody to come into the business. One hour a day, two hours a day. It's going to be totally variable.

You can literally find people that if you give them ten hours of work one week, you'll pay them for ten hours. But if you give them zero the next week, you'll pay them nothing. And it's absolutely cool because they've got multiple clients that they're working with and they don't care.

It's all good. So pay as you go. The next would then be more of a fixed price contract.

So you might say, I want you for ten hours a week, please. And I'll pay you £15 an hour, whatever it may be. See, obviously, by the nature of the game, that would just be fixed.

You've got a fixed commitment with someone to work with them for a certain amount of hours per week for a period of time. The next would then be part-time. It's a bit of a level up.

And this would generally be anywhere from 15 to 25 hours per week. You're making a bit of a commitment to somebody. You might want them just to work part-time for you or they might have two part-time jobs.

Let's say generally you want them to work just part-time for you. And it's a bit of a commitment. It's a bit of extra.

It's that part-time position. And I would say for most of you, well, for me, most of my team are part-time on this kind of structure. And it works really effectively.

I'll show you why a little bit later. You go to full-time. Do you need someone full-time in your business?

I would honestly recommend, like, unless you've got big businesses, the answer is probably no. And even if you have big businesses, I think, actually, I'm not sure I've had two part-timers and one full-time, personally. It depends on the role and the position.

So do you need someone full-time? Or a contractor? So do you need some sort of contractor?

Contractors, the difference with contractors is more of like projects work. So, for example, you might have a project manager that's more of a contractor. So I need a project manager.

I need them for one project. And then I'm done. I need whatever it may be.

Just someone that's going to come in on more of a contracting basis for you for a period of time. I need a web developer. Develop me a website.

I'm going to pay you four grand, develop a website, and then move on. We kind of get that. We know how it works.

So my team. So this is a bit behind the scenes. This is a new org chart.

I've just taken a little snapshot of it. It's quite sizable now. I'll take you through some of the examples.

So CJ, she's based in the Philippines. She is just on a pay-per-hour basis. I don't have any kind of commitment in terms of hours from her.

But to be fair, she does about 100 hours a month, and she's been doing that consistently for a good period of time. She's in a business assistant style role. Vicky.

So she's only on like one to two hours a day. She does all of our recruitment, our team development, all that stuff you saw in the WhatsApp group was her posting anniversaries. She's done all that.

We've just recruited two more people. She's done all that recruitment, all that side of stuff. She's really, really great.

But she's literally like one to two hours a day. There's not much of a commitment there. And I just pay her for the time we use.

Sometimes she does three. It's great. It's fine.

Amanda. So she's more of a, I'd say, like verging on full-time. She's a project manager for the business, so she has quite a busy role.

Once again, I just pay her an hourly rate. There's no PAYE. There's no anything.

She went on holiday for three weeks. She didn't get paid for three weeks. That's how it works.

So it works quite nicely on that front. Ben, he's more like full-time. He's like FD.

Gets paid a very high rate behind the scenes in business, but he's billable to clients, and I would say he's kind of on that full-time position. And then Vanand is newer FD, and then he's on like about 40 hours, once again. All of my team are on hourly rates, so they all have an hourly rate.

They all have generally a rough amount of hours I'm going to give them. There's no commitment, but you say with these three in particular, I would say, like with Vanand, for example, he's quite keen to say, look, that's fine. I happen to do that structure, but I don't want to drop below 30 hours a week.

And I said, well, no worries. It might take a while to get you there. I'll pay you 30 hours.

But honestly, generally what I've always found is when you recruit, lack of work is never a problem. And he's in like 45, 50 hours at the end of winter. He's doing a lot of work.

So he's happy that that's where he wanted to be. So I've kind of given these three, I'll give you a minimum amount of hours, and that's what they wanted just to make sure they're okay. I mean, we've never even got close to going to that minimum.

But these guys, they're just on hourly rates. So it works. It works really effectively and well.

My old business, we had PAYE. We had people on full-time employee, part-time employed. It's just a different ballgame.

Go on, Ben. I'll answer it. So Ben asked which one of these are overseas.

These two are UK. Vicky is English, but she lives in Spain, Philippines, and South African is my team. I'll talk to you in a moment about overseas because, yeah, I've got quite a strong view on where you should be recruiting, and it seems to work really well.

So honestly, like the business is getting relatively sizable now, but I can't see this model changing anytime soon. I just like it. It's pay per hour.

They've got a notice period. Generally, people are overseas, and it just works nicely. And all my costs are really a variable because although they sit in the overheads category, if things did fall off and work dried up, their incomes would come down.

So we're all kind of in it together. So that's the first point. It's just work out what the position actually looks like, full-time, part-time, contractor, what you think is actually going to be required for you in the business.

Then we want to move on to the job description. Shiv did a session called Pitch the Profile. Did you enjoy that?

[Speaker 11] (1:00:50 - 1:00:50)

Yeah?

[Josh Keegan] (1:00:53 - 1:01:25)

And as I said, this is like we need to sell here. We need to sell to the talent. So, like any sales pitch, you need to tailor your sales pitch to what that talent is going to want to read and hear.

So, if we're writing a jobs description for a blaze, what do you think they want to hear? Who wants to put their hand up and get involved? Any blazers want to share?

What do you blazers want to hear? Simon? Ready?

[Speaker 7] (1:01:28 - 1:01:44)

I would say stuff that is going to be variety, they're going to be communicating with people, stuff that's going to fit their personality profile, doing deals with people, relationship building, that kind of thing.

[Josh Keegan] (1:01:44 - 1:01:48)

Yeah, blazers are all about, go on, Addy, you've got some more to add as a fellow blaze.

[Speaker 9] (1:01:49 - 1:01:51)

The long-term vision.

[Josh Keegan] (1:01:51 - 1:03:17)

Yeah, exactly. It's all right. They're going to want change, different, excitement, fast-paced growth, this is where we're going as a company, you're going to be an amazing part of the team.

It's fun, it's engaging, it's bullet points, it's short words, short sentences, fast-paced, bullet points. You're going to be doing this. They don't need too much detail, they just want to get a bit fired up about the position.

That's what a blaze wants to read. What do you still want to read? Details.

Yeah, details. I'll show you a job description in a second, we have a template for recruiting finance assistants. I can't even read it, I literally get, I can't even read the words, it's too intense, it's too much.

But stills want to read every line, every single detail about what they're going to be doing. They want to know every line, what they're going to be doing, what we're going to do on a Monday at 9 o'clock, how is that going to work for me? They don't want fast-paced, they don't want growth, they don't want change, they don't want variety, that's still a worse nightmare.

If you're going to write a job spec for an accountant, don't write it as, oh, we're a fast-growing company, we've been most innovative since 2023, it's going to be so exciting, we're doing this, this, and this, because that's what you want to read, but that's not what they want to read. It's really important, honestly, it's the biggest piece of feedback. When everyone sends me a job spec, it says, what do you think of this, and they're recruiting an assistant, or an accountant, or a bookkeeper, something a bit more steely, the first thing I say is you read what you want to read here.

That's not what this person is going to want to read, so you want to tone it down. Yes, Neil?

[Speaker 9] (1:03:17 - 1:03:27)

Just very quick, someone suggested this during the break, take a job description, understand the profile, and then get chat GPT to adapt it to that profile. Great idea.

[Josh Keegan] (1:03:28 - 1:13:46)

Absolutely great idea. Absolutely. Tempo is going to be in the middle, a bit in the middle, a hybrid between those two roles.

If you put a bookkeeper ad on, but you're getting loads of blazes apply, it's probably because you've written it for the wrong profile, so you need to pitch the profile. By the way, this is a sales thing as well. It's a bit too early, but this is a sales thing.

If you're doing a sale with somebody, like a proposal or a pitch, it doesn't matter what business you're in, if you know you're dealing with a blaze, you've got to get them fired up and excited, and you can leave so much detail and just get them a bit excited, and they'll probably pay. With Steel, you want to just go all in on the detail for them. You want to show them the risk, show them everything, show them the analysis, show them the numbers.

