**Session 1 - 06.05.2025\_Transcription**

[Rachel Davies] (0:08 - 1:35)

Ladies and gents, this is your two-minute warning. Grab yourselves a drink, finish your conversations. We're live on stage in two minutes time.

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

[Speaker 9] (2:07 - 2:23)

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

[Speaker 11] (2:24 - 2:27)

Hello, hello.

[Rachel Davies] (2:28 - 2:42)

Welcome. Oh, you know what that means? I was going to say 20.

That's a bit harsh, 200. Do you know what I mean? Welcome back, property entrepreneurs.

How are we doing?

[Speaker 11] (2:43 - 2:44)

Good.

[Rachel Davies] (2:44 - 2:45)

Have you had a good month?

[Speaker 11] (2:46 - 2:47)

Yes.

[Rachel Davies] (2:48 - 2:50)

Have you had a good month?

[Speaker 11] (2:50 - 2:50)

Yes.

[Rachel Davies] (2:51 - 11:19)

Good. How about you guys? Because we've had some Easter holidays, haven't we?

Who took some time off? Hands in the air if you took some time off over Easter? What about virtual?

Hands in the air? Did you take any time off over Easter? A few of you?

Because time off is a requirement, isn't it? Not a luxury. It's important.

Lots of people have been talking to me this morning about feeling burnt out. So we do need to take the rest, especially when we've had a hard winter. Yeah?

We need to take the rest. So hello to virtual, by the way. Hi, Katie.

Hi, team. It's lovely to see all your smiley faces and your cameras on the screen. Wonderful to see you.

So over Easter, I had quite a quiet Easter, because I was being the GCSE genie that I promised my daughter I would be. So she has got 27 exams in the next two months. And today, she starts a 10-hour art exam.

It's absolutely insane what they put 16-year-olds through in school these days. So that's what I've been doing this Easter. And I just wanted to say a massive congratulations.

Josh, where are you? There he is, right in front of me. Well done.

After listening to Adam's fundraising session a few workshops ago, he has managed to approve himself, well, get himself approved for a British business bank loan. So let's give Josh a massive round of applause. Well done to you.

And that just shows you what you can do. When we put these blueprints into practice, we adopt them early, we can make a difference even this year. I know it's your first year around the track, but you can make a huge difference once you start putting them into place.

So well done. What did I just say? What did we hear about mobile phones and 20 pound fines to get up and give back?

Put your phones away, switch them off, get them out of the way, because we want you to focus on the content. There's ample time in a break to get connected with your phone. So what have I been doing this month?

Well, I've been busy writing business plans. Who here has written a business plan this month? A few of you, yeah?

I did mine at home this year, and actually it was a lot harder than doing it at the AGM, which I did last year with Adam. Because what happened on the 9th of April when I decided to do my business plan was there was lots of curve balls, loads of things went wrong, and I didn't get it done. But I absolutely persevered, and I sacrificed Good Friday, and got it finished, and got it printed.

And I've talked to a lot of people about this this morning. Sometimes we get lots of excuses not to do something, don't we? Things go wrong, distractions get in the way.

But what we have to do is we have to persevere, and we just have to get these things done and not let the distractions get in our way. And it made me think of a Thomas Edison quote. I don't know if you've heard this one before.

Our greatest weakness lies in giving up. The most certain way to succeed is always to try even one more time. And that's exactly what I did here.

And a lot of you will feel this, the pressure of work, the pressure of family, all of these pressures that you've got on around you, and us here asking you to do these blueprints. But you just have to persevere and get the blueprints done that you need to move your businesses forward. I wanted to give you an update on my Sarah Connor Strong, because I haven't spoke about this for a little while.

And I just want you to, can you see that face? Look at that face. That is how painful this target is.

So I gave myself a really simple target to do 10 pull-ups. It's absolute agony getting there. I can promise you.

I had to get so fit to get myself to a point where I could actually do a pull-up. I'm now on five using the band. So well done me.

And just some things for you next year. I had a really visual goal for this. I've got Sarah Connor in my mind all of the time when I'm doing it, and I had a really simple target.

I don't need to look it up. I don't need to go back through my notes to remember what the target was. It's really simple and easy to do.

So good things for next year when you think about setting targets again, have a strong visual goal and have a very simple target, and it makes it easier to achieve. So it's now time to mark your homework. You've done this exercise before.

If you turn to page four in your workbooks, it's a three-minute exercise. Just listen to my instructions first. In the first minute, I want you to reflect on how you've done and give yourself a score out of 22.

Then I want you to turn to your partner in the second minute and share your highlights and your challenges this month. And then in the third minute, I want you to swap over with each other. Declan's going to put a duck quack on.

He's going to put the timer on. So listen out for the duck quack. It'll tell you when to swap over.

Three, two, one. Off you go. Do your reflection for your first minute.

That's the first minute. You should have done your reflection, done your score. And start talking to your partner now about how you've got on.

Don't be shy. Now swap over and share with your partner. Right guys, that's the duck quack.

If you can settle down now, please. Lovely to hear all that chattering and all of the progress that you're probably making and all the challenges you're experiencing. Who would like to tell me how their month has gone?

Who wants to share? Or you can volunteer, the person you were speaking to. Who's got something they want to share?

Everdeen? Come on, don't be shy. Who's going to share?

I'm going to start picking on people. Chris, well done. I'm going to pass it so I don't knock over any drinks.

[Speaker 4] (11:19 - 11:34)

Thank you. So, tough week, tough month this last week.

[Rachel Davies] (11:48 - 11:51)

You stopped. He actually didn't hear well.

[Speaker 4] (11:52 - 11:59)

Went to bed afternoon and Saturday afternoon and basically I slept for a week. Oh wow. I don't know why, I just...

[Rachel Davies] (12:01 - 12:04)

Were you working hard before that?

[Speaker 4] (12:04 - 12:05)

I've been working a lot.

[Rachel Davies] (12:05 - 12:07)

Yeah, there you go. You were probably burnt out, Chris.

[Speaker 4] (12:07 - 12:18)

So I asked AI. I normally sleep six hours a night, but I'm sleeping nine hours a night. What's going on?

And he went, you're burnt out, lad.

[Rachel Davies] (12:21 - 12:30)

I like your Yorkshire AI, it's brilliant. Yeah, and I've been talking to a few people this morning about burnout. It's a real thing and it can really catch you unawares.

[Speaker 4] (12:30 - 12:56)

I didn't even know what it was happening. It just hit me like a brick. I couldn't do anything about it.

I think it was over the Easter weekend, so I did have a few extra days off anyway. Anyway, since then I've bounced back, managed to get quite a lot done this month. I'm a PA now.

Excellent. I've also employed a web developer to develop a little bit of software. I've been moving about for many years.

[Rachel Davies] (12:56 - 12:57)

Oh wow.

[Speaker 4] (12:57 - 13:01)

So even though we're that weak, it's still been a successful week.

[Rachel Davies] (13:01 - 13:23)

Yeah, and you've had the rest. So you've dealt with the burnout and you've sprung back into action and you've had a really successful month for us. Can we give him a massive round of applause for that?

Well done. Well done, you've done brilliantly. Excellent work about hiring, love it.

Anyone else want to share their experiences of this month? Don't be shy. Danielle?

Oh, behind you, Bianca.

[Speaker 3] (13:24 - 14:19)

Good morning. Yeah, a bit of a different one for me. I've sort of looked at the whole work-life balance and thought there's some areas of home life that I don't want to do anymore.

So we've gone back to really basic things like Tesco's delivery, so I'm not spending too much in the food shop. Got a cleaner back in. And actually my 23-year-old niece has been on an extended sick leave.

She's okay, but she's not able to work. So she's been staying with us and helping with the kids. Lovely.

And doing the old school run. And almost like I've been testing the ground, I'm having a bit of a PA with her, which has been really insightful. So you don't always have to, I think, get that help in the business.

If you're also responsible for a lot of the stuff at home, look at how you can get rid of some of that so you can focus on the business that you want to do.

[Rachel Davies] (14:19 - 14:23)

And I guess, Danielle, has it freed up more of your time because you're not doing the cleaning, you're not sorting out the shopping?

[Speaker 3] (14:24 - 14:33)

Absolutely, yeah. And it just takes away all the stuff I don't want to do at home anymore and crack on with the stuff I enjoy doing.

[Rachel Davies] (14:34 - 15:52)

I think that's brilliant. Give Danielle a massive round of applause. Well done.

Fantastic. That's some great progress from Chris and Danielle. Well done to both of you for finding ways to make yourself more productive, put the blueprint in practice.

And even that, it makes a massive difference when you're a mum and you've got lots of different chores to do around the house. So brilliant. Well done.

28-day challenge. Chris has just mentioned giving up sugar, chocolate. I know you weren't the only one.

So how do you get on with the spring clean? My objective was to walk an hour a day and get my 12,000 steps in because I'm practising for Climbing Snowdon on the 31st of May. This is how I've been getting on.

So I'm just about doing the 12,000 steps. I'm finding it a bit of a challenge to fit in, but I'm keeping that step count up. How did you get on?

I saw some great shares in the Facebook community. Danielle, I think, did you drink more water? We had Catriona.

She was doing more steps. John, where's John Franks? Is he here?

So he was at the Bloke's Gym. I think Carla and Kate were at the gym as well. And Tina, you gave up chocolate, didn't you, as well?

Some great posts in the Facebook community. Does anyone want to share their experiences of getting lean, clean and full of steam? Don't be shy.

Go for it. Where's the mic?

[Speaker 5] (15:55 - 15:59)

I mean, it's only in the last three weeks, but I basically gave up carbs and sugar.

[Rachel Davies] (15:59 - 15:59)

Fabulous.

[Speaker 5] (16:00 - 16:09)

Yeah, the weight loss has increased, which is great. So I think in three and a half weeks, I'm probably down about two, two and a half kilos, I think, which is ridiculous.

[Rachel Davies] (16:09 - 16:10)

Yeah, that's really good.

[Speaker 5] (16:11 - 16:23)

And the weird thing is, as well, I haven't had losses of energy, which is great. I thought I'd be kind of crashing a lot and stuff, but no. And then once you pass about a week or two, your cravings disappear a bit.

[Rachel Davies] (16:23 - 16:26)

And to replace that, what have you been eating more of?

[Speaker 5] (16:27 - 16:28)

Nothing.

[Rachel Davies] (16:29 - 16:31)

Nothing, just doing without.

[Speaker 5] (16:33 - 16:35)

Essentially proteins, fats and veg.

[Rachel Davies] (16:35 - 16:38)

And more veg. So you've been eating more veg, basically. You must have been, right?

[Speaker 5] (16:41 - 16:45)

A little bit, but just eating less is just the weight's falling off.

[Rachel Davies] (16:45 - 29:40)

Yeah, that's helped. Right, well done. Let's give him a massive round of applause.

Well done, Mike. That's brilliant. Good.

I'm glad that a few of you have found the Lean, Clean and Full of Steam very effective. So brilliant. Well done to you all.

Sunday sanity. I know we talk about this every single month, but I can't put it into words. I'm going to try.

So it's really important that you all practice this Sunday sanity, because it is absolutely fundamental to your success. I was thinking about this the other day, how we achieve our goals for the year. We don't do that all in big chunks.

We break it down into small, simple steps that we can do every week. And slowly but surely, we achieve our targets and we achieve our goals for the year. And that's why we talk about Sunday sanity so much on PE, because this is a practice that is absolutely fundamental to you succeeding in life and business.

So that's why we talk about it all of the time. That's why we publish the results, because we want to make you accountable. I counted seven people who didn't do Sunday sanity in April.

Now, if you're struggling with Facebook and you're not a fan and you don't use it very often, this is something you can delegate to an assistant. So give it to somebody else to do. All they need is if you've got a password manager, you can give them access and they can post it for you.

So if that's the reason that you're not putting it on Facebook, try not to make any excuses on this one, because it is fundamental to you being successful. And it also counts towards the accreditation. So the accreditation, we've got these four milestones.

We talk about them every month, but they're just to keep them front of mind for you. You get a 10% margin of error with Sunday sanity, but we want you to post 90% of the time and put it in the Facebook community. We want you to come at least 10 out of the 12 workshops, present at both awards days or submit your presentations to Facebook and then either take part and get up and give back or post six times in the community.