It works in sales as well. Firstly, we want to get clear on what the role actually is. This is going to be how we build your job description.

At the top, it's going to say the role. It's going to have the title of the role. Basically, you want to be able to sum up your role in a couple of sentences.

As our new property manager, you're going to be head of all the properties, you're going to make sure tenants have a world class experience, and the property portfolio is compliant at all times. Very simply. High level, this is what you're doing.

So, two sentences about what the role looks like. Then, the requirements for the individual. So, what do you actually require from the individual?

So, you need to be computer literate. You need to have used Xero before. You need to be well-dressed.

You need to be well-presented. You must have a can-do attitude. You need to have a quiet working environment from home.

Anything else you might think of that might need to go on there in the world we're living in? Yeah, we're going to do that in a moment. I mean more like the individual, what do we kind of aptitude, what do we need from them or circumstance from them?

Self-starting. Focus, yeah. Yeah.

One of the big ones that Shiv was saying to me the other day, it's just AI. You need to understand or use AI. That's really, really important.

People can't use chat GPT as a basic coming into your business. I wouldn't be progressing too much further. They need to be thinking about that because that is a sign that they understand efficiency and that's really, really important.

So, they need to understand chat GPT, whatever it may be. Then, it's responsibilities. So, what are they going to do daily?

What are they going to do weekly? What are they going to do monthly? So, if you're a property manager, because we all understand the world of property to an extent, on a daily basis, you've got to answer incoming phone calls from tenants.

You're going to progress all the maintenance jobs in the building. You're going to make sure all of the certificates are booked in for the following week. Weekly, you're going to plan the cleaner schedule.

You're going to make sure all of the inspections for the property has been done. Make sure all the compliance certificates are uploaded, X, Y, Z. And quarterly, you're going to do it monthly.

You're going to do this. Quarterly, you're going to do this. Just a list of all the things they actually need to do within that role.

Pitch the profile, as I said before. If you have, if you're pitching for a blaze, then bullet points, fast pace, high growth, steel, detail, detail, detail. What am I going to do at 9 o'clock on a Tuesday morning?

They want to know absolutely everything. Tempo is somewhere in the middle. Dynamo's?

Do we get Dynamo's in the business? No? Stay clear from Dynamo's?

Absolutely. They're the worst. So, not even going into that.

So, yeah, pitch the profile. And then by the end of doing this, you're going to have what's called a job description. So, you're going to have it all together.

So, these are some example job descriptions. So, this is for a marketing manager. And you can see here, you've got at the top, you've got the detail of job title, location, salary, negotiable hours, reports to managing director, about you, must haves, for example.

So, you see all this detail. I mean, you can read through this. We're going to put some of this stuff on the Facebook group for you.

This is for more of a steely role. This is for the, oh, no, sorry, this is the marketing manager role. Then this is for finance and office manager, which we were recruiting last year in Nottingham.

You can see here, must haves in here, you know, excellent levels of organization, comfortable and capable of undertaking a wide range of general office and administrative tasks, AAT or similar qualification. And this is the job spec I can't even read. This is the steely stuff they have to be able to do, financial governance, you know, all this kind of stuff.

Honestly, like, just get ChatGPC to do this for you. You know, a few years ago, we were saying, like, you need to learn this blueprint and copy and paste that. Honestly, just use this.

So, if you just type in there, I'm looking for a new property manager to join the business. Here are some of the things I want them to do. Here's what I'm thinking of paying.

Here's what I'm thinking of doing. Ask me anything else you need to know before you get started. Create a job spec for somebody that's wealth dynamics profile steel.

You'll be, like, 99% there without even having to, like, lift a finger. So, just use ChatGPC. It's definitely the way we're doing it, and it works really effectively and well.

So, it saves you a bit of a job there. So, next is price. So, how much are we going to pay?

How much do we want to pay? Sorry? Market value?

Is anyone thinking as little as possible? You are, aren't you? You are all thinking that, but you know it's not the right answer.

You know it's not the right answer. We're all thinking as little as we possibly can get away with. But for those of you that are thinking that that won't admit it, if you think paying for a professional is expensive, wait until you pay the price for an amateur.

So, this isn't about paying the most money in the world, but it's also not about paying the least money in the world, because, if you pay peanuts, you get monkeys. And we've probably, who's had the experience where they've probably cheaped out a little bit, they've gone for the cheaper option, and then they've just annihilated the business, and, yes, spent months and months cleaning up their mess. I have a number of times.

I'm guilty of that a number of times. You see what chaos somebody in the position that is not very good will do to your business over a three to six-month period. It will probably double or triple that for you to find all the stuff and sort out the mess.

So, pay peanuts, get monkeys. We want to pay for the professionals where we can. But I understand, you know, we've not all got the ability to pay 60 grand for a marketing manager or whatever, so we're going to talk through how we can actually do this cost-effectively as well and get the value from them.

So, how do we set the price? Well, first point is to just benchmark the market. So, work out what the market rate would be for that people.

How do we do that? Any ideas? Yes, you go on Indeed.

You could ask ChatGPT. Yes, absolutely. I mean, these are great answers.

Just Indeed, ChatGPT. You could speak to recruiters if you wanted to, if you're in that kind of headspace where you've got contact to recruiters. You could literally ask people in the room.

We've had in the Facebook group before where someone said, like, how much do you pay an executive assistant? You get loads of people that say, I pay 15, I pay 12, I pay 25, whatever it may be. So, you want to find out what the market's actually paying.

Then you actually define the range. So, you might find, right, I want to recruit an executive assistant. I've typed in the PE Facebook community, I put it in the poll, and it's coming up that people pay 15 to 20 pounds an hour.

So, now you've got what we call a salary range of a range in which you're willing to pay. Now, you want to then use this effectively because you're going to put this range in your job advert, which goes live, and what's the candidate going to see? The highest number.

What do we see? Yeah, and you'll probably end up somewhere in the middle. As I said, this is a sales exercise.

So, you want to make sure, because if you said, right, I could pay 15 pounds an hour, and you put it online, you're only going to get people that will kind of be willing to accept 15 pounds an hour. Whereas if you put it on from 15 to 22 pounds 50 an hour, you've now got a whole new range of people that want to get paid 22 pounds 50. The caliber rockets, you get through the process, and you might find you can offer them 17 pounds 50 an hour, but then get them up to 22 by the end of the year when they've learned something.

You put them on a progression plan to get there, when they've learned the business. I've done that a number of times. So, that is the game you want to play.

You want to make sure that's part of your process. Then you've got to decide how you're actually going to pay them. So, option one is PAYE, stands for pay as you earn, which is basically putting them on payroll.

So, that's where you have to basically pay their tax fall, and you have the NI. You have to basically give you have to contribute to a pension unless they decide not to. So, this PAYE is getting them on payroll.

Next option is they could be self-employed. So, you could just be self-employed, and they can invoice you on a monthly basis. Third option would be a contractor, where they basically have a business, and they basically contract to your business.

You could have PRP, which stands for performance-related pay. So, rather than have an hourly rate, you say, right, every time you do a clean at a property for me, I'll pay you 50 quid. Every time you do a compliant certificate for me, I'll pay you 40 quid, whatever that may be.

It works up to an extent. You can have a fixed rate, where you just say, right, every month I'm going to pay you 300 pound a month or 1,000 pound a month. Or you could have PAYE per hour.

So, these are all the different options available for you. So, there's lots of different options. Keep it really simple.

I mean, I like, if you're, all of my team are basically PAYE per hour. That's basically how it all works. So, they have an hourly rate.

They work a certain amount of hours. The only thing I put into their contract is that generally the business is going to try to give you 20 to 25 hours per week, whatever it's going to be, but I'm not bound to that. My previous team was all PAYE, but that's because they're all in the office.

It wasn't international. You know, they all come into the office and they value that job security. Decide which one's going to suit you the best.

I would say you can get a long way with PPH, pay per hour. And then I would say, like, where you want to de-risk it, fixed rate really works for, you know, someone's doing property inspections for you. If someone's doing website design for you.