And I know there's quite a few of you who I haven't heard from in a little while in the community, whether you're facing challenges or you're being really successful and maybe that's why you're not posting because you're just so busy with work. Just try and get into the community and tell us how things are going and talk about some of the blueprints that you've put into place. Everyone else can get some value from that.

So it's not just about you. It's about the value that you give back to the community. And this is how it looks.

So well done to everyone in green. You are on track to get your accreditation. Those of you in amber, you've still got it all to play for.

It's very likely that it's just Sunday sanity and posting in the community that's probably holding you back a little. So have a think about where you are with this and what you can do better, what value you can bring to the community because we all get value from each other and what do you need to do more of in order to get this accreditation done and dusted. So have a think about that as you leave today.

Workshop eight is called lead from the back and today's workshop, we're going to build on last month's workshop and we're going to go deep into leadership and management and we're going to take you into that in more detail. And one of the themes of today is going to be setting a rhythm for your business because management and leadership is an art form. It is creating high performance teams is not easy to do, but that's what we want for you.

But to do that, you're going to need some set and forget frameworks. Put them in place so they create a rhythm in your business, a management framework in your business and they not only create a structure, but they also create a strong culture and vibe within your team so that you can all thrive together. And this is the magic of being an entrepreneur, isn't it?

From the start up to the scale up where you take a proof of concept, you make it a real business and then you bring on team members to build the dream for you and to make it come alive and that's what this is all about. And this journey can be incredible for you, but it can also be very difficult. But the blueprints we're going to give you today are going to make it much easier for you to get maximum value, maximum progress and maximum enjoyment from you and your team.

And let me tell you this, it works whether you've got a team of two like me or whether you've got a team of eight like Josh. So no matter how small your business is, whether it's just you and one assistant, you can still get a lot of value from this. I have got lots of value putting these blueprints into place with a team of Filipinos.

So don't think that your business is too small for putting these blueprints in place. Where are we in the seasons? We are in spring.

It's finally here. The bluebells are out. The blossom is beautiful, isn't it?

And it's been an absolutely gorgeous spring. But time is ticking. We are heading towards the Equinox.

The Equinox is Midsummer Night's Eve, which is on the 21st of June and we are going to be there before you know it and back in autumn doing strategy before you can blink an eye. So it's time to take stock of where you are right now and it's time to rev up the energy because as the natural world is in that high energy period and the nights are light, so should you be. So you should be making most, and I think a lot of you are, making the most of this high energy period.

And where are we in the methodology? We are at lead from the back already. You have put the strategy in place.

You have got the systems in place. Now all you need is the Dream Team so that you can focus on warming the tyres, testing out those systems and processes, putting in place the right Dream Team members and then you can go all blazing into the summer period, the sales season and start to smash those business goals out of the park. And where are we headed?

The next part of call for you is the QGM. So this is where you check in with your team, whether it's just you and a virtual assistant or an EA or whether it's you and five team members. This is where you check in with them before the start of the summer sales season and it's another regular accountability spike, this check in.

And if you've noticed, since you started on PE, we've had you doing AGMs, QGMs, strategy days, New Year's Eve parties, all of those things, haven't we? And these are all set and forget frameworks that make managing a pleasure and not a pain. That's what it's all about.

Checking in with them on a regular basis, making sure this one is going to make sure your team are super focused on what you want to achieve for the summer. And if you haven't got this booked in already, please put this on your action list right now. You've got action lists in the back of your workbooks.

So get them out now, put it on your action list. You want to be doing this from mid-June onwards. So you want to be setting them up for success in June, ready for the summer sales period, which starts from July onwards.

So that's one for you to remember. And then I just wanted to talk you through the championship season. So for some of you sat here, who thinks they're going to be going through a growth period and doing sales this summer?

Few of you, yeah, quite a lot of you actually. Who thinks they've spent the winter systemizing so they can spend more time with their family? Who's going to take August off?

I know I am. So a couple of you. So we're all in different stages.

So a championship season means a different thing to me than it does to you, because it's all about your life by design. Remember all that hard work we did in winter, it's all about you step changing your business in summer and starting to feel that that hard winter pays off in the summer, yeah? So whatever step change, whatever life by design you're looking for this year, this is when it's going to start coming together in the summer season.

And that's what your championship season is all about. Whether you're growing, whether you just systemize and you want to spend more time with the family, whatever it looks like for you. And we want you to achieve more in three months than most people do in three years.

That's what it's like on Property Entrepreneur. And I've got every confidence that you guys are going to absolutely smash it. So workshop eight, it's called lead from the back.

So session one, we pride ourselves in being great leaders, but there's a huge difference, isn't there, between being a high performer yourself and creating a team of high performers. It's an often misunderstood fact that leaders don't get results, managers do. So session one, ladies and gentlemen, is on the management model.

And session two, most employees drag themselves out of bed, they can't wait to leave, but we want your team to love what they do, bounce out of bed early, finish late and be part of a world-class culture where they thrive. So session two is on culture club. And then session three is a life-changing session.

We are not just the sum of our businesses, are we? We want you to level up and become a better person. If you put this blueprint into practice, I can promise you it will fundamentally change the way that you live.

So session three, ladies and gentlemen, we're going to get quite spiritual and we're going to talk about karma credits. So that's what we've got in store for you today. Are we looking forward to workshop eight?

Yes. Are we looking forward to workshop eight? Yes.

Let's get some energy going. Today is all about energy and vibes, so we need to feel it in the room as well. So let's get you all going.

So it's now time to introduce the first session and this is the management model. This is the high-performance set and forget blueprint. So let's get a feel for the room.

Who here finds management difficult? Hands in the air if you find it difficult. Quite a few of you.

Some of you find it easy. The truth is that most entrepreneurs find management really difficult. They find it so difficult that they don't hire or they hire badly and they find themselves in this never-ending cycle that repeats itself where there's chaos going on in the business.

They hire badly. They're constantly chasing their tail. They're micromanaging.

They're chasing for work that never gets delivered. They're frustrated. There's no structure.

There's nothing recorded or written down and they end up feeling like they can do the job better themselves and in the end, they fire that person that they hired badly and then they get themselves stuck at that landlord level. I've seen that process happen over and over again with other property entrepreneurs but we don't want that for you. What we want for you is that you have clear expectations between you and your team.

You ask once and it gets delivered. In fact, you get to a point where you don't need to ask anymore because it just happens behind the scenes. They perform.

There's a rhythm in the business and everyone does what you expect them to do and that is what we call high performance management and that's what we want for you today. Let me walk you through a couple of examples of what I've been doing for the Blueprint recently. The first is, I posted this in the Facebook community.

I hired my social media executive over April. She's hired. It's done and dusted.

She starts on the 12th of May. Over April, I have written out her freelancer contract, her onboarding schedule, and produced a scorecard for her already. That was made easy using two things.

The first one was the PE Blueprint. On advanced, we did onboarding, didn't we, Adam? I took that schedule and that onboarding template and I created one of my own.

It made it really easy to do but the other thing I needed was a bit of help because I've never hired a social media exec before so KPIs and all of the information that goes with that kind of role, I didn't have it so I used ChatGPT to help me as well and I found it really insightful. I'm going to start with measuring five KPIs for my new social hire. The first is hours because I don't know how many hours it's going to take her to do the things that are in my head and I'm really interested to find out.

Frequency of posts, she's targeted on five a week. I've put in place a 24-hour SLA because I want her to respond to me within 24 hours and then as she develops, we're going to look at engagement rates and follower growth to see how effective she's going to be. I formalized that into a scorecard.

That's some of the contracts just to give you an example of what was in them and the welcome aboard section, I really used ChatGP to help me with that and then I formalized it all into a scorecard and because my business hasn't started yet and I've got no statistics on how my social media posts are going to develop and what kind of followers to expect, what I did was I asked ChatGPT, if I'm starting from scratch and I've never posted before, what can I expect and it really did help me come up with some metrics and some figures to put in her onboarding document and as well as it helped me formalize the scorecard and I just want you to think, all of this looks like it could be hard work but you do it once, I've done all of this now and now I've got a freelancer contract, I've got an onboarding template and I've got a scorecard already and the next time I hire someone, all I have to do is adapt what I've already done. So remember that you create it once and then you don't really have to do it again because you've already done it. So have that mindset when you come to doing these things.

So that's what I've been doing following the blueprint this April and it's been made really easy by using what Property Entrepreneur give me and help me to do. So now it's time to hear from the expert. So here to talk you through how to create high performance teams is that please put your hands together and give him a massive round of applause.

It's our multi-award winning entrepreneur. He's the MD of Property Entrepreneur. He's our very own digital nomad.

Please give him a massive round of applause. It's your head trainer, Mr. Adam Gore. Hello.

[Adam Goff] (29:48 - 30:07)

Boom. Good morning. How are we doing?

Are we good? Can we give Rachel a round of applause for killing it? I'm looking at this, I'm like, wow, that's actually like really impressive.

Where'd you learn all this stuff? Oh yeah, with us. Rachel, I love your new branding.

I mean, it's world-class, isn't it?

[Rachel Davies] (30:07 - 30:16)

I brought my business plan so if anyone wants to look at it, you're welcome. I've got one on the table over there, one here. If you want to see what a business plan looks like, come and have a look at it.

[Adam Goff] (30:16 - 30:17)

That's very kind of you, Rachel.

[Rachel Davies] (30:17 - 30:17)

Thank you.

[Adam Goff] (30:17 - 38:58)

That's very, very nice. I mean, this is just an example of just textbook execution. This is what building a business is, right?

You see now the assets, like I've got a brand, I've built a business plan. I'm writing all these things, which I'm never going to have to write again. I'm setting the bar from the get-go, even though I don't even know what I'm doing.

I've never done it. I'm able to set the standard and then when someone comes in, they either meet that standard or they don't. And that's what today is about.

It's about management structure. But this, this is why Rachel has gone from, you know, being given a box of receipts and having no business experience to absolutely killing it and standing up here on stage as an example to us all. This is, it's very doable.

If you're sat in there thinking, I can't do this, then you're in the wrong room because this is, if Rachel can do it, no offence, Rachel, anybody can do it. Anybody can do it. It's not difficult.

It just takes you to follow the blueprint and knuckle down and basically Rachel has a fantastic work ethic. It's something she's learned and developed and we can all do it. So I just think that's absolutely fantastic and world class.

Talking about ChatGPT, I've definitely got a new best friend, girlfriend, brother, oh, did I say girlfriend? Sorry. ChatGPT.

Anyone else feel that way? Like me and ChatGPT lately are like best mates. Everything I'm asking ChatGPT, it is scary.

Now to the point where I'm like, who has access to the stuff that I have asked ChatGPT? Because I'm like, if anybody ever got a hold of that, it is like some of my darkest, deepest, deepest secrets are going into an app. But I don't even know who's got the privacy rights on or whatever.

I don't know how it works. Is it just me or is anyone else doing that? If you're not asking ChatGPT like when your next period is or what the weather's like.

ChatGPT knows everything. You might as well just ask. Like what do I apply to this text?

Everything. It knows everything. It's very wise.

So yeah, that's been my big update. And also the clean lean and full of steam. I haven't got a picture because I only did a body fat test before I just got on the plane.

But I've actually lost one and a half percent body fat in this month, which is actually quite a lot. Thanks. Yeah, and I wasn't obsessing about it or tracking it.

I just measure myself monthly anyway as just a good habit. And just by doing some simple things and just enjoying myself. Yeah, I was like, damn.

A few people said to me, you look a little bit lean. I was like, you think it's just a compliment. But actually when I did the scales, it worked.

So I'm ready for summer. I'm pumped, primed and ready to go. The thing I've been doing mainly this month when I've been following me on social is watching sunsets.

This has been my new hobby. I just kind of had this moment where I realised that, well, first of all, rainy season's over in Bali, so you do get better sunsets. And I just kind of reminded myself that I'm only going to get to see so many sunsets for the rest of my life.

And it sounds a little bit morbid, but that's what life's about. It's about realising that it is scarce and it's precious and we should make the most of it. So I made a pact to watch as many as I can between now and when I die.

And I managed to do 12 in a row, actually. 12 in a row, which is really cool. These are some of the ones from near my house.