If there's stuff that happens every year in the business, your tax accountant, for example, where you might use them loads one year and less the other year, you probably want a fixed rate put in place so you can get that in place. Bonus and benefits. So, what bonuses and benefits are you going to offer people?

I really wouldn't underestimate the value of benefits. So, people, what do people, what do you think the number one thing that keeps people in jobs at the moment is? Can I get the microphone?

Adi, have you got mine? Go on, Josh, what do you think it is? Well-volunteered.

Go on.

[Speaker 5] (1:13:46 - 1:13:47)

What was the question?

[Josh Keegan] (1:13:48 - 1:14:04)

Sorry. Just start. What do you think the number one thing is that keeps people in jobs at the moment is?

Go on, give it to Nina, Josh. No, go on, have a go, have a go. Anything.

[Speaker 5] (1:14:04 - 1:14:13)

I was going to say holidays, but I reckon number one is probably, like, having a fixed term or...

[Josh Keegan] (1:14:13 - 1:14:14)

Pass it to Nina, see what Nina says.

[Speaker 6] (1:14:16 - 1:14:17)

Work perks.

[Josh Keegan] (1:14:18 - 1:14:25)

Yeah. What's the one, what's, like, after pay, what's, like, the, well, in fact, I actually think this is higher than pay. What's the highest number one thing?

[Speaker 11] (1:14:26 - 1:14:26)

Security.

[Josh Keegan] (1:14:27 - 1:14:27)

No.

[Speaker 11] (1:14:29 - 1:14:29)

Agency.

[Josh Keegan] (1:14:30 - 1:14:31)

Danny got it. Flexibility.

[Speaker 11] (1:14:32 - 1:14:32)

Yeah.

[Josh Keegan] (1:14:33 - 1:15:29)

People now, since COVID, in particular, really value flexibility. Now, I've gone off script a little bit here, because I can't remember the study I read, but I read a study that said pay and flexibility are, like, the two most important things, but flexibility, depending on where you are in life, can actually edge above it. And I'm definitely seeing that.

Like, people that are maybe, they've had kids, mums that have had kids, now the kids have gone off to school, they really value flexibility over anything else. They want to be able to work from home, work when they want, be valued by a company, you know, and just get paid a fine amount of money. They don't really care what that rate is.

They're not trying to, you know, reach the top of the tree and trying to progress. They just want to get paid a certain amount every single month and have the flexibility to look after their kids. We're seeing this more and more and more.

So, if you can offer work from home, flexible hours, work when you want, the job just needs to get done, that is a huge, huge benefit, which you may not have even seen as a benefit. And this is what people miss. Go on, Nina.

[Speaker 6] (1:15:30 - 1:15:46)

As I say, if anyone wants, like, an example of that, where I work, because they didn't want to, like, make people redundant, they got rid of flexible working. We had a massive flexible working policy and they just binned it overnight. And they lost 34% of their staff, but they lost 89% of their top performing talent.

[Josh Keegan] (1:15:47 - 1:15:47)

Crazy.

[Speaker 6] (1:15:47 - 1:15:49)

And that was in the space of seven months.

[Josh Keegan] (1:15:49 - 1:23:21)

See? I mean, that is the example that we need. Thank you, Nina.

Spot on. So, think about benefits. Because people often say to me, oh, you know, I'm thinking about giving this person a pay rise, because they've been great, because I want to keep them.

And you go, okay, well, what else have you given them? And they go, what? And often, like, particularly if you have Filipino workers as well, often, if you give them a free day off a month where you're going to pay them, that can be worth ten times a 10% increase in their salary for them.

They value that so much. If you pay them on a sick day, they value that so much. And these are all stuff that we wouldn't see as benefits, but they're absolutely huge.

So, think about your benefits. It might be a phone. It might be equipment to do the job.

It might be a level of travel. It might be some sort of food. Whatever it may be, but think about how you're going to make that work.

And think about bonus. I say, if you're recruiting paper hour, you may not need a bonus at this point, but if you are recruiting, like, a bigger corporate role, like a head of marketing, a managing director, you want to make sure you've got a nice, juicy bonus in there when they do well, or a sales executive, for example. You want a decent bonus in there when they make sales.

Okay? Then, think about these. The hours you're going to offer them.

Do they work from home? Do they have flexi-time in their packages? How's it actually going to work?

Top tip on this one for me is, generally, all of my packages, they tend to be these are the amount of hours we're going to try and give you, generally. This is what we're going to pay you to do the work. And we often say, we need you to work 70% of your time, roughly, of core hours.

So, 70% of that time needs to be between 9 and 5, whatever it may be, UK time. But the rest of that time, they can do what they want. Generally, people tend to want to stick in that time anyway.

What I found, depending on the time difference, but it just basically means that if you have someone that's, you know, basically, you might have a night hour in the team that just wants to start work at 6 p.m. every day and work until 2 a.m. in the morning. And that's fine if they're doing the hours, but if they can't speak to your team, it's not really going to help, is it? So, I say, generally, have a certain amount of core, the rest of it's flexi-time and work around it.

So, this is where you put all this. You have all your elements in here, where you say, basically, right, here's your salary we're going to offer you, full-time, permanent, give you a pension, give you a bonus scheme. Here's your schedule.

This is what it's going to look like. You want to have all this in here. For example, for an employed property manager.

But once again, it's just actually easy to pull this together for you. And you can even say, bring some of the bonuses we could give this person. And then you've got your salary over here.

Careful when you set bonus schemes. You know, I personally would only be setting this kind of bonus scheme if I had it in with a previous person. If it's a new recruit, I would be very dubious about setting any bonus schemes until I'm very confident with the role.

You've got a good scorecard, good KPIs, so you can actually pay them. So, I wouldn't offer bonuses initially. But you could say, right, in the interview process, you could say, look, this is going to be your basic.

I know you wanted 20. I can only offer you £17 an hour. What I can do is in six months when we choose a bonus scheme, you could use that as part of the process.

Say, like six months, I'll get you above the 20 for a bonus scheme. I would always want someone to enroll, get KPIs, get scorecards, before I commit to too much more. Right.

Global marketplace. You have the ability to recruit globally. And from experience, when you say experience, I've only recruited from the Philippines and from South Africa.

I think, well, and the UK, obviously. I think, personally, the UK is almost a bit dead. Like, unless you have a physical office where you need people to come in, I personally wouldn't be recruiting in the UK at all, to be honest with you.

Why? Because the people are okay. The salaries are relatively high, cost of living is going up.

And in reality, I just don't think the work ethic is quite as high as other countries. If you're at the early stages, I think the Philippines can be really, really good. And, you know, use VavaVoom to do that, and actually they can recruit them for you.

You're going to pay anywhere from $5 to $15 an hour. And I would always probably A you to go in the slightly higher bracket there, like $8 plus, because that's where you start to get the really great people. And I think the quality is really, really great.

Some people have done amazing things with virtual assistants. I personally find a good role is, like, the more process-based stuff. But I've struggled to take them much further than that, personally.

That just might be down to me. Rachel's nodding her head, so maybe she's had that same experience. Yeah.

But some people seem to have gone, you know, really far, scaled multinational massive businesses where they're all through VAs. The other market I'd recommend is South Africa. So I love South Africa.

Adam got me onto it a while ago. I pay similar wages to the UK. So I'm not necessarily going there and going, well, I'd pay this person 20 quid in the UK, so I'm expecting to get it for, like, £9 in South Africa.

I mean, you can do that. What I tend to do is you might find, right, I might pay £25 an hour in the UK for this role. I might end up paying £17.50 in South Africa or even 20 quid. Not too much less. Even if it's the same, it's fine. But the quality is phenomenal.

I think it's, like, two to three times better. It's been my personal experience. There's only an hour time difference or two hours, depending on Greenwich Mean Time, the spring and summer equinox.

And, you know, there's no language barrier. I personally think the quality is phenomenal. So I highly recommend that.

I know, proper time to spare, we've just recruited three South Africans into the business. Like, you know, we swear by it. I've just recruited a South African that started on Monday and, like, he's so overly qualified.

This is almost my thing. Any role we recruit for, the thing about the team I always say is that this person just seems too qualified for this. But the South Africans that I've got working with me say, yeah, but it's about the flexibility.

It's about they're actually getting a pay rise and they get to spend more time with their kids. So it works for them really effectively and really well. I've got a guy who started yesterday in SA, in a finance assistant role, and I've just sent an offer out today to someone who's going to start in a bookkeeping role.

But this bookkeeper, she's literally scaled her own tax consulting company in South Africa. She's, like, she's ridiculous. Like, she's miles ahead, but she's had kids.

They've gone to school, and she went, yeah, I did all that stuff. It's quite stressful. I just like bookkeeping.

I was, like, that's great. That sounds great to me. And I said, if we brought people in to manage, would that be okay for you to manage?

She went, yeah, it's fine. I managed literally 30 people. I'd rather not.

I'd rather just do bookkeeping, but of course I can do that if you need me to. And the quality of people I'm getting is just next level. So that would be my top tip.

That's where I would recruit if I was you. And I'd say 90% of the roles that I would recruit for now would generally be in that part-time bracket, 20 to 25. It's amazing what happens when you recruit in that bracket because you get a high performer.

They can probably do a full-time position in those amount of hours anyway. They save you a load of money. They do more hours than they're meant to do anyway and to get the job done.

And it's just the productivity and the output you get from them is absolutely phenomenal. So that's what I would do all day long. Generally, someone that's a bit more senior, they've had kids, male or female, they've had kids, don't really value the career progression as much anymore, want 20 to 25 hours per week.

They can do it in their sleep. South African recruit, honestly, that's phenomenal. Yes, Rob.

Can you pass the mic over to Rob, please? Where is it? Nina's got it.

Lauren, can you pass it to Rob there for me, please? Thank you so much. Hello, Rob.

Should work now.

[Speaker 10] (1:23:22 - 1:23:22)

Hello.

[Josh Keegan] (1:23:22 - 1:23:23)

There we go. Oh, there we go.

[Speaker 10] (1:23:24 - 1:23:35)

I was just going to say, how do you find them specifically in South Africa? Because obviously you need to target that. I don't know if you've had any issues with actually targeting.

[Josh Keegan] (1:23:36 - 1:25:06)

No, it's really easy. It's really, really easy. You've got Indeed UK.

You've got Indeed SA. You just post it on the exact same thing you would on Indeed, but put it on Indeed SA. I've not actually done it myself, but that advice I gave to you, I said to my team, and she just managed to do it, so I don't know how it works.

But yes, you just put it on Indeed SA, and you're all good. Job is done. Easy.

The key centre on recruitment is don't be penny wise and pound foolish. I've seen behind the scenes of literally hundreds of businesses, and people think whenever I see behind the scenes, I'm like, well, how do I make more money? How do I make this more profitable?

They think when they say, well, reduce what you're paying people. Generally, that's not the answer. Actually, it's normally pay people a little bit more.

The efficiency will go up. The output will increase. You'll get way more sales into the business.

The whole business will run better, and there's just this false economy, and it really worries me when people say, oh, I just found a Filipino VA. It's only $3 an hour. It's like, yeah, God.

For that VA, it might actually be a good deal. They might be very happy with that. They might just be starting out, but honestly, it's just not worth it.

You want to start recruiting. I think VAs in the Philippines, I would go $8 plus seems to be a good threshold. South Africans, I'd say, well, anywhere from 12 pounds upwards, but I'm quite a lot higher than that because of the financial nature of what we do.

But don't be penny wise, pound foolish. Don't skimp and scrape on an hourly rate to get someone that's really amateur. You want to make sure you get the right person.

Do you have your hand up, John? Or is that you scratching? You need to get your microphone if you've got your hand up.

There it is.

[Speaker 8] (1:25:07 - 1:25:17)

Liking the questions, guys. Thank you. Just a question on going back to the four finance professionals.

A finance manager, where would you place that? Is that an SA or a UK-based?

[Josh Keegan] (1:25:17 - 1:26:38)

All of my finance managers are South African, yeah. You end up paying, like, once again, they're chartered accountants, so you're paying a decent rate, but the quality's phenomenal. We're going to advertise.

This is probably going to answer Rob's question as well. We're going to advertise, and we're going to basically try to attract these people. We now know what the position is.

We know we want someone that's self-employed. We've written our job spec. We know who they are.

We know what we want them to do. We've then worked out what we want to pay them. We've got a salary range.

Now it's time to advertise. It's time to get stuff online and attract the talent. Indeed.

I love Indeed. I've done 90% of my recruitment on Indeed. I think it's just very effective, and it really, really works.

It is the market leader. It does cost a bit of money. I think on average we spend about 300 to 450 quid, roughly, on the kind of sponsorship to get a recruit through, but it's money well spent, and if you actually compare that to a recruiter, recruiters will charge you 7, 8, 9, 10 grand to recruit the equivalent person, so I don't think it's too expensive, but there's a process you need to follow, and I'll take you through that in a moment.

Then, yeah, to Rob's question, if you want to recruit in India, I'm assuming there's an Indeed India. You should put a post on that if you want to recruit in South Africa. Is there?

I'll talk about it in a bit. Cool. Cool.

What was it I want to talk about in that range? Go on. I'll speak to it.

Oh, sorry. Right. Go on, Freddie.

John, do you want to pass that around?

[Speaker 5] (1:26:40 - 1:26:53)

Yeah, just sort of in your business, which roles or jobs are not suitable for someone in somewhere like South Africa? Where, like, different jurisdiction or rules to this country or...? Yeah, it's a good question.

[Josh Keegan] (1:26:53 - 1:27:38)

I mean, there's... Mine's not too... Within the financial side of stuff, it's not necessarily a problem because the way we work is, like, all of our stuff needs to be signed off by a UK tax accountant.

So as long as the client's got a UK tax accountant that signs off the decision-making, we're all good. I guess if I was trying to do tax compliance, that probably might be a problem because they might not be qualified, but you can still get them. But if you relate it back to, like, say your business or, like, people in the room, generally most roles work if they're back office.

Obviously, if you're going to hire a cleaner, you probably can't hire them from South Africa because that's going to cause you an issue. Or if you need a decent property manager, that might be a challenge. My executive assistant's not, actually.

She lives around the corner from me, and that's been great because she can pick paperwork up, do all those kind of things that I like. Does that answer the question?

[Speaker 5] (1:27:38 - 1:27:39)

Thanks.

[Josh Keegan] (1:27:41 - 1:53:34)

Agencies. So you can use recruitment agencies to find people for you. Generally expect anywhere around 12% of their kind of salary to do this.

And I'd say this is probably for most of you going to be more of the people that are recruiting those big-ticket jobs in small corporate-style businesses. So if you've got quite an established business, you want someone to go in the office, I'd say a recruitment agency could be a good place to go. You've just got to make sure that you get some good terms because they can be quite expensive, and what they'll try and say is, right, basically, they'll want to minimize the rebate, which basically means, you know, you pay us 10 grand, we'll get you an amazing person, and then if they leave after one month, we'll replace them.

Well, in most cases, it's probably going to take longer than one month, it might be up to three months, then you've got to pay 10 grand again. So what you'll do is try and negotiate the fee, but also say, right, yeah, but we want a six-month rebate process of trying to make the terms as good as you possibly can. Online platforms.

So I talked about Indeed, but you've also got places like People Per Hour, things like Upwork, Fiverr, Checker Trade. You know, there are plenty of platforms that will give you a gateway to the kind of person you're after. You know, if you want a new handyman, Checker Trade could be a great place to go, as opposed to Indeed.

If you want a, you know, designer to help you with branding, People Per Hour could be a good place to go to. Someone to do something on your website, that could be Upwork, for example. Brokers and suppliers.