This was one from Thursday night. Look how red that is. There's no filter.

It's just absolutely beautiful right by where I live. So that's kind of been me. That's been my hobby.

We are in spring now. Who else is happy that winter is over? Show of hands.

Everybody, good, good, yeah. Apart from Everdeen. You liked winter, did you?

Yeah, you liked a bit of the grafting and the cave and the dark. That's fine. That's cool.

Some people have to like it. It's not for everybody. But I'd say in our businesses now, or certainly in PE anyway, and actually in my other companies, it's about warming the tyres.

We spent winter building systems and putting new things in place. And now we're warming the tyres on those systems, the new standards that I've set for the new business year. And in my personal companies, we've got new My Houses, we've got new Ops manuals, all of which were written over winter.

So now we're holding people to account to the new standards on the Ops manuals. We're tweaking it. That's what spring is.

It's like you've just had some step changes. Whatever you've done, you know what I'm talking about. Something's new, isn't it?

Something's new. And you've got to bed it in. That's what spring's about.

It's about bedding it in. And if you're bringing new people in, you're bedding them in. But it's getting these systems to the point where very, very soon there's no excuses, like that's the standard and it has to happen.

So that's kind of what's going on. Property Entrepreneur, our headline strategy is about being early. So we're going from this storm where I took over and threw the cat amongst the pigeons to norm.

We just want well-run, Rolls-Royce rhythm, which I've spoken about. And the big one for us is we want every team to have a My House and it be at 100% every single month. It's just the standard.

No one's dropping the standard. We've got enough capacity. Everything gets done and we want to get one month ahead.

So as part of the new business year, we launched this new scorecard. So same thing as Rachel. You know, how do you finish the system?

Well, the P of MAP stands for people and performance. So scorecard, ops, finance and marketing. My House tracks every single week published by my executive assistant.

So it's just black and white arbitrary. How have the teams done? Obviously warming the tires first couple of weeks, still a bit getting to know, getting to know the system, etc.

And I'm very pleased to announce that very quickly, you know, for example, Bianca's team last two weeks, 100% finance, 100% and marketing at 97. So you can see already there's been a big improvement straight away just from this new system, new standard, warming the tires. By the end of spring, there is no excuse.

It's 100% or nothing. And that's what you should be doing in your businesses. You know, you should be like, now is the management and leadership piece.

And that's what we're going to talk about today where you actually do what you say you're going to do in your business plan. Launched two new personal development plans. So one for Bianca and one for Yolanda, which obviously is helping me build my senior team, which is really assisting me.

And also my mastermind, there's been some good updates as well. I mean, you heard from Valerie. Who enjoyed Valerie's interview last month?

Yeah, it was really good, wasn't it? So Val, yeah, she started a new rent-to-rent business. It's been like 18 months, two years in the making.

She's finally got her first deal. She was happy on Saturday building that and that's what the finished product. She's just over the moon.

You know, her goal is to build cash flow. She struggled with confidence and it's hard to get a rent-to-rent deal, especially, you know, if you're not like 25 and pounding the phones and bashing the streets. Even Josh is saying it's hard to get a rent-to-rent deal.

It's hard, you know, but Valerie, she's managed to do it and I'm really happy for her. And Casey as well, you may have seen on the Hall of Fame podcast. You know, Casey set a five-year long game a couple of years ago when she joined Property Entrepreneur three years ago.

And this year she just realised, she was like, I just need to do the thing that I really want to do. So she's packed up, sold, rented a house in London, taken her family to Canada to like tick off this massive bucket list item of travelling around Canada in that huge truck and this RV that she's bought to go on the back of it. This thing is like bonkers.

Like that looks, that doesn't do it justice. I wish I could show you the video but when she's like walking around on the video it's like a four-bed flat. Like you walk around, it's like a house and she's walking around and it's like, that's where the kids are going to sleep, that's the living room.

Wait. That's the kitchen. And it's like, what?

Like where do these things come from? But anyway, so she's having an amazing time and that makes me very happy. So that's all good.

Anyway, and also I've been working really hard on our membership options for next year which I'm going to share with you at the end of this session. Lots of hard work. Winter has been like brutal for us because we have to set everything in advance.

Prices, capacities, what's included in every different membership. Like it's been ridiculously stressful. That's why I'm glad it's over but I'll share that with you after.

Okay, so let's move on to management model. So Rachel kind of asked this but I felt like you weren't really listening so I just need to kind of ask this again. So it's like, who here loves managing people?

Who loves it? Okay, there are four or five sickos in the audience. That is good.

That is good. Yeah. So everyone that didn't put their hand up, why don't you like it?

What don't you like about managing people? Who wants to go first? It's not a trick question.

Well done Tina.

[Speaker 6] (39:01 - 39:30)

I find it hard to break myself away from them. I find it hard to separate friendship and it ain't friends that I've employed but I've become friends with them and then I find it really hard to even discuss anything that's awkward with them and I just go around the bush rather than actually say it and then I give myself a bigger problem. And they're always like, if that's how you want it done, that's how you want it done but you feel like they're doing that and I find it really hard to accept that, hang on, they're my friends actually, they're not my friends.

[Adam Goff] (39:30 - 39:30)

Yeah.

[Speaker 6] (39:30 - 39:31)

I find that really hard.

[Adam Goff] (39:32 - 1:06:51)

That's really good. That's a great share. Thanks Tina.

Tina's hit the nail on the head, hasn't she? Does anyone else resonate with that? Does anyone else resonate with that?

Yeah. Cool. Has anyone else got something else they want to share about managing and why they don't like it?

Cool. I mean, I think generally Tina, you probably speak for the whole room. It's like, who likes, this is why those, who are the sickos who put their hand up?

Who likes difficult conversations and holding people to account and telling them to pull their socks up and who actually enjoys that? It's not nice, is it? It's not nice, it's not pleasant, is it?

Aidy's like, yeah, it's pleasant. Chris is like, fuck them. No, no, actually, funnily enough though, well I agree actually.

So weirdly, when you get good at it, actually you do enjoy challenging conversations because you know that good is going to come at the end of it. In other words, once you've had a challenging conversation, there's an improvement or you part ways. And as an entrepreneur, your job is to solve problems.

So I agree actually. It can be quite, like, it's never nice though. Like, I wouldn't say it's necessarily ever an enjoyable experience.

Like, you know, you don't want to always have a challenging conversation with someone, but you have to as part of the job. And this is why, this is why we shy away from management. Because it's the accountability bit.

The problem is though, is that remember when I said there's three types of leverage in business? What were they? Last month?

Shit, where's my notes? Time? Technology?

Oh, you stole, Neil was on a hat trick. You just said money because you just have money in the bank from the business bank loan. You're like, I've got loads of money.

Coffees are on me today. We actually won't have much left if you buy the coffees here because that'll be five grand gone before you've done, you've done like 10 coffees. Yeah, the point is, is that in business we need leverage.

We understand that we need leverage. And people is one of the biggest types of leverage, the three types. Therefore, we have to manage these people because what we can't do is like what Tina maybe has done is like you get them in, you know, you become sort of friends because you're nice, you're friendly, and you treat them like you would like to be treated.

And then actually then you sort of set yourself up for failure because now you can't, you don't really have the capacity to have a management style difficult, challenging conversation because you've just been nice and you're awkward and you're in this just horrible limbo land. All right, so the whole point of this framework is to give us a structure to allow us to have those conversations, but also to give us our life back because when we do hire people and we have them around us, we also don't want them bugging us all of the time. Like it's important that we find a balance between, okay, you work for me, but that means I need my time back.

Like I can't be here at the restaurant to babysit you all the time. I can't be on site all the time. I can't be watching you if you're based in the Philippines all the time.

So how do I, also I don't want to be replying to WhatsApps 20 a day. Like I need my space, which is why I hired you. And that's what this framework does is it creates a system where they feel like they've got access to you without you drowning in their neediness and constant questions because otherwise it's a lose-lose for everyone.

So that's why we call it the High Performance Management Blueprint and it basically just lets everybody know where they stand and how it's going to work when you're managing them. We call this part of our set and forget framework. Last month on Advance, the workshop was called Set and Forget.

And this set and forget concept is about you build it once, you put it in your business, and then you never have to worry about it again. And every year on Advance, we make you set some things up so that you don't have to do it through the year. And once you set up this management framework in your business, yes, you've still got to turn up to the meetings and you've still got to implement it.

But once it's in, you'll never have to think about it again. Same thing with Culture Club that Josh is going to take you through. Same thing with Karma Credits.

Once you make these things part of your life, you won't have to worry. You'll get better results because it's our framework, which we've given you, which you drop in. A key thing to understand about today is I'm going to do management and then Josh is going to do culture and leadership.

And I'm going to do a bit on Karma Credits and leadership at the end of the day. This quote is really important. Whilst culture is soft and fluid, management is structured and fixed.

So culture, when I say to you what's the culture of a company or what's your culture, it's much more soft and airy-fairy, if you want to use that sort of word. It's values. It's a feeling.

Culture is like a feeling. At Property Entrepreneur, our culture is high performance, walk the talk. We only stand on stage if we've done it.

That's like we're approachable. We'll tell you honestly. We don't swear.

We dress smart. This is the culture at Property Entrepreneur. Everything is at that high standard.

The culture at Foxton's, when I used to be in London running around in Property, was what? Does everyone know Foxton's or remember Foxton's? Be late.

Be late. Neil. Yeah.

Expensive. Sales focus. Thank you, Kath.

They're greedy. Sharp suits. It's like sales.

Boiler room. On the phones. You had to stand up when you were on the phone at Foxton's.

Did you know that? You weren't allowed to sit down. It was proper sales room.

The culture was commission. Commission. You know, commission.

Every Friday they would meet up. They would meet up. They probably do still meet up at a venue, all the local offices, and they would have to shout out the amount of commission they'd all made that month, that week.

That was how it was. It was so commission focused. That's a culture thing.

Management, though, so that's like you as the leader set the culture. Management, though, isn't that. Management is black and white.

It's have you done it, yes or no. It's arbitrary. Rachel's comment around, I think something around the management actually gets it done.

Your team needs to be managed. Whoever's phone that is, I will put it in my water. I've heard it like three or four times.

If that is yours, either you're deaf, in which case the person next to you can just give you a kick, or it's going, there's a hundred pound fine coming next time it goes off. That's management, what I just did there. It's like that is it.

If the phone goes off again, there's a hundred pound fine. That's arbitrary. It's black and white.

It's like, oh shit, there's no ambiguity over this. I'm going to be in the shit if that goes off again. That's what management is, and that's how we have to be when we are leading our teams, unfortunately.

This is what I'm going to take you through now. Let's deal with the structure first. Basically, when it comes down to management and getting people to the standard that you want, there's two things you need to do.

You have to set clear expectations. Your phones should be switched off. It is very, very clear.

There is no ambiguity around the noise around phones. There's a sign at the beginning of the slides. I've just said it.

It's like, okay, cool. Does everyone know that phones should be switched off? Say yes.

Everyone looks like they're being told off now. The point is, is that everybody now understands that there's no phones allowed. There's no phone noise.

Everyone understands it. That is the hardest part because what we don't do as managers, we don't set the standard. People don't know what the standard is.

You think you've got a standard in your head. I told them 23 months ago that they had to have shiny, clean shoes at work. For the next 22 months, you're getting really annoyed that Mandy's turning up and her shoes aren't 100% clean.

It's really annoying you and it's kind of grating. Then someone else shows up with shoes that aren't clean. You're like, but I told them.

You've mentioned it two years ago. Everyone's forgotten. It's not part of the standard.

Then it's just annoying you. Then one day you just burst and you're like, why can't everyone just wear clean shoes? Then everyone's like, what's wrong with Adam?

He seriously lost the plot. Setting clear expectations is really important. There's certain ways to do that.

Then once you've set clear expectations, you meet them with challenging conversations. Once it's clear what it is, then it's your job as a manager, like Chris and I were just talking about, to then hold them to account for that. If you choose to let it go, then you've lost management control.

First, does everyone get it? Then am I prepared to, listen, I need to talk to you. There's something we need to raise.

Remember when we spoke about this thing? Yes. Let's talk about why it's not happening.

Structure. First point is everybody needs clear expectations. I'd say this is where 90% of people go wrong in business.

They'll say that their team aren't good, their team let them down, they can't delegate anything. Actually, more often than not, when I get into it with people, I realize it's because they haven't actually set clear expectations at all. Most of the time, it's actually our fault.

We haven't done a good enough job of setting these expectations. Your job is to set clear expectations in whatever it is that they need to deliver, do, or perform to. The next thing is actually dividing up the work in the business to who is doing what, who is actually responsible for what.

This sometimes takes a long time when you're just starting a business because it's just you or you've got a group of you and you've got no real concept in your head about how the work is divided between different roles, especially if you haven't got any experience in that business because you don't really know. You just know that you're all in it together and you're just keeping it all. This is like startup phase.

There's three, four, five of you in a room and you're all just answering the phone and making it happen, but actually what you need to start doing is dividing that up between people and creating clear roles and responsibilities in the business. Even if it's just you, you are probably doing three to eight roles. You'll be doing sales.

You'll be doing marketing. You'll be doing some operations. You'll be doing a bit of finance.

You'll be doing some leadership. You need to basically very quickly just write down the different roles and the different hats that you're wearing is how some people describe it. The sooner you get to that, the sooner you'll get to this clear expectations because you'll know who is responsible for what.

Then when you've obviously got a team, more than one person, you need to have defined reporting lines. What goes to who? Is there a manager?

Does everything come to you? Actually, what can that person go to? Someone else who works to you with and then what do they come to you with?

This is when you start to layer on the management and this is the only way you're ever going to get out of the noise is by starting to delegate some of that responsibility to other people. We've spoken about it a number of times today, the KPI, the Key Performance Indicator. What are the things that you're actually measuring people against?

Numbers, not feelings, like facts. What are you measuring them against? Because if you're going to step away from a business, you need numbers.

When you're in a business and you're talking to your team all the time, you get a feeling for how things are going. You get a sense that they're behind, they're ahead, leads are coming in, you feel good. Those empty rooms that are empty right now, they're empty for a reason and you know why by osmosis.

If you go and live in Bali and you don't see your team for two months, how do you know how the business is actually doing? You just need numbers. We've got to get some KPIs around our team.

We've got to know our numbers. This is what you're going for. This is what we call an organizational chart.

For those people that completed the business plan, you may well have looked at this. This just divides marketing, sales, operations and finance, the MD and then the visionary. This basically gives you a structure.

Every business, you can fit into this structure. Your job is just to work out what goes in what hole basically and it is a journey. It doesn't just happen overnight.

This is one level of org chart. What we teach is to have an accountability chart. For those people that have read Traction or anything like that, that's where this comes from where you've actually got not just the title but you have the like, say the three to five main things that each role is responsible for.

The visionary will be responsible for the five year plan and market trends and things like that. Whereas the sales person would be responsible for new leads, closing sales, appointments and updating the CRM for example. It's like you just basically list the things that that role does.

You start with this and then the next level of detail is this. Once you've done that, this is very much a winter task. Once you've done that, now you've got your business, like a map, literally a map to your business of what everybody does and when.

We've got a blueprint on this called Know Your Place which is basically how to build an accountability chart. This should be your number one priority. Who's got this already?

Anyone got like an org chart or an accountability chart? Couple of people getting close, yeah? You got the accountabilities and stuff?

Did you do that bit as well? Half, yeah, half. That will take it up to the next level.

When I am thinking strategically about the business, I always look at this over winter. This is part of strategy and business plan. It's like who have we got in which seat?

Do we have the right team to take us where we need to get to? Then obviously you can then build your My House off the back of this. This is our My House.

The key actions, their key accountabilities then go into their My House and it all starts to layer down so you've got highest level. Who reports to who? Who does what?

To the granular detail of what does that person do every day, week, month of the year? It's like that is clarity and that's norm and that's where we are with Property Entrepreneur and why the business runs so well. That's the structure of getting clear expectations.

Next, the setup. This is a really good mantra that you just can't skip the gears. Everybody wants to go from nought to fifth straight away.

Everyone wants to just be living off the steam next week but it unfortunately doesn't work like that. You have to go through the levels and it's true when you're building a business as well. This is going to take time.

It doesn't happen overnight but if you follow the process you will get there much quicker than you think. The first thing is onboarding. When you're going to bring your team into your business, you've got to onboard them correctly in the same way Rachel was talking about her onboarding blueprint.

The number one goal is just to create an onboarding plan. When someone starts, you want it to be their best first day ever. You want them to think that was really fantastic.

You want them to be happy before they even arrive. Then after a first day, you think this was the right decision to come and work for Property Entrepreneur or come and work for Gert or come and work for Steve or come and work for Mandy. It's like this was a good first day because what most people do is they just figure it out when the person gets there, teach them on the fly, cram a load of information into them in the first couple of hours and then just hope they remember everything you said and then just leave them to it.

Some people are laughing, but that's what we all want to do because everybody hates the management piece. No one wants to do an onboarding plan and a training program because it's so boring. But success and failure are very predictable.

If you don't do this, they haven't got anywhere near the context you've got. They're probably going to fail and then you're going to be one of those people that just goes, if you want a job doing, you've got to do it yourself because I've hired six people and they've all done really badly. They must be the people.

That's what everybody, that's like literally one of the biggest things is like can't do it. Can't find good stuff anywhere. They always let you down.

It's like if I could just replace me. It's like this is the difference of doing it and Rachel was a good example of that. So when you hire, hopefully you created a really good job description and in your onboarding plan, you want to remind them of their job description.

Maybe you even put some more detail in there. So it's like by the way, this is your job and it should be like a document that they get on day one. You could try and staple it to their foreheads but I don't know if that's allowed.

But you need them to understand everything that's in their role and responsibilities. There is no ambiguity that they are responsible for this, this, this, this and this and they're going to be tracked this way, this way, this way, this way, this way. That's what you're after.

You're after like complete non-ambiguity. You also want to give them all the systems they need. You need like a cheat sheet, links.

This is what does what and this is when you use it. Any other tools they're going to need and of course any people they're going to have to talk to whether it's external, internal, who they're going to need to know. If you arm them with all this stuff, then they can go and do their job.

If they don't know who to call to get their email account set up then they're going to ask you, aren't they? So better off that you invest and say look, these are all the key people that you need and these are our bookkeepers in South Africa and this is where you get the keys from and here's our handyman and then they can just crack on and go meet those people and actually do their job which is what everybody wants. They don't want to be asking you all the time.

As I said, you define the KPI for each role and each role may have a few. They might have one. One to three would be a good place to start for example and how often are they reported?

Are my houses reported weekly to our senior team? Monthly to the team? Different KPIs are reported differently so they need to know that.

They need to know when is this going to happen? So that can go in their onboarding plan and you need to know how you're going to manage them and we'll talk about SCS in a minute but is it going to be daily? Is it twice a week?

Three times a week? Fortnightly? Monthly?

Annually? Basically how are you going to manage these people? I would suggest you do it our way but everybody's different so you need to have all this clearly laid out in an onboarding plan before they start.

So if you've got someone joining or the next time you've got someone joining this could be your PA by the way if they haven't joined yet your job is to formalise this process. Put it all into one document. Everything I just listed there get it all together.

Pull it in over a weekend if you have to so that it's there on their first day and you can take them through it over the first day, few days, couple of weeks. You can run them through this document that you will use again and again if they don't work out and for your next hire and then you're investing in them basically to go and deliver on the job. So that's the onboarding plan.

That's a key part of it. Next bit is the schedule. So you've done the onboarding plan.

You've taken them through it but you do need to structure a training schedule. I wasn't joking when I said most people just try and cram it into a morning. I'm going to show you everything you need to do in this job today and then some people are laughing because it's so true isn't it?

Why is it? It's because you just want to get it done. You just want to get it over with, don't you?

You hate it. I'm going to take you through the 99 things you've got to know for this business. We've got till 11 and then I'm going to let you get on.

You can read your notes and let me know if you've got any questions. Is that alright? And they're like, yeah.

And you're like, you sit there and you're like, this is going to suck for two hours but I'm going to do it and then when you leave they'll be like, yes, I've done it. Oh, she's going to be great. What's next?

What's next? Because you just don't want to do it. But the problem with that is is that there's only so much information our little brains can take.

Even you. So you're expecting this person who isn't an entrepreneur who knows nothing about your business to get one, two, ten years worth of context in a couple of hours and it's just information overload. They're still wondering where the toilets are and you're trying to teach them the intricacies of, I don't know, how some of your products work.

It just doesn't happen like that. So what we need to do is create a step-by-step plan and you want to set your team up for success. Setting them up for success means taking your time, being patient, getting them to do the most basic things first like introducing themselves to the rest of the team, setting up their email signature.

At Capital Living, we would just make them, in the first couple of days, just go and drive around some of the houses. Just go and find the houses. Get the postcodes off the system and just go and drive to some of our houses, take a photo and basic, basic stuff because obviously there's a lot to learn.

You want to run before they can, sorry, you need to walk before you can run. The reason I've got these beautiful vials set up is because you want to be thinking about this as like laying these fine layers of sand and every day or week, you're just laying another layer over a three, six, 12-week, six-month process sometimes and if you lay those layers properly, then it will look like that. It will look beautiful and they'll know exactly what they're doing and they'll fly.

If you just throw it all in the mix, throw all the sand in and shake it up, it's just going to look like a mess and that's basically what most people's onboarding looks like. So come up with a schedule. Week one, week two, week three, week four, week five, week six.

Come up with a schedule. Hold back. Hold back.

Basics, intermediate, advanced. Like resist the urge to overdo it. Resist the urge to think I'm going to get as much out of these people as I can.

I'm going to pack them with as much stuff as I can because I've got all this stuff to get off my desk. They have to enjoy their job as well. So start them off small and work them up.

Use your ops manual. You've hopefully built an ops manual over winter or if you're hiring someone new, it will give you an impetus to actually start writing some processes for them to do. So write the process and give it to them.

Space it out one thing at a time or probably one thing at a time and then test them on it. Give them a process. Explain it and then have them ask you any questions.

Get them to do it maybe in front of you or get them to send you an example and then give them some feedback. Task-based learning is definitely the best way to get someone to learn something. You do not want to be sat there explaining to your VA in the Philippines or South Africa or wherever they are about what to do with everything.

You want to say, look, this is how you do the task. Here's the methodology. Here's the asset you need and this is how we score it.

Here's a Loom video demonstrating. Right, crack on. Let me know if you've got any questions and within three days, I want you to have done this four times.

Send me the results. Cool, well, I've done that. Well, what's next?

Well, that's good. Well, now you've done that. I've got some feedback for you.

Now can you do it again? Before you go on to the next thing, it's like, actually, you haven't even got this thing right. Cool, now it's up to standard.

And then you're holding the bar really tight. Right, what's next? Right, this is the next thing.

And while they're doing that, you're writing the next process if you haven't already done it. That's the process. It should just be, this will save you so much time in the long run, I promise.

Yeah, so train them, get them to trial it, and then test them. Forget just explaining things. Try and set people tasks.

Where are these houses? What is an HMO license? Ask questions.

Go away and answer these 20 questions. Rather than me saying, well, HMO license is called House of Multiple Occupancy, and it was introduced by the government in 1989 because they wanted to raise some more money. Don't, if you're doing that, then you're barking up the wrong tree.

And then lastly, think about when it comes to onboarding. You probably wouldn't use a PDP, to be fair, in onboarding. That's the professional development plan.

You might, if they're very senior. I would, when you think about the schedule, so there's a couple of tips I'd give you. Six months probation is the longest you can give, and that's a six month big accountability spike for passing probation.

So you want to lengthen that as much as you can, because they're in the sort of, I need to prove myself zone, until that's done. Create a phase contract. You say, right, month one, we're going to do this.

Month two, we're going to do this. Month three, we're going to do this. Or, right, your phases are, first three months is onboarding.

Three to six is you running with it and proving to me that you can do the job. Six is you pass or fail probation. And then month six to month nine is you start excelling in the job.

And then at month nine, we'll sit down and we'll do strategy, because month nine would be sort of towards the end of the year. And then we can make the plan for next year. You come up with a game plan for the next six to 12 months, so they don't just think, oh, it's just like every day's the same and I'm in chill mode.

No, I've got all these different phases. Like I've got a quarterly phase that I've got to complete. That's really important.