So I really like this, brokers and suppliers. So finding people that, like, specialize. I know that we've got Vavavum, who's one of our sponsors, you know, they broker, you know, people that want to work with VAs in the Philippines.

Amazing. Pay their fee, they'll do all the heavy lifting, they'll put the vetted candidates in front of you. I know that Graham Lindley on Advance, I think he's starting some sort of South African recruitment company as well.

So you've got, like, people that, like, specialize in certain countries or certain niches of recruitment. But the key thing is, when you're advertising, you want to make sure you have rapid response and progression times. So if you use any of these, or you're doing it yourself, rapid response and progression time is really important.

As I said, it's a seller's market. So the top talent, I actually had this conversation with the girl that does our recruitment in the business the other day. I just said, like, we need to be really quick on these because the top talent won't sit around.

They'll be gone. By the time you've made an offer, they will have accepted something else. So we're normally a good indicator, actually, about how long people stick on the market, about how good the quality of that person actually is.

So you want to be rapid at your responses. A bit AI for you guys. We like a bit of AI, don't we?

These are all the tools that you could use to recruit, but I wouldn't recommend any of them. So we set Dan on the task, Dan Hill, to look at all of the AI tools available and tell us which ones to use. We had one that looked absolutely amazing to take you through the entire process, but all of the tools out in the room, they seem to be very tech-based, very American-based, they're very niche, and we couldn't find anything that's going to work for you guys at this point in time.

But these are the ones you can use to help you along the way. So if you want me to take a picture, what we would recommend for now, after extensive research, we really wanted to give you something, go, guys, this is going to be so easy. Here's this tool.

We couldn't find anything. Sure, something will come. We would recommend, like Neil said, use ChatGPT.

So please write my job spec. You can literally use ChatGPT to look at all the CVs and say how suitable they would be for that job spec. Literally use that to write how to conduct an amazing interview.

Here's the template. So use ChatGPT. We need to create an offer to a candidate.

Use ChatGPT. That's going to be the main answer for you right now. Fortunately, there doesn't seem to be anything else that we've found, and if you find anything, let us know, that's specifically built for what we're after and what we're teaching you guys to do.

So use Indeed. Phenomenal tool. You basically pay for the applications that come in on the platform.

As I said, anywhere from 200 to 450 pound a month. 200 to 450 pound per recruit is probably what you end up paying. It's definitely well worth it.

LinkedIn Jobs. Has anyone used this? No?

You have? Is it good, Ben? Mixed results for Ben?

Well, apart from Ben, I've heard pretty good things about LinkedIn Jobs. Neil likes it. So we'll see.

I've not used it personally. I'll hold my hands up. I've just used Indeed.

Indeed's always worked really well for me, but I've heard some people say LinkedIn Jobs is good. People per hour. So you can use this for people that you want per hour.

Firefly Vue. So if you want a VA, Richard Evans, an advanced sponsor, property entrepreneur, phenomenal guy, and his business can help you with that. You can literally have a VA set up in a few weeks.

A few days if you really want to. They can recruit them into your business, or you can basically pay one of us to do some work for you. Upwork.

So you can use this. Another tool if you want to get some work done. This one's a bit left field.

Nextdoor. Anyone use Nextdoor? Yeah?

You like checking in on all the complaints about the bin men on your street? Yeah, it's great, isn't it? Or the rants about someone that left some litter by the canal two weeks ago?

Yeah, it's great. It's great to see all the busybodies in the neighborhood kicking off about all the issues in the local area. But it's also great because I actually recruited my assistant from there because she posted on there saying, I've got a new executive assistant business.

I'm looking for clients in the local area, and that's actually where I found her. I saw that post. I thought, well, that's great.

She's around the corner. She's worked with me for like seven, eight, six, since pre-COVID, so however long that was, five, six years, and it's been phenomenal. So if you want people in the local area, this can work really well.

If you want to recruit any handyman in your business, you might find this could be a really great place to actually do that. You never know where you're going to find these people. So we've gone through the process.

We've now advertised the role, and we're now going to have to shortlist. So we're actually going to have to work through the candidates. I think there's a perception that when we put these jobs online, that we're not going to get too many people that apply.

But for those of you that have done it, you'll probably find it's the exact opposite. If you follow this blueprint, if you've done this properly, you've got the right range, you've pitched the profile, you'll be amazed at how much comes through very, very, very, very quickly. And it's too much.

It's too much to deal with. So we need a way of really shortlisting this down. Time is money.

We want to get to the right person as quickly as possible. So the first step is what we call mass cull. So say if we had 100 applications, it might literally, for some of you, it would be like 300 or 400 applications.

It could even be more. We want to mass cull. Let's say we had 100.

What we're doing there is so quick, guys. You could train somebody to do this for you. You're just looking through the CVs very quickly.

Have they made loads of spending mistakes? Have they done anything like this job before? If you're crying ahead of marketing, I've been cleaning waitrose for six years, and you're like, where's the jump?

That doesn't work, does it? You need to bin them off. You need to get rid of them.

Anyone that just doesn't look suitable at all, spending mistakes, they're not applied correctly, CV looks rubbish, they've got nothing to do with your, they don't have any experience, get rid. You'll find, you'll take them from 100 to 25. You'll also get rid of, in the UK, jobseeker's allowance.

Some people have to apply for jobs just to get their jobseeker's allowance. Just get rid of all those people. Clear out the rubbish.

The next is then we do what's called a first round shortlist. This is where you actually take a bit more time. That mass cull, by the way, is literally like click, click, click, get rid, get rid.

It's so fast. On Xeed, you can literally press accept or reject. Accept, accept, accept, reject, reject, accept.

You're in for it very fast. Then the first round shortlist, basically, we just take a little bit more time. We look through their CV.

In the advert, you might have asked them to write a cover letter. Did they write the cover letter? Have they got the relevant experience?

Do they look representable? Do they look like they'd be right for the role? If you've said you need to be based in Manchester and they're based in Glasgow, that's probably not going to be a good go.

We do a first round shortlist. That might take your applications from 25 to 10. We've not done too much work yet, by the way.

This isn't a lot of time. I would recommend you do this every day on the deep. Or have one of your teams do it every single day.

It might be 10, 15 minutes every day. It doesn't actually take long. Then we're going to let people call themselves.

We're going to say, thank you so much. We've had hundreds of applications. Congratulations on making it through the shortlist to the next round.

In order to progress to the next steps, we need you to take a Genius U test and we need you to answer these five questions, please, to let us know you any more. We'll say in that email, please take the Genius U. Everybody's a genius.

There's no wrong answer. We're lying to them because if we want to steal and they come back and play, unfortunately that's the wrong answer. So we call again.

Anyone that doesn't fit the Genius U you want, you get rid of. It's cutthroat. Anyone that doesn't reply to the Genius U, you get rid of.

Anyone that doesn't follow the instructions properly, answer these questions, send me the Genius U in a PDF format, you get rid of. That will genuinely half. You'll be amazed at how many people just don't respond.

About half what it is you're looking to do. So you'd answer five. Then the second round shortlist.

This is where we invite them for a call. Please book in to my Canada link. It's my diary for a 15-minute call with the managing director.

Please answer these questions before the call. Please call me at this time. Here's the number.

Once again, we're seeing a lot of trip hazards up here. Book in the Canada link. Do they manage it?

Please call me at this time. If they call one minute late, they're out. If they don't call you, they're out.

They're out of the process. If they don't send you the answer to the questions before, they're out. This is easy stuff.

These are easy things to do, easy things not to do. But in reality, if they can't call you on time when you are recruiting them, are they ever going to call you on time when they're comfortable in a job with you? Probably not.

These are the small things that make a big, big difference. It's going to take some five to three. Then we'll literally do interviews.

Generally, it's two to three people that get through to that interview round that we get to. This is really where, once again, you can time chat to UPT. Create me a world-class interview, please.

I did this the other day. We're also going to give you all the shortlists and the things you need to actually do this in the Facebook group. You have an interview.

Zoom, 45 minutes, an hour. Face-to-face with them. Talk through their CV.