Gamification is so important. And then you say, look, if you get to month nine and you're delivering on your job and you're actually exceeding the KPIs, when it comes to the end of the year and we get to autumn, we'll actually talk about what's next. We'll talk about your career development.

We'll look at whether we need to put you on a professional development plan. We could potentially review your package. We could talk about maybe that bonus that we mentioned we might be able to bring in.

So at the end of the year, you're putting this carrot that if they exceed all your expectations, there's more coming. And if you're a high performer, that's what you want to hear, isn't it? You want to hear that.

So as a high performer, I'm like, right. You go home and you tell your missus or your husband, you're like, right, this is really good. Adam set me up.

And he says, actually, if I smash it for these six months, I'll pass probation. And then when I pass probation, if I start excelling against my KPIs, then actually by the end of the year, there could be a bonus. And your partner's like, oh, that sounds really good.

[Speaker 5] (1:06:52 - 1:06:52)

And you're like, yeah.

[Adam Goff] (1:06:53 - 1:40:35)

This is what you want. You want this, not like, oh, I've done my onboarding today. Oh, yeah, how'd it go?

Yeah, there's a lot of information. I didn't really get it, yeah. It's like, okay, what's next?

Well, I don't know. I just need to figure it out, I guess. It's like flat.

It's like you need to give them a plan, take your time, build rapport with them. Hopefully I'm getting my point across. Something like this, which we'll share with you.

To be fair, I haven't shared it in previous years. But when I was prepping these slides, I thought, this is from advance. I thought I'd share it with you so you guys can get ahead of the game.

Would you like me to share it with you? Cool, great. So Bianca can put that in the group for you.

This is just an example of just an onboarding schedule, basically. Those five things that I said to put in, this is just an example of that. It should just be a document.

A document that you take them through in the onboarding call. This is your day one. This is the target.

You create a document ahead of time and then you just run them through it. And then they've got the document to refer to. When they say, you said, do you know the plan?

They've got the plan. And when they forget the plan, they can go back to the plan. And when you manage them on a daily, weekly, or monthly basis, you bring up the plan.

And you're like, cool, right, we're week two. What's on week two? And they go, oh shit, yeah, that document.

I forgot about that document. It's like, your job as the manager is to hold them to account for the thing that you've set out you want. It's really easy.

You've just got to do the work ahead of time. One of the key things is about explaining to them what success is. This is another clear expectation.

And of course, it's easy to hit your goals when you can actually see the target. Sounds so obvious, but so many of us bring people in and they don't really know what success is. They don't really know how they do well.

Now, some roles, it's really easy to gauge success. Like sales, for example, is super easy. You know if they've done the job or not.

But other roles, it's a little bit harder. It's a little bit harder to explain to them and to articulate what success is in that role. So your job, obviously, is to figure that out before they join.

So you can give them a very clear target to hit. And then that's your responsibility. And then it's their responsibility to go and hit the target.

So your job is to set the goal. Their job is to put the ball in the back of the net. And this is where most business owners go completely wrong because they haven't got a clue.

Most business owners don't even know what success is themselves. It's themselves. Let alone what it is for their team.

So that's really important. So successes. What does success look like?

It is doing these tasks within the allowed hours. It is X number of sales a week. It is having an NPS score of world class or above.

It is getting 90% of people to do their Sunday sanity. Success KPI. What does success look like for Rachel?

Getting 90% of you to do your Sunday sanity. Is she smashing it? Absolutely she is.

Six people didn't do it. Six people over four weeks. It's not bad.

It's not the best. I'm not going to lie. But it's not bad.

It's pretty good. It means a lot of you are doing Sunday sanity, which means you're planning your week, which means you're working on a business not in it, which means you're going into the week with a plan. It's in the diary.

You're more likely to achieve the important things rather than the noisy things. And if you're going to achieve more of the important things than the noisy things, you're going to make progress in your business. And if you're making progress in your business, you're going to have more time.

You're going to get more money. You're going to see the success coming from learning at Property Entrepreneur. You're going to keep doing it.

So it's like, what does success look like? That's your job is to figure out the KPI that makes everything else work for that role in the business. Again, explicitly clear expectations.

Whatever it is, whether it's what they're wearing, anything you want to do, the language they use. For example, we have a, and I've probably already sworn on stage today, but we do have a rule like no swearing on stage. No swearing on stage.

So it's very, very clear when Bianca on boards someone to be a trainer or a mentor at Property Entrepreneur, she runs them through. You have to wear a suit. There's no swearing on stage.

You have to be here 50 minutes early. It's like the expectation is set from the get go because we can't just expect that everybody's going to know that you can't swear on stage. We have to tell them you cannot swear on stage.

And then if someone swears, they get feedback. Well, you swore. So we're not going to pay you a fee this month.

But it's like, you know, yeah. No swearing, please, Marion. All right.

I'm brutal, aren't I? People are a little bit scared today. Adam's really, I put my management hat on today.

It's like your job is to tell them, right? That's your job. So you've got to explicitly state whatever it is.

They were small examples of expectations. But if it is 10 leads a week or 300 phone calls a week or ticking off my house 100%, you've got to make it super, super clear. As I said, define the KPIs.

So put that in writing. Make it super clear. Potentially bonus them around it.

Bless you. And explain in depth what these KPIs are. So when I say defined, it's like really tell them what it is.

Like really explain it in lots of detail what that means. Because to you it's obvious. But to them, it almost certainly isn't.

Create a scorecard for them, red, amber, green. So scorecards are obviously the final part of map. Red, you've completely missed it.

A lot of people just have red and green, by the way. Because there really shouldn't be a, some people say there shouldn't be an amber. It's hit or miss, and that's absolutely fine.

Some people might want to do an amber for different things. So just have that going. Very, very simple colors.

And then people know it's very clear whether they've had success this week, this month, this quarter, this year. And then, yeah, how often are you publishing them? This is a mistake I see a lot of people make.

So either you don't tell them how often the KPI is being published, and then it surprises them. Like, oh, I didn't realize it was like today. If I'd known it was today, I would have finished it.

It's kind of like an ambushing. It's a bit disingenuous, isn't it? And the other one, which is one of my old, this was one of my old ones, was I used to set KPIs for people when they joined.

I was like, right, KPIs this, you've got to do this, you've got to do this, these three KPIs. And then I wouldn't mention it for like six months or a year. Busy, you know.

I told them once. I'm sure they remember. So like, you know, if you hit all this, you get a bonus.

And at the end of the year, we'd sit down for their annual review. I'd be like, so, those KPIs. How'd you get on then?

Oh, you didn't make any. Unlucky. Didn't get your bonus.

Sound familiar? That was me. That was literally how I used to manage.

I was like, so busy and preoccupied. Such a bad manager. But I never really even reminded them of their KPIs.

Followed through with it. And of course, they didn't get their bonus because I wasn't keeping them on track to do their KPIs. So it was just like a lose-lose for everybody.

They felt demotivated. They felt a bit let down. I didn't get the result I wanted.

They didn't get their bonus. But I didn't get the result I wanted. It was just terrible, terrible management, frankly.

So decide how often you're going to publish them. Tell them. And then make it visible.

As in like, it's in the SCS. It's in their monthly review. We'll talk about the framework in a second.

This is what you would put in the onboarding schedule. Successes. Grow our audience.

Increase our reach. Create a new dashboard. Engage with the audience.

Answer the DMs. And set up a new Instagram profile. Very clear, isn't it? Someone joining.

I think Susan, once you joined. Super clear. This is what we need you to do, Susan.

Forget all the other stuff that's going to come after this. Just focus on this. And you will be successful.

And we onboarded three people this winter. And all three have, I mean, I don't want to like jinx it. But all three have been fantastic.

World class, would you say, Bianca? Yeah, they've been excellent. Successful onboarding.

Bedded in. Flying with it. All of them are delivering.

They're adding value to the business. In my head, I was like, at least one of them is not going to work. Because that's just the law of averages.

But success and failure, very predictable. Good recruitment process. Solid onboarding.

We've invested a lot of time and energy into them. And they're all doing great. So that doesn't always happen.

But it just goes to show that it works. So that's successes. And then a four-week plan.

You know, like week one, week two, week three. Like that's just week one. Week one, you're going to do this.

And you can just tick it off. Go through this and tick them off when you've done them. It's like really, really, really simple.

The hardest thing is to keep this simple, actually. So I don't want you to get a copy of that. My house.

Yeah, so again, just the more documentation you can put into this, the more documentation. My house would be an example of one of the key tools they need. So in their onboarding document, you want things like my house or like key terminology.

You want that sort of stuff in the onboarding document. Their only job is to study that. Your job is to protect them from all the other stuff that's going on.

Their only job is to nail the onboarding document. And then from there, they will go and dominate. So you remember this?

This was one of my previous businesses. And I did have a lot of success. Now, the thing about when I had this team, I had a group of young people.

And, you know, they were super motivated to hit targets. And I would do any trick I could to get them behind a target. You know, even like things like thermometers, like they say, make it visible.

We used to have this in the office. This was us trying to get property management income when they took away lettings fees. Do you remember that?

They took away the tenant fees. We were going to lose like 100 grand in revenue. So we started to make money through property management.

So I just bought a big thermometer, you know, and just gave them this very clear. This is what success is. These are the different levels we need to be generating over this quarter.

And we just populate it as we go. Obviously, the pen ran out. But like, you know, like we would just populate it as we go.

Everybody knew. You know, like this is what like it was so obvious. It was just like if you make it that easy, then they know what to focus on.

If you don't give them anything visual like that, you don't make it really super clear, then they'll get distracted and there'll be a million other things they can think about that isn't what you want them to think about. So you need to be really super, super clear on that. Again, like we publish our internally, we publish all our stats.

Like we've got so many scorecards, what success is like Facebook engagement, Sunday sanity, scores in there. Obviously, for the workshop, we publish every single score. You know, we ask you guys for at the end of every workshops, every event we do.

Same with advanced. It's all there. It's very, very clear what success is for the different roles.

And obviously, we go through the feedback. Every bit of feedback that you guys submit, we read. You know, it's anonymous.

We don't get to see who did it. But we read and review every single piece of feedback to make sure that we're taking it on board either for next year or for the next workshop or something like that. So it's all digested and it's all there.

And we know what success is because it's like really visible. And everyone who comes into the team gets the same brief. Okay, let's talk about SCS.

This is the main bit of this now. So I spoke a bit before about, you know, we don't necessarily want to be managers, but we all accept that we need to be managers. And with these tips and this framework, you'll be able to do it a lot easier.

That's the key thing. Why do it? You know, why do it?

Why not just let people get on? Well, the aim of the game is to identify problems before they become emergencies. Excuse me.

We don't want to be, in the same way I'm trying to take property entrepreneur out of storm into norm, we don't want to be in a state of urgent and stress. We want to be in a state of calm and time and low stress. So important work versus urgent.

If you don't have regular touch bases with your team, if you're not managing, if you're not watching the KPIs, you won't be able to see the problems coming over the hill. You've got to be close enough, not so close that you're in it, but close enough where you can spot these things, where you've got time to deal with them. And this is like quality of life goes up, because you're no longer stressed, worried, sleepless nights.

You don't have this cash flow problem where suddenly you can't pay any suppliers. But the better we get at business, the more ahead we're able to look. We have these systems to like save us from ourselves.

And that's what SCS is. It's about creating a management framework so you can see it coming. So this is the secret sauce.

So the first point about your SCS, which by the way, for those people that have forgotten, stands for Set Up, Check In and Sign Off, is you establish a rhythm, a rhythm to your meetings. These are your meetings with your team. These are your touch points with your team.

So your job is to establish a rhythm for each role, and it needs to be frequent, and it needs to be predictable. So we talk about the rhythm like the drummer's beat. It needs to be consistent.

It needs to be just something you can set your watch to. So it needs to be every Wednesday, or every Monday, Wednesday, Friday, or every other Thursday, or every day at 9 a.m., every day at 9 a.m., and every day at 3 p.m., every day at 8 a.m., 11 a.m., and 3 p.m., every Tuesday at 9 a.m., every Thursday at 9 a.m. Whatever it is, it just needs to be predictable. And these are the times when your team are going to get to meet you or have contact with you so you can hold them to account on the tasks that are going on that week.

That's the most important thing. These meetings and these touch points need to have a structure. It needs to be, you need to design the structure for the job, and you need to define it so you both know what the agenda is.

These meetings are not, let's go for a coffee. Right, how's it going? Who starts their management meetings with, so how's it going then?

How's it going, how are you getting on? Getting on good? Yeah, great boss, yeah, yeah, good.

Good, good, well I'm glad that's the management bit over. So, how's life? What do you think about Chelsea at the weekend?

Everyone's laughing because it's kind of true, right? How are you getting on, is everything all right? Yeah, yeah, everything's fine, yeah.

You're getting on top of your work? Yeah, I'm on top of my work, yeah, yeah, good. Okay, great, you know.

That's how it plays out, isn't it? But that is terrible, that's like, there's no use, you might as well have just stayed in bed watching Netflix, okay? It's like you're not getting any value out of that.

So what you want to do is you want to have like a structure, which is like, for example, for my assistants, our structure is, my EA, sorry, I'll be like, what's the first thing we do? Well the first thing we do is we check my house. We check everyone's my house.

The four people that report to you, how their my house is looking, that's their scorecard. Second thing, hours, toggle. Okay, let's look at the hours for the week.

How many hours did everybody do? Is everything in the right projects? Like, why is that there?

And you're looking at facts, like it's normally scorecard first, and then we'll do like a qualitative check-in. How are the team performing, in your opinion? And then it will go into like anything else that's on the agenda.

So it's like, we don't just talk about, there might be a little bit of report at the start, like how was your weekend? But then we're straight into the facts, basically, management, like the scorecard is a really good place to start. And then you go into the more fluffy stuff after.

So what you want to do, whatever you're doing, whether you're setting someone up for a project once, whether you're meeting them every day, or whether you're meeting them every week, you want to follow this structure. First of all, there's the setup. So whenever I give anything to Bianca, I will set her up with it.

It will normally be a document with a loom. And she's so sick of my looms, I'm not even going to ask her to comment. But it's like, you want to give them content and context.

So like this is a document, and then this is explaining the document. You don't have to do it in the meeting, you could do it before the meeting, some people do it in the meeting, depends on the level of the task. Your job is to set them up with the task, explain everything that needs to be explained, this is how it's going to be tracked, this is what needs to be done, and send it to them.

Save it, send it to them, put it somewhere so they've got reference to it. If you're doing it live on a Zoom call, record it so they can go back and listen to it again, so they're not trying to remember it all and scribble it down frantically. And then what you do is you have a check-in point.

So let's just say you've got some of the tools on a building site, you would set them up at the start of the day. Right, this is what you've got to do today, I want you to, you're running this cable between there and there and there. Right, I'm going to check in with you at 11, at tea break, I'm going to see how far you've got.

Okay, they need to know when the check-in's coming because they might have a question for you and they don't know when to ask, they don't know whether to ask it immediately or whether they can wait till 11. All right, so you say, look, don't ask me anything unless it's completely urgent, I'll talk to you at 11, okay, I need to go and do something else now. Or I'm going to set you up with this task on Monday, right, so this week I want you to call all these old leads, we're going to have a check-in on Wednesday at midday and you're going to tell me how it goes, that's a check-in.

So again, so even send, like, what did we check in about? Maybe even potentially send it back to them. And then sign off.

Okay, so it's coming to the end of the week, so I told you to get through this whole lead list by Friday, so on Wednesday I'd like just to remind you that it was Friday, we said there was a deadline was going to be, are we still good to hit that? Yes, boss, we're still good to hit that. Okay, cool.

Right, well I'll tell you what, on Friday by 1pm I want you to send me the final list with all the updates, yeah, that's absolutely fine. You did that on Monday, you remind them of it on Wednesday, and then on Friday before that time you should get what you got, what you asked for, sorry. That's how it works, it was all done in the set-up, there's a space in the week or the day or the month for a check-in, and then the end date, the deadline, is very, very clear, and success and failure are very predictable.

If you set-up right and you've checked in, you're going to get the thing that you want at the end. We've just lost something on this TV by the way, we've lost virtual. I hope it's still there, virtual.

Okay, and this is my diary, so I'll do, just a top tip, I do my SCSs as I call them, all in one day. Lots of people like to do this, they like to have team meetings, all in one day, rather than have it through separate days through the week, I just cram it all in one day, so I'm doing all my set-ups during the week, sorry, during one day. So I'm in management mode on a Thursday afternoon, because obviously with time differences and stuff it's a little bit difficult.

So I'll just do, I'll do Mariel's, Yolanda's and Bianca's all in one go, every week. And I suggest you do the same, it's a really, really productive way of doing it, and then I'll check in normally on, it depends on the person, but I'll check in, we have a document which we run through, I'll check in on that in the week, normally a couple of times, and then I'll do the sign-off at the same time in the meeting. So I do my sign-off and check-in at the same time, depends on the person.

So you want to be doing the same. And those slots are in the diary, they don't change, they just are what they are. They're literally like, they're there, and I don't move them, I don't miss them, it's the most important time in the diary as far as I'm concerned, and it's very important that the team feel the same way.

They don't message me every other week saying, can I just move ICS please, because I've got to go to the hairdressers. It's like, no, this meeting is the most important meeting. It doesn't get moved.

That's how much of an effort I now put on being a manager, versus back in the old days, where I would just completely avoid it as long as I could, because I didn't like it. Success and failure are very predictable. This is the agenda, we'll run through things, this is a short version, but basically we run through things, and different tasks, for Marielle I use Asana, for Bianca and Yolanda and everyone I use a Word document, and things just go in this agenda.

So everyone knows what's on the agenda, so they can look ahead, they can see the agenda, they can come to the meeting prepared, they may have even already answered some of the questions in the agenda, and it makes for a really productive meeting, it's not just boring, it's like, Bianca and I have a working document, and we're constantly commenting on it, so it's just an evolving thing. Very clear communication works really well. Okay, let's talk about accountability spikes, and then we'll do some top tips.

Right, if you're not being checked, why would you bother? This is about accountability spikes, this is why we all need to be managers. Because no matter who you are, at some point, ladies and gents, you're going to stop doing something.

Like if, for example, Sunday Sanity, if I said to you, right, Sunday Sanity, well done, you're on your own now, we're not going to check it anymore, no Facebook, you're adults, I don't need to teach you to suck eggs, do I mate? No, you're a capable young man, yeah. I feel like you can do Sunday Sanity by yourself now, you've graduated, congratulations, well done.

You're on your own, you're on your own. Now, obviously, you're going to do Sunday Sanity this week, because you've got a little, well, Adam said I do really well at Sunday Sanity, he trusts me to do it by myself, he'll do it next week, next week, maybe a couple of months, but you know what, it gets to September and you've got a holiday, you go to Ibiza, have some fun, you don't do it when you're there, because you're on holiday, you get back, you're busy, you go, oh, yeah, it's been six months or whatever since Adam checked, maybe I just won't do it, and you sort of fall in the habit, and then you get a bit stressed, and you maybe do it the next week and you forget, and then eventually, however long it's going to be, it could be a couple of weeks, it could be a couple of years, I bet you you will stop doing Sunday Sanity at some point. Okay? Now actually, funnily enough, with Sunday Sanity, I don't think you ever would stop if you've done it long enough like I have, because you actually get it, you see the value, but the point is the same, is that no matter who you are, if no one's watching at some point, you will stop, because we are the first people to let ourselves down.

It doesn't matter who we are, and I'll talk about this more in a second, when I talk about advance, we need people to hold us to account, even us, even like me, Dan, everybody. So this is really important. So let's talk about spikes.

So it's really important you decide how often you're going to review this person. You've got to have a regroup, you just have to have formal reviews, basically. You've got to decide how often these formal reviews are.

These are separate to SCS. SCS is day-to-day, formal reviews now is more like a bigger picture, performance, things like that. So you've got options, annual, you can have an annual review, and that's when you're doing your business plan, and you can look at their position and package annually.

That's what I do. So we don't talk about package in the year, we just talk about it around now. If people are getting promotions, or more money, or less money, or bonuses, it all happens at the end of winter.

It's signed, it's agreed, it's done, and we just forget about it until next year. No one comes to me for a pay rise in September, it just doesn't work like that, okay? We do it, well someone did the other day actually, but I said no, it doesn't work like that.

So that's just how it is. Quarterly, obviously you're gonna do a QGM with your team, like a quarterly review, so you could do something quarterly as well. I would definitely recommend that you have a monthly review for almost everybody, certainly if they're working for you every day.

You get a month end report, you have like a monthly feedback session. We do a monthly team meeting, and I do monthly reviews with all of my team. Because I find that monthly is, weekly's too much, monthly's enough time to write some stuff during the month, like feedback, and you can still remember it.

Quarterly seems like it's way too long ago, so monthly is I think a nice cadence, and you have a separate half an hour an hour that's just for feedback. You just call it the monthly review. And whether it's your VA, or your housekeeper, or your managing director, it's like you need a monthly review in there to talk about feedback, and it's both ways.

It cuts both ways, they can give you feedback too. And obviously weekly you've got SCS, which I've already covered. So you definitely want to have your weekly SCS, you definitely want to have monthly, and you definitely want to have an annual review, and of course if you're doing a phased contract, or periods like I said, then you can do quarterly.

Let's talk about accountability spikes. Accountability spikes are important because we get more out of our team. Okay.

A really good example of this is the Ofsted school inspection. Let me see if I've got a thing. Can everyone see this?

Okay, who here, who here remembers Ofsted, and the school inspections? Has a teacher been a teacher? Okay, oh yeah.

Governor, oh crikey. Of course I should have known, shouldn't I? So what happens, how often do Ofsted inspect schools these days?

I'm a bit close to the speaker. Hang on a minute. It's sporadic.

Sporadic? Sporastic? Unannounced?

Every six years? Okay, cool. Yeah, running out of time.

When there's a problem. Okay, cool. So every six years you don't really know.

It's a bit of a surprise, isn't it? It's a surprise. Okay, unannounced, thank you.

Unannounced, yes. Cool, thank you very much. Appreciate that, Carla.

So we've got performance here, and we've got time. All right. Now the school, your normal school, you're ticking along, teacher a bit late, they're wearing casual clothes, they're just like, whatever they're doing, they're not really doing lesson plans, they're not using that digital whiteboard that the governor bought them, they're just kind of cruising along.

Then they find out there's an Ofsted inspection coming. How much notice do you get? A day, two days.

Is that right, Carla? You seem to be the expert. Six hours?

The afternoon the night before. The afternoon the night before. You know what you're talking about.

What happens then? Panic. Panic, thank you, absolutely.

Virtual classes, panic, panic. Up all night. Exactly, they're up all night, they're shining their shoes, they're doing floor plans, they're doing lesson plans, they're bringing out the comfortable chairs, they've got handouts being laminated.

The performance just goes through the roof for those next few days, right, when the Ofsted inspection comes. All of a sudden, the headmaster's nice in the school assembly, there's snacks at assembly, and then this is what happens when the inspection happens. And then what happens after that?

Well, of course, they leave, things start to just chill out. Maybe a little bit of things stay, but eventually it just kind of drops down, drops down until we go back to the baseline, and then it carries on until when? The next inspection, potentially.

So, do you think that's fair enough for anyone that's been to a school and Ofsted and all that sort of stuff? Yeah, it's nonsense, isn't it? But that is an accountability spike.

Now, if we do an annual review with our team, we're going to get the same. We're going to get really good the few weeks leading up to the review, maybe a couple weeks after, and it drops. Actually, what we want as managers is more spikes than Sonic the Hedgehog.

Okay? We want an accountability spike here, here, here, here, here, here, here, here, Monday, Wednesday, Friday, Monday, Wednesday, Friday, Monday, Wednesday, Friday. Why?

Because then our average is up here, whereas if we just have one, then our average is more like here. Okay? So, this is what we call holding the wire tight.

This is one of Dan's phrases. He's like, Adam, you want to hold the wire tight. That's what he means.

He means manage. Hold people to account. And this is why we need to do this.

We'll get the most out of our people by doing this. Accountability. Everyone understand that?

Good. Okay, good. Talking about accountability.

So, do you remember this little game? Ha ha! Some, like, nervous laughs.