Find out about their experience. Ask them some really cutting, exciting questions. See how awkward you can make the questions.

Make it a bit fun for yourself. Entertain yourself a bit. It's good fun.

Just take it through the process and see how they do. Assuming they get the interview right, what happens? Do we just give them the job?

Yeah, well done. You can read the slides, Tina. Well done.

Yeah, trial. Absolutely. We don't just give them the job.

We give them a test task. Try before you buy. See how they actually work.

You'll be amazed at the mistakes you'll make. I remember when I recruited letters manager once. I was sales executive for part of my property management team.

All looked good. She was great in the interviews. We didn't give her any.

We just said, right, the job's yours. You seem absolutely awesome. We walked her into the office and gave her a laptop.

It's like she'd never seen one before in her life. She had the longest nails in the world. She couldn't type.

It was like, this is just going to be a disaster. This is an actual disaster. We should have tried.

We should have got her in for the day. We should have seen how she worked. Set her some test tasks.

It was an absolute disaster. It didn't work out. It was six to nine months of hell trying to teach her how to use the laptop, saying can you maybe get shorter nails next time you go and get your nails done.

It's exhausting. If we'd just done a test task, we would have seen, right, this person can't use a laptop. No.

Set them a test task. See how they do. Where did you get your test task from?

ChatGPT, yeah. You don't need our templates anymore. Just use ChatGPT.

Absolutely. Set them a test task. ChatGPT.

This is a prompt you can use to help you with the CVs as well, if you want to. This process is quick, which I've just shared with you. Literally 10, 15 minutes a day.

You can use this prompt. Feel free to take a picture. What this is basically doing is have a look at these CVs based on this job spec and rate these people out of 10 about how well they would fit with the role.

You can get them to do the hard work for you. Even if you've already got your idea and where you want to get to, just having a subjective opinion can be really helpful and really good. Let's take a picture.

What this does, when you do something like this, is it produces something like this. You've got the people at the top. You've got experience.

You've got the rating. It's given us a rating. It just helps with the whole process here to help you rate and see how people are going to do within the business.

This is what we call strategic shortlisting. Strategic because we're doing it quick. We're not reviewing every CV that comes in.

We can't. It's fast. It's cutthroat.

It's a shame, but it is cutthroat, and it's got to get done, but you're creating hurdles for people to jump through. We're going to provide all of this in a guide. This is going to come on the Facebook group.

This is the art of recruiting world-class talent into your business. This is literally what we use. It will save you time.

It will save you money. There's no recruitment fees. This literally, this document, could pay for your entire subscription on Profit Entrepreneur.

It's phenomenal. I've literally just used this for the last two recruits I've done. It's cost me nothing to recruit these people into the business.

Honestly, it's people, these talented people, that will take you to the next level this year. It's up in the Facebook group for you. Some examples of test tasks.

Once again, you can use ChatGPT for this now. This is one I actually had to write a while ago. It's basically just like this was for an FD.

Here's some tasks that I'd like for you to do. I can post this in the Facebook group as well. Setting a deadline.

Communication. If you have any questions, ask me via WhatsApp. The amount of people that email me questions.

It's like nobody said do it via WhatsApp. It's like little things. It's all these little trip hazards.

It's like, can I actually read the instructions? Yes or no? This is what Vinan, who's now been with us a year.

It was his anniversary the other day. This is what he came back with. Before I'd even read what he'd asked me, I just saw the way he'd written it.

I saw the way he'd written it out. I thought, that's world class. I didn't even really need to read the message.

I was like, this guy knows what he's doing. Then I actually read the context and it was like, it was spot on. It was great.

EA. This is what I do for EAs. Plan our South Africa trip.

Do me a credit control process. Do me a compliance process. My number's here.

Contact me on WhatsApp. This is what I got back from the EA at the time. All the stuff attached.

Here it all is. File. Yeah, it's good.

See how people work. See how people operate. I told, someone asked me last year, do you pay for this?

I said, no. Then Neeraj, does everyone know Neeraj? Very successful guy in advance.

He said, I pay people for mine. It made me feel really guilty. Now I actually pay them for this.

I say, track your time. Send an invoice. I like to see that as well.

How do they track their time? How long did it actually take them? What?

Are they actually going to invoice for me? How much? I really value that.

Just seeing how they work. Seeing how they think. The more of that stuff you can get into their head to do, it's phenomenal.

Then for those of you with teams, top tip, will be at the end of the process, say if you've got three people you're not sure on, what we'll do is, after they've done the test task, we'll say, look, we're almost there. We want to make you an offer, but we need you to meet the team. Here's three questions.

We want you to do a one-minute video. Just record yourself and answer these three questions. Then what we do is I would take these videos and I'd play them to the team, and the team could decide.

Like I said, this is the pros of this person. This is the cons of this person. Here's a video.

What do you think? This is the pros. This is the cons.

What do you think? Then the team got bought in on that decision-making as well, which was really effective. You have to pitch the profile, once again.

A steal will hate that. They can't make anything worse. Tempos won't like it, whereas your blazers will probably be okay.

You don't want to make people super uncomfortable, but if it's appropriate, definitely do it, particularly if they're like, when I was doing this, it was for a sales role. If you're too scared to get the camera out and do it. Once again, do people edit the video?

Do they wear a shirt? Do they do it in the back of their car? You get such a variety.

I remember the guy we went with in that role who absolutely killed it, had edited the video, had subtitles on it. He was wearing a shirt. He made it fun.

I was like, yeah, this is the guy. He absolutely smashed it in that role. Anything you put in, just see how.

How you do one thing is how you do everything. That's the point here. Do they call you on time?

Yes or no? It's just testing all these different elements. I would say, for most of you, this model of traditional recruitment is probably a little bit dead.

I don't necessarily know if you need it. I know, for example, Ben, maybe Rob, there's people in the room that have got some big businesses that you might want this where you might want that in-house person, that traditional recruitment model. That's fine, but for the majority of you, it's just going to be freelancers.

It's going to be paper hour. It's going to be, as I said, one of you in the middle with 100 little helpers, one genius thing with 100 little helpers. I'm in a position now where I've got something, I can throw stuff at anybody.

Generally, if you put anything across my desk, I'd say 90% of it now, I can go, right, cool, Sally. Right, okay, cool, Vinand. Right, okay, Ben.

Right, okay, Amanda. I've just got that briny with whoever it's going to be and I can just get it off my desk. That's just a team of freelancers around me in all these different roles and all these different positions.

It takes a while to build, but I'd say it works really effectively and really well. Three barbers. I love this analogy, but basically, when you're recruiting and you're going through the process, there's going to be three types of people that are actually going to come through your process and they can all be quite deceptive.

They can all end up getting through to the interview. The first is the first barber who is maybe less experienced. Is this person over here?

Less experienced, excited, yeah, really excited about the business, really excited about what they're going to do for you maybe fresh out of uni or done a couple of jobs in the past. Super excited, but they have, and they're not going to charge very much, but they're going to do a terrible job. That's probably who Adam goes to see, that first barber.

Not even a better laugh for that one. I thought that was quite good. No?

He's not even here. Didn't even get Rachel's cackle at the back. Right.

Sorry. It was a bad delivery. Should I do it again?

No, I'll move on. Right. Then you've got the other end of the spectrum, the third barber.

Been doing it for 20 years, 30 years. You know, you walk in, you tell him what you want. He'll kind of listen, but he's just going to do the way he cuts hair.

He's going to charge the most. Whatever you ask him for, he's going to do it his way because he knows best. He's been doing this for 30 years.

That's the third barber. That's not who we want either. You recruit over-experienced people that are overqualified, it's exhausting because they want to do it their way.

The middle is what you want to find. That's somebody who's been doing it for a fair chunk of time. They've got experience, but they've not yet been recognised for that experience.

They're on their way up. They've got experience, they're going to listen, they're going to pay attention. You can mould them into what you want.