Just heard someone, like, choke on their water. Remember this game? Remember this game?

Talking about valuing our time and how we were going to hire a PA and all that sort of good stuff. Remember that? Good.

All right. Well, everyone who was in this photo then, stand up, please. A little stand up.

Don't worry, it's all good. I'm not going to bite. Maybe later.

Okay, cool. Now, in advance, we don't do this, but I'm going to let you off on this one. Stay standing, stay standing, stay standing.

So, the sit-down of shame. If you didn't hire a PA, please sit down. I'm going to have words later.

Congratulations, youth. Let's give them a big round of applause, please, for hiring their PA. Congratulations.

Well done. Fantastic. For those of you that sat down, I hope it was at the top of your action.

You can sit down now, guys. Well done. Congratulations.

Well done. Okay, that's accountability. All right, that's getting it done.

That's what it's all about. Okay, some top tips, and then we're going to roll into the next bit. So, top tip number one is people want to be managed.

All right, people don't want to be left alone. They don't want to fail. They want to succeed.

They don't want to bother you. They want to be managed. They want to be shown the way and know how they can get access from you and when.

So, actually, this framework is what they want. It's a relief to know they can talk to you on a Monday, a Wednesday, and a Friday, and they can leave you alone on a Tuesday and a Thursday, or they're going to talk to you at 9 a.m., 11 a.m., and 3 p.m., and they can leave you alone the rest of the time. People want to be managed.

It's all a game. Set your game up. Top tip number two is, frankly, leaders go first.

The reason we're teaching you Sunday sanity, the reason we're teaching you all this stuff is because you need to lead by example. If you haven't got your ducks in a row, you can't lead and manage others. If you haven't done your Sunday sanity and you're not getting your most important stuff done, how can you expect someone else to do it?

They will feel and sense if you're organised and on it, and then they will react. I've got super high standards. Just ask Bianca.

Ridiculously high standards, but I also hold myself to those same standards, and I will push people to do better. That's who I am. That's who you need to be.

So get organised and make sure you actually are walking the talk on this and it's not just rubbish. Make it super clear. I talked about content and context, so when you set them up with stuff, give them the content.

For example, you're going to give them 10 bits of feedback on a bit of work they did or they need to do a project. Write it down, what they need to do, and then give them a Loom video or something to explain it. Don't just get them to read it.

Explain it. We call it content plus context. Bianca launches a schedule every workshop.

What's going to happen? She launches the schedule and then she talks through on a Loom and everyone watches the Loom. Make it visible.

It's all a game. Thermometers. Stand up, sit down.

Red, amber, green scorecards. Published. Don't ambush people.

Don't save the bad news to the meeting and then go, how do you think you did? And they go, I don't know. And you go, terrible.

It's not Ricky Gervais. You need to just show them and help them. Let them know in advance.

Give them a chance to improve basically was my point on that one. And then make it frequent. More accountability spikes than Sonic the Hedgehog.

Stand up and sit down. Something unadvanced every month. There's nowhere to hide.

Sunday sanity. There's nowhere to hide. Rachel's coming around to your house.

Katie's coming around to your house. Even on virtual if you don't do it. There's nowhere to hide.

That's what you sign up for. That's part of the magic is that you'll get it done and your team need the same thing. They know they're not going to get away.

Carla is going to know. She's going to come hunting. She's not to be messed with.

And people won't, they'll just do it. They'll just do it. Sorry, Carla, to pick you up on that.

Cool. There's some top tips. Any questions?

Questions on management. Let's get some questions going. Thanks, Bianca.

Any questions? John?

[Speaker 12] (1:40:42 - 1:40:47)

What do you do when you're on holiday, Adam? Do you literally have a holiday, don't check in, don't do anything?

[Adam Goff] (1:40:48 - 1:41:04)

You mean like management meetings and things like that? Yeah, absolutely. No management meetings when I'm on holiday.

I say on my team that they can have a break. It's not... I appreciate I said don't move.

It always gets done. But yeah, holidays are fine. You can see it coming.

No stress, no worries. Craig?

[Speaker 10] (1:41:06 - 1:41:17)

Just a quick one on the KPIs. There were one to three on that alt chart. And how does that work if someone's got a lot of things, different things that they're doing and you only get one to three?

[Adam Goff] (1:41:17 - 1:41:44)

The trouble is if you pick more than that, it gets diluted and watered down. Your job really is to give everyone one number. Your job is to figure out what that number is.

That's business development. It's not always easy, but they can have... Lots of things can be tracked, but you can only have like one to three KPIs that are their main success.

If they've got loads of different things going on, they're going to be focusing on... You don't want to focus on 20 things. You don't want to focus on one thing.

[Speaker 10] (1:41:45 - 1:41:46)

Always numerically.

[Adam Goff] (1:41:47 - 1:42:31)

Your job is to make it numeric. Sometimes it's quite hard. When we're setting targets in autumn, your job could be to turn something that's qualitative into something that's quantitative.

So yeah, that sometimes takes a little bit of skill. I'm just trying to think of an example. Yeah, like for example, I remember...

I was trying to figure out a way to not get red carded. I called it red carding by my girlfriend. So I came up with a way of a red and yellow card situation.

I was like, if you give me a red card or a yellow card, that's like a warning. So it was a way to turn something that was soft into something that was hard. Does that make sense?

Like black and white. Kath, yeah.

[Speaker 8] (1:42:39 - 1:42:41)

Thanks, Kath. So...

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

Sorry, Kath.

[Speaker 8] (1:42:43 - 1:42:45)

No, Kath. Kath.

[Adam Goff] (1:42:45 - 1:42:49)

I know. Yeah, I know it's Kath. Sorry, Kath.

[Speaker 8] (1:42:49 - 1:43:06)

Kath, well understood. Do you use the same measures, the KPI approach to... Do you have a blueprint for if the performance isn't on point and what the next steps are with somebody who just isn't going to or hasn't repeatedly met what you need?

[Adam Goff] (1:43:07 - 1:44:16)

Yeah, so I think one of the guides we're going to share is the line manager's guide to probation reviews. I'm pretty sure there's something in there about performance management. And ultimately, if you've set clear expectations, your responsibility, and they're not doing it, their responsibility, it's very, very clear, isn't it?

And it becomes abundantly clear super, super quickly. And it goes on for weeks, not months, to the point where you're like, why isn't this being met? And then it's really clear.

The writing's kind of on the wall. And then obviously there's performance management. But generally, I find when you've done a job of setting it clearly and they aren't performing, nine times out of ten, they'll just resign, is my experience, if you set it clear enough.

Because it's just like there's no... They can't blame you. There's an ambiguity.

They're just not doing the job. It's like... So yeah, so there is something in there on that.

But it's challenging conversations, the challenging conversation blueprint as well. It's just open up front. And I find it much easier when you've actually outlined it.

Yeah. Okay. Quick question from Neil and then we'll move on.

Thank you. Good questions, guys.

[Speaker 7] (1:44:17 - 1:44:38)

Just very quickly about higher slow, higher fast. It seems like quite a long training, onboarding process that you were talking about after sort of six months. That felt like a very long time for me.

Obviously, I agree what you're saying. Don't chuck it all at them on the first day. But is there a middle ground, realistically?

Because it's just seemed quite long.

[Adam Goff] (1:44:38 - 2:15:04)

So the mindset you want to get is that you're never done developing your people. And if you think about that, these people could become your future gatekeepers, MDs, EAs. They might just be booking your train tickets now.

But Yolanda started booking my train tickets and now she's run my last two companies, basically. So, like, you know, everyone's got progression in them. So you want to be thinking about investing as much in those people as you can because they're the ones that are going to help you go to the next level.

Rather than think, how little can I put into these people? Think, how much can I put into these people? How much can I grow them?

Because actually they'll end up... Because trust and relationship is the thing that is the value. So when people work for you for, like, years...

Yolanda's worked for me for 10 years. I've worked with Bianca now for three or four years. It's like that trust, that level of understanding, seeing each other on the same page, that's what you're trying to go for.

So you want to keep doing that. So the training's never done. You're never finished.

Unless you're done evolving and growing, there is no end to this process. It's constant improvement in the same way you're constantly improving in your life. The people that are in your circle, your team, also, if they're high performers, are going to want to keep elevating.

You all elevate together. And as Naval Ravikant said, life's about long-term gains with long-term people. So you want to keep pushing them, keep raising their standards because then you're going to keep growing as well.

They're going to keep growing. So it's not just like, I'm done, they know how to do the job, see you later. Some roles might be like that, very functional roles, but for the most part, you're going to be pushing.

I don't know any role where we're not pushing. Okay, we're going to move on because I want to talk you through the advancing next year. So this is the podcast, this is to speak my language.

This is obviously advanced communication. It touches on the wealth dynamics element. But as managers, we need to learn to speak to our people correctly.

So yeah, this is basically, bless you. This is building on the wealth dynamics training we did last month and just a reminder. Okay, good.

So I hope you really enjoyed that session. It is a big one. And that is the sort of hard one out of the way, culture and karma coming next.

But I want to talk to you now about the opportunity for next year before we go to the break. So we're doing our first blueprint, by the way, in two weeks, something like that, which means that it's almost been a year since I've met some of you for the first time, which is absolutely crazy. Like one year has really flown by.

We're at workshop eight now already, so we're already kind of getting through it. I think the thing I want to say about advanced is that it's been a massive journey. What you probably don't know is that advanced started off as 20 people in a room because people didn't want to leave after the program finished.

That was about eight years ago. And we've basically worked on this product for the last eight years. We scaled up to 140, 150 people.

We had a lot of people in a room. That didn't work. We scaled it down again.

And it's something that Dan and I have literally been working on for eight years. We kept investing in it all of the time. You can ask Bianca.

We are changing it all of the time. And honestly, for the first year ever, I feel like we finally got it to the place where it should be. And I actually think that advanced is by far and away the best product we've ever created.

And it's still very early. When I think about where advanced is going to be in five years, I genuinely think it will be very, very, very well known for what we deliver. I'm just going to put that out there.

So before you get too excited, there are some brochures on your desk. Please don't look at them yet. There's no signing up for advanced today.

There is no credit cards or anything like that. I just want to explain what the opportunity is because people were already asking me the last couple of months, what is advanced? What's the price?

Et cetera, et cetera. The goal of today is for me to just explain the opportunity, the different options. You've then got a month to go away and think about which options for you, what you want to do next year.

And at the super event, you'll be able to sign up. So you've got a month, basically, with the brochure to go away and think about it for the super event. So yeah, I can't stress enough that we actually created advanced.

So I'm going to take you through what's included. Dan and I created it for ourselves. We needed the framework also to succeed.

And we've built a product which literally are the things that we do in our businesses every month. So when I stand on stage and do it, it's like stuff I'm doing to get the success that you need to get. That's why I really believe in this product.

Everything we do has got to be a win-win-win. When you start operating win-win-win in business, everything becomes way easier. You stop looking for me winning and them losing, and you start looking for a win for you, a win for them, and a win for the business, it becomes easy.

And advanced is a genuine win-win. It's a win for you because you get the education, the blueprints you need that work because you know they work because we've used them. All of our previous advanced members have used them, Hall of Famers, case studies, et cetera.

It's a win for your business because rather than learn all the lessons in the hard way, you actually get blueprints like the management structure. You can just drop in like the onboarding schedule. You can just drop in.

You drop these things into your business and you're leveraging all of our experience in days, not years. And it's a win for our community because to be in this advanced community, you have to have done the program. So straight away, there's quite a big barrier to entry which means that you're also in a room with other people that are prepared to make big investments in their education and are movers and shakers and moving towards that living off the steam goal which we have for each and every one of you.

So it is a genuine win-win-win and you're going to be in a room with some great people. There's different options to advanced. You've got a few different options which I'll run through.

But basically, regardless of your personal commitments next year, whether you're thinking of having a break or you're thinking of going beast mode, you're having a baby or you've got a small business or a huge business, there is an option for you. And last year, we had to create all these options because we reduced the number of seats in the room to 80. So we had to create all these different options to allow space for everybody to engage with us as they wanted.

We basically, for the last 12 years, we've been delivering this training and we've figured out that there's three things you need to be successful when it comes to training. Having a YouTube channel is not enough, in our opinion. The education is just part of it.