You can take them on that journey. They are not going to charge a fortune, they're going to charge a moderate rate, but they are eager and motivated enough to perform, whilst eager enough to listen, to learn, to develop with you. That middle barber is the person you're always, always after.

Finally, we're going to get down to the contract. There's going to be some terms in here. Obviously, you want to ...

Are you doing POIE? Are you doing a contract for services? Are you doing terms of business?

It depends on the relationship you're going to have. Where do you think you're going to get a contract from? ChatGPT, I would get a template, but maybe, I would actually probably recommend getting that looked at by a solicitor.

I think you'll be fine, but as ChatGPT always says, take legal advice on this. If you're going to go on a recruitment rampage, I'd probably get that looked at by a solicitor. Pay him 500 quid or 150 quid, so you can now get your contract template forevermore.

I think you could get it from ChatGPT. In that contract, you're going to have a start date, you're going to have payment terms, and you're going to have a notice period. When do they start?

When do you get paid? My team has to submit an invoice by the first of the month to get paid by the sixth of the month. That's the way we operate.

If it's POIE, you'd probably find that they get paid on maybe the 28th of the month, but if it falls on a weekend, you get paid the day early, whatever it's going to be. How do people get paid? How much notice do they need to provide?

Is it going to be a month? Two months? Three months?

What is it going to be? Obviously, the longer the better, but likewise, it just needs to be attractive for them as well. Have a service of agreement, so things like, right, you need to respond to all your emails every single day by 5 p.m. You need to respond to my messages by X time. You need to perform at this level. What are the key services that they need to offer? In the business, you might have KPIs in there as well.

Property portfolio must be 95% compliant. You'll have review and renew causes, so when are you going to review the contracts? When are you going to review their pay?

Don't just sign a deployment contract and say, look, yeah, there you go, it's a contract, and just never have a when are you going to review in there because then people just get annoyed that you've been paying them so little for three years. That creates an awkward conversation. Proactively say, in March, we will review all of our contracts in February every single year before the new financial year.

Book them in the diary. Have it booked in. Honestly, you're much better off to agree, have that meeting, and give them a 2% pay rise a year.

You proactively arranging that, they're not going to get annoyed that you've not done anything for three years. Works much better. Just any security revisions.

This is IP. You can't set up a competing business who in three years are working with us. You must not leak any of our clients' information.

You must adhere to GDPR at all times. Just any additional securities you can add in there. Just to share with you, so Sally's got an interesting one in my business.

I basically have a terms of business with her for Content Canada, which is basically all my social media content. That's one package. It's like a terms of business, business to business, but then she also has a marketing manager, and that's more like a contractor agreement as well.

You can have multiple agreements with multiple people if you want to. Tej is my tax accountant. That's just a monthly retainer.

We pay the same amount each and every month to have all of our compliance and stuff done once again in terms of business. You can have all these different types of arrangements. It doesn't matter what they are.

Just get it contracted and in place. I'm going to get you guys to lunch in a minute. I'm going to finish with some top tips.

Before I do that, just to share that in the Facebook community you are going to get this entire guide, this strategic shortlisting guide, so it's going to be massive. That's a huge asset for you guys. A few top tips.

Top tip number one is mindset. Do nothing, delegate everything. The more you can think about this in your business, the more you can operate this, the faster you will progress as an entrepreneur.

Do nothing, delegate everything. It will cover an expense and it will feel clunky for a while, but soon enough that expense will pay off and increase sales, increase profitability, increase wealth. You buy more properties this year than you've ever done.

It will come, but it's just going to take a bit of time. The next is low fixed costs and high variable costs. As I said to you a number of times, for the majority of you in this room, you could probably have paper hour employees, paper hour contractors for a long time before you need to start paying people PAYE and you need to have that extra security.

Some people would never actually need to go down that route and have these high fixed costs. Where you can keep people on hourly rates and variable rates, I would do so. Hurdles to higher slow.

You all heard the age old adage, higher slow, fire quickly, fire fast. How do you think you're higher slow? The biggest thing you can do is add in hurdles.

This is my top tip. Add hurdles. Call me at 10.

I thought you were calling me. I said call me at 10. You're out.

Call me at 1001. You're out. Honestly, anything.

The smallest thing. I was speaking to someone the other day and a potential new EA and she missed a grammar. She wrote Ive but didn't put an apostrophe in.

It annoyed me. I was like, no. I'm not like, are you going to write that to my clients?

We're about to potentially employ you. This is the highest you're ever going to perform. What are you going to do when you speak to my clients six months down the line?

You're just going to have grammatical errors in your writing. It doesn't work. Look at the hurdles.

People glaze over things because they don't want to have to start the recruitment process again or they're not got enough candidates but honestly, that's where it goes wrong. Don't settle. Securing talent is a sales pitch.

It does get easier as your business gets bigger. You get more of a brand. You're clear on who you are but you just need to make sure you are selling people in.

Don't oversell them. Don't overpromise and under deliver. You need to make sure you're using the sales techniques to get people on board.

Pitching the right profile. Writing the copy correctly. Make sure they see it as an opportunity.

Getting the flexibility in their packages. The things you can do which basically cost nothing. Those are going to have lots of value.

The fastest thing at first. Be quick. Don't put an ad on Indeed and go, I'll put it on and I'll look at it next week.

The people will be gone. As soon as you've got it on there, you want to be on there every day. 10, 15, 20 minutes a day.

Every morning before you get started. Sift through your applications and progress it. You can automate all this stuff on Indeed.

We're going to give you all the templates. You load it all in there. You get it all automated.

It's very, very straightforward and very, very easy. Then finally, the final bit of this process is talk them out of it. Once you've done the interview, once you're pretty sure you're going to make an offer or during the interview, however you want to do it, you say, just so you know, this is really hard.

You're going to have to work some weekends. You're going to have to work some evenings. Client deadlines are absolutely humongous.

I'm very demanding. I've got a high level for detail. We're a high performance team.

We have to get stuff done. Sometimes we have to put that over our own well-being or our own family changes, whatever it may be. It's not all the time, but sometimes it's required.

This can be a big step up for you, and this is going to be more responsibility than you've ever had. Are you on board for that? It's like you'll see very quickly whether they are or not.

If they go, yeah, I'm up for it. I'm up for the opportunity. Great.

My team did an interview last week, and I'd just literally written the briefing and say, right, at the end of it, you've got to talk them out of it, and then we got an email on the Monday saying, I'm sorry, I don't want to apply for the position. I said, what happened? Vina went, well, I talked her out of it.

I was like, well done. Great. Because you've done that now rather than six months in the role when it's getting hard.

This is what you want to do. Talk them out of it. If you talk them out of it too much, they weren't the right person anyway.

Do nothing. Delegate everything. That's me done, ladies and gents.

I will just do one question. Go on, Martin. Just one question before I invite Rachel back up on stage.

Can you pass the mic, please, Freddie? Over to Martin. All right, Dan.

[Speaker 4] (1:53:35 - 1:53:46)

You said one of your staff members was off for three weeks. When one of your staff members is off for such a long time, who does their job? Do you step up and do it yourself?

[Josh Keegan] (1:53:47 - 1:54:55)

No. You're going to have to go on a journey, and in the olden days, yes, I would have, but one of the things I learned was that is one of the biggest and most... One of the smartest things I did was probably, rather than saying, right, I want one full-time sales executive, one full-time planning manager, I'd normally recruit like two part-timers, and they might be doing slightly different things, but if you recruit two part-timers, the cost might be slightly more, but it just means someone's going to cover them if they're absent, et cetera, and so with the lady that went off for three weeks, fortunately, the rest of the team could pick her up, so I had two other team... Yeah, she's got an understudy almost that kind of does a bit of it anyway, so she stepped up, and the other two team members stepped up as well, and they just, they did the position, so you want to get out about as quick as you can, so that's why I always say, rather than recruit one full-time, two part-timers is normally for really key roles as well, like sales, for any kind of sales role, project management role, anywhere, property manager, anything where if they go on holiday, you know, it can't stop. I would always get two people where you can.

All right, ladies and gents, thank you so much. Do enough to dedicate everything. I will see you at lunch, and let's welcome Miss Rachel Davis back to the stage.

Thank you.

[Rachel Davies] (1:54:57 - 1:55:50)

Well done. It was brilliant. I think for the first time, I was resonating with a lot of that because I've just done my first campaign on Indeed for the first time, so I'm just going to give you some top tips from my experience doing that in the last two weeks even.

I'm hiring for a social media exec. I didn't just want an assistant from the Philippines. I wanted to try somewhere else, so I did an advert on Indeed.

I feel like I should have spent more on it now. You've made me think I'm a bit worried. I spent £70 on the advert.

I did one week in the UK, and somehow I managed to get that free. I'm still not sure how I did that. In the second week, I did it in South Africa, so what I did was, on Indeed, you can change the country that you want to advertise in, and I sponsored the advert in South Africa, and that got me that 1,000 applications over a two-week period, so that's all I advertised for two weeks.

Josh, how long do you normally advertise for?

[Josh Keegan] (1:55:50 - 1:55:57)

I think we do a week, seven days of premium, and then we keep it on while we're sifting through. That's normally all you need.

[Rachel Davies] (1:55:57 - 1:56:40)

Yeah, I did two weeks, probably why I got so many applications. However, how I shortlisted was this. In the job description, I have got really clear instructions of what they need to do next, so I asked them to send me an email with their CV and a covering letter with the subject header of CyberSust social media opportunity, and it was only those people who followed my instructions that I actually looked at their CVs, so I didn't go in, maybe I'll do it different next time, but I didn't go into Indeed and go through all the applications. I only went through the ones that came into my inbox and had done it the right way, so that went from 1,000 applications down to 150, so that was a big call in itself.

[Josh Keegan] (1:56:40 - 1:56:55)

Tom Woodcock, who's on Advance, I think he put in something like, please make sure you mention Purple Dog in your covering letter when you send it through, and if people didn't mention it, then yeah, no progression, so not read it.

[Rachel Davies] (1:56:56 - 2:03:27)

I would have been overwhelmed with 1,000 applications, my time is really severely limited, I'm a mum, I've got two children to look after as well, don't have a lot of hours in the day, I wouldn't have been able to cope with that at all if I'd have cried, it would have sent me over the edge, but fortunately for me, following that instruction, I think it was between 100 and 150 people managed to do that.

The other thing in Indeed when you do this, when you put your job description in there, once you've created it, it will ask you for deal breakers, and a deal breaker is what do you absolutely need, so do you want them to be, for example, if you're going to another country, really good at English speaking, or it might be a certain skill, certain level of experience that you absolutely need for this role, so you can put in deal breakers, and I highly recommend you do, because you don't want CVs that aren't relevant. In South Africa, I did get quite a few CVs that I did see where they'd worked in a bar, and they didn't have any social media experience, so you've just got to make sure your deal breakers are on par, and then because I was doing social media, I asked for, if they didn't send their portfolio, the people I was interested in, when I was shortlisting further, I asked for videos of their work.

I wanted to see how good they were at social media, so I looked at portfolios that helped me cull it down, and then what I did do was I thought, I obviously get to see this content before you do, and I thought I'm going to try what Josh said, so I did the same thing. When you're looking at CVs, and they're all very similar experience, it's very hard for you to tell who's better than who, so the task that Josh asked us to put in, here it is. I popped it into my chat GPT, and it came up with the same thing.

The only difference I did is I had to upload one document, so in that document, I put the job description, and then all of the CVs. The only thing I definitely did, which I think is best practice, is I anonymised the data. You shouldn't be putting people's phone numbers, their email addresses, their names into chat GPT.

You can't avoid that. Get your virtual assistant to do it for you, and then I went through it, and it told me which ones were more suited to the job role, which were more highly skilled, and that helped me shortlist further, so that worked really, worked really well. I thought I'd try that out in front of you so I could show you how it was done, and then the next thing for me, I have actually done interviews already, and I got that down to five, and the next stage for me is the test task, and I really need to see, I want to get these images of what I've got for my social media for the new business that are in my head.

I want one of them to bring it to life, and I'm going to, once I've got the video, when they do the test task, I'm going to give it to Paul and Barry, who are the two other partners I've got in the business, and I'm going to get them to choose, so that'll help me as well. I've got a favourite, but I want to just see if that favourite lives up to the standard that I'm looking for, and this is the slowest I've ever recruited in my life, and it feels amazing, the biggest worry I had was that they'd just get bored of me, and they'd disappear, but they actually, the ones who are willing to jump through the hoops and follow the hurdles are the ones that you want. Loads of people didn't do the, you know, when I sent out the Genius U, I think it was to 15 people, only six of them did it, yeah, it just shows you the difference, and if they're not going to follow you with this, if they're actually genuinely interested and they genuinely want a job, and they're interested in your company, they're going to go through those hoops, so I just thought I'd finish on that, and the only other thing I did differently was, I'd never recruited a social media exec before, so I went to the community, and I said, how much should I be paying them, what's their profile, I've got no idea, yeah, I didn't actually know, because I've never done it before, like if someone's in marketing, what profile should they be, and I asked all of these questions to the community, because somebody had already hired them before, and somebody already knew, and that's how I did it, so I recommend that you do the same thing.

So that's just some feedback from me on that, that's just a couple of images, like that's what I got out of ChatGPT when I put it into a document on the best CVs, and then of course, that's me sending out the GeniusU test. So a couple of things to tune into before we go to lunch, raise your rate, the episode for this one is 51, it's really important that you understand what your hourly rate is, because then you will start to be put off doing those low value jobs, I know what my hourly rate is, and if I ever have to clean a room, because there's been an emergency, it really angers me, because I know what my hourly rate is, it's not the rate of the cleaners, so it just gets you so it's really important to tune into that, so listen to that one as well, and then your homework for this session is to define the available positions and profiles you'll need to recruit this year, draft your world class job adverts for the roles that you're required, remember there's lots of help in the Facebook community, Bianca's already posted it, conduct the list out on Indeed, send it to an agency, or use one of the ideas that Josh put forward, one of the online platforms, conduct the interviews, do a test task, and then make the offers.

Can you help with any contracts, anything like that, reach out to the communities, ask for help, somebody might have done it before you and might have something that they can help you with. So that's the homework for that session. Was that good?

Did you enjoy it? Yeah, it was really good, I saw lots of you furiously writing notes, I could tell it was paying off. Those of you doing the AGM, just really quickly, the AGM experience and the business plan in a day, depending on what you're doing, meet at five o'clock in the Brabham's Bar, that will be followed by walk and talk and then dinner and drinks, and the dinner will be like a supper club with one of the trainers, and then breakfast will be in the Ryder Grill in the morning, and the AGM starts at 8.30 sharp, so if you're coming in for the business plan in a day and not doing the overnight experience, then you want to be making your way to the Worcester suite for 8.30, so that's how it's happening, just look for those. I might leave that up on the screen just for a second or two, just in case anyone needs to take any notes, but that's how it's going to look. Right, it's now time to do private dining where you get some one-on-one time with the trainers.

We've got lots of different trainers in today, so there's lots of opportunities to sit with people. If you've been invited to private dining, it will be in your WhatsApp, so you've got my permission to get your phones out, I'm not going to fine any of you, if you do. Please have a look and see whose table you're on, there's me, there's Josh, there's Shiv and Adam, yeah, and the conversation at the table wants to be, have you got team members with the right profile in the right seats?

If you haven't hired yet or you're thinking about hiring, what profile do you need? Yeah, that's the conversation for the table and any recruitment questions that you might have, you can save them for your trainers. If you get the chance, go for a walk and talk.

After lunch, have a few steps around the building, stretch your legs. That was a great session, wasn't it? Yeah?

Be back in the room by 2.30 as usual. Finish on a massive round of applause everyone, well done. Thank you very much.

Off you go.

[Speaker 11] (2:03:28 - 2:03:33)

Make me feel nice Give me your lovin' All through the night