Yes, you need good education. You need to be shown the one thing in a hundred that actually works. The thing that we've proven works.

That's really important. But you also need engagement. If you're not...

Running a business is pretty lonely. If you're not having a good time, if you're not engaged, if you've not got people you're sat next to that either inspire you or at your peer group level or even people that you can help because then you start telling them stuff, you're like, actually, I've learnt... I've just realised I've learnt quite a lot.

If you haven't got that, you're not going to apply anything that you learn. If you're just sat and it's just learning, it's not enough. You've got to be inspired.

So that's the engagement piece. And the execution piece is the stand up, sit down. It's like, if you don't pull the trigger and actually do the work, then you aren't going to see any results.

You sit watching YouTube all day, you've got the education but you haven't actually manifested anything and changed it. So these are the three things that we built this whole product around and this is everything that you get which is going to be in the brochures. Now, you'll just decide which option is for you next year and you can have all of it if you want to join the board or you can have different levels depending on which one you want.

So it really is dependent on which membership you want to take. So let's talk about education. So basically, obviously, as you know, you'll start with the launch event in the autumn.

The reason we do this is because all of us get obsessed with summer and attacking and achieving and we need this like real hard break to say, no, summer's over now. We are going into autumn. You've got to get into the journals.

You've got to think about next year. Otherwise, you're going to be doing this between Christmas and New Year and your next year is going to be terrible because you haven't really given it any thought. So that's super important and next month, we've got our championship season super event which is the thing that's going to get you geed up and refocus on your goals for summer because you all set goals in Jan and we need you to achieve them by September so we can put our books down and we can set goals for next year.

It's all a game. So this is going to be great. I'm looking forward to seeing you all there.

Of course, the different thing about advanced is the content because what we've had to like embed some pretty basic stuff. Like a lot of the stuff we cover is like very low hanging fruit, basic business development stuff that everybody needs. But of course, there are many layers to those things and many things we can't teach in the first year that help you build your business and take it to the next level.

So there's different content on advanced delivered by other mentors and different people that are specialists in that area. Probably the best thing or one of the best things about it is the ability, is Dan's ability to share what he's doing in the market. Dan has two superpowers.

One is making things incredibly simple in terms of blueprints and the other is just the way he understands the market and the economy. He is able to pick, not only is he able to predict with his models, but he's able to predict where the low competition and therefore the high margins are. That is something that he is incredibly good at and he will share with you on a regular basis on advanced.

You need to learn how to play the game. You need to make the easy money. You don't want to be chasing the money that everyone else is chasing.

AI, of course, is me and chat GPT. That's a subscription I'm going to be paying for a long time. It's not going anywhere.

AI is going to be an integral part of advanced. Every month we'll do a showcase of tools that our entrepreneurs are using, how to use them so you can get levels up. Massive investment, massive ROI probably just in that to make sure that we give you what you need to absolutely go and smash it.

And the vault. We now, on advanced, you'll get access to all of our training since 2022. And the reason we do that is not so that you can miss a workshop and catch up.

That's not the reason. The reason is because you need to study our blueprints again and again and again until they become like second nature. I'm talking like when I've got like 10 or 12 books that I probably know almost off by heart that I have watched or I've either listened to on audio or read tens of times because you need to literally rewire your brain so these things become normal.

So that's why we give you that. And our best students, a guy called Richie Miller comes to mind. Richie, again, a bit like Rachel, started with no experience.

Just like, I see who the top users on the vault are and it's all the people that are smashing it the most. They just listen to the, you know, they just forget like trying to read every new book that's on Chris Williamson's like book list. It's like they just listen to our blueprints again and again until they understand them so well it's become second nature.

And that's why we give you that because it's really important. So that's the education piece. The engagement piece is about the experience.

This is all about having a great experience and being motivated to actually go and pull the trigger. Of course the hub is the Facebook community. We opened this up last year to, with our community membership.

We've got over 100 members in there now. So you've got a range of people in there at all different levels. Of course all the mentors are in there.

It's exactly the same as your Facebook group except it's the whole community. All the mentors are in there asking questions. It's great leverage and of course you can access that whole community through the Facebook group.

We have something called the Members Only Black Book. When you join you'll put down which area of the world you're in, what your niche is, what you're looking for and when you want something of course you can ask in the Facebook group but you can also proactively look in the Black Book and find that there's a person there that is doing let to lease or whatever in Manchester or single lets up in Sheffield or construction management in the southeast and you can find that person and just connect with them directly so you've got access because one thing we talk about a lot on Advanced is that all of the knowledge and information is in the room but you don't need to find some investor in some strange investor in some different place. There's probably an investor in the room that would probably invest in you or someone you could source a deal for or someone you could sell a deal to or more often than not it actually happens in the room which is fantastic. You'll get access to Midweek Mentoring.

You'll get access to Midmonth Mentoring. There's an Advanced only Midmonth Mentoring so you can ask the mentors specific questions that continues on Advanced as does PE Parents as does Private Dining as does the Women's World Class Breakfast so if you are female then you will get a free ticket to our International Women's Day Breakfast and you'll have access to the other ones at the Super Events. Get Up and Give Back continues obviously every year and it's a great chance to build relationships with other people.

A lot of the relationships that are made on this people say is one of the favourite things they do actually on Property Entrepreneur and the Bali Retreat. If you decide to apply and successfully get into My Mastermind I'm taking my guys to Bali again in November. I say I'm taking.

I'm not paying just to be super clear but we're going to Bali. This is the venue. This is the second venue we've gone to now and there are still two spots on that so if we have any new joiners to My Mastermind you'd be welcome to come.

The board also are going to Bali. I think they have a space left as well on there so if you think of applying to them you could join us in Bali. Execution wise so you have to the goal of Advanced is the set and forget thing.

We've set it up. If you sign up and turn up you will push your business forward because you have to. If you come to the room you can't leave without making progress.

So this is like your insurance policy to actually getting it nailed. We have something on Advanced we call primetime workshops and the vision and the reason we do this is because rather than like you do here you come and sit and listen to content go away and implement it yourself. What we do is on Advanced is we'll tell you the blueprints we're going to teach you coming up.

You'll download the templates and then we'll do a session on it in the room. Short, sharp, intense give you what you need to know and then there will be time in the room to then do the blueprint yourself. So for example the onboarding plan you might then sit and work and write your first four weeks onboarding plan in the room.

We go into primetime we like silence the mentors are walking around helping you actually nail it. So rather than go away and think what's that bit of homework I've got to do how do I do that again? You do it in the room you start it.

Some people even stay in the breaks and they finish all their homework in the room. So it becomes like a business development day. It's not just content and learning it's actually this is actually improving my business that day.

So you don't go away with a massive to-do list. Part of the reason why we drill Sunday Sanity into you so much this year is because it needs to become like a habit like brushing your teeth and for most of you most of you do brush your teeth now which is good news. Because it's just like you shouldn't have to think about Sunday Sanity now it should just be done.

You do it you post it or you do it and your VA posts it it's now just a habit. Because next year this is coming. And this is the Sunday Sanity on steroids it's called the Game of Four Quarters and it's where we set top 10s every month and every quarter to make sure you move forward towards your goals.

So it's like a whole another level to Sunday Sanity. If you're not doing Sunday Sanity then you won't you're not going to be able to take this on. So you need to get that nailed.

This is our secret sauce. We even do what we call a game changer planning session where with one of our mentors you'll lock in online so again all you've got to do is show up. If you turn up to this thing that's in your diary to set your 10 game changers for the month all you've got to do is show up.

You set them live with the mentor you'll put your head down do it half an hour post them at the end of the session and you're done. It's like guaranteed results you've just got to show up. Obviously Strategy Day to make sure you actually set a strategy because you'll be the first to let yourself down you can turn up deliver your strategy to your peers and then they'll hold you to account through the year and obviously the awards.

You know making sure you actually deliver on the things you said you were going to deliver year in year out it's really important that you don't just think oh I'll definitely set my own strategy by myself and I'll definitely you know at the end of the year review it and no you won't is the reality so we all need this Dan and I included we need this to make sure we actually deliver against what we said we were going to deliver and obviously we turn it into a game and it's awards and there are many other awards by the way that you can win on advance we have like most game changes community champion obviously there's all sorts of other awards that we give out on the day so that's a really fun day and recognition at the end of the year accountability spike by the way very important very important the accountability spikes obviously the AGM so Kat you made it on there well done congratulations so yeah so obviously you'll have access to that which is for those people that haven't written a business plan yet making sure you can actually do it getting that done obviously you'll get access to that we have a harder advanced accreditation which is much more challenging than the programme one for people that want to stand out amongst the crowds and of course the living off the steam award we do have content through advance which is geared towards financial fortress living off the steam it's the same thing that all of us want to achieve and we want all of you to achieve our most prestigious award obviously you can compete for that you can get it and you can be awarded it as part of our living off the steam hall of fame this is we only launched this award 18 months or so ago and we've now this is just obviously some of the winners from before but from the last 18 months I think we've now got 11 winners in the last 18 months two years our goal my goal in our business plan is to get 100 people living off the steam as soon as possible now there are lots of people in this room that will get there but it won't necessarily happen in a couple of months it'll happen over a couple of years but it'll be those people that stay the course it'll be the people that are on advance for one, two, three four, five years that will get to that point and that's where we want frankly everybody to get to we think it's an obligation so that's everything that's included in advance and obviously you can choose your membership but there should be something for everyone I know there's going to be a lot of questions so I'm going to try and answer some of them now preempt them hopefully you're already thinking yeah I'm in this is a no brainer but yeah let me just run you through some of the points some of the questions is Dan going to be part of advanced yes is the answer I'm currently negotiating his contract but he will he will appear he will appear in advance like he will he won't be there every single month he's never there every single month but he will be there mainly doing his master the market piece and this master the market piece I can't underestimate it's enough this is the stuff you can't hear anywhere else this is the stuff that there's people on Property Entrepreneur that we did one last month and there's a couple of people who've been on Property Entrepreneur seven or eight years they said this is the reason I keep coming back is just for this bit because this is the bit you can't get anywhere else Dan stood up on stage last month and he and you'll hear about this more at the super event he's basically saying you've got to go and buy assets now if you don't buy assets now you're going to be left behind when I say now I mean the next 12, 18, 24 months you're going to be left behind and he said everyone says there's no deals and he said these are four deals that I would buy two were in Doncaster one was in Nottingham and one was in Sheffield he was like there's four deals there that are online now that I suggest you all buy and he's done that a number of times and I know what happened is now four or five people asked him for the actual Rightmove link so hopefully someone buys them but what happened is in two months if no one's bought them they were like yeah no one bought them so I bought them or no one bought this one so I bought it that kind of detail and demonstration I think is pretty amazing I haven't got that superpower but Dan does and that's the type of thing that he'll share with you at the events of course he's also going to be leading the board so if you do want to join the board then he's going to still be leading that I'm going to be leading my mastermind so if you want me to be your private mentor then that's an option you just need to apply come and talk to me today come and talk to me anytime send me a message Josh same thing he's going to be leading his mastermind he'll also be one of the mentors in advance obviously he does all the finance stuff but he also delivers other blueprints as well and we've got other mentors seven figure mentors people that have created a seven figure net worth people that have created seven figure businesses these are the people that have learnt the stuff that you're learning and are where you want to be and they've done it most recently this is what's so special about our community we're all doing it we're not standing on stage asking you to do something we've never done we've literally done it we do it we understand it and we want to help you do it as well for those people that are thinking I'm pretty good I think I've got it all sussed out like I'm on cruise control just trust me first of all you don't know what's coming and second of all every level has another devil like whatever level you get to right up to chairman if you're making a million pound a year right now you've still got problems there are problems to be solved so some of you are trying to still get to your first six figures some of you want to get to your first seven figures some of you want to get to your first eight figures I promise you there's people in that room that are ahead of you that understand the problems whether they're on stage or in the room and that's what the community is about it's designed to help you get to that next level and push through this is more of a promise that we have always had but it really showed itself during COVID whatever the weather will show you the way so we've guided our entrepreneurs through lockdowns recessions you know rate spikes like you name it we have stood by our entrepreneurs when we went to COVID we did three sessions a week from one session a month to support everybody through that really trying time we did it for like two for about a year and then we were the first people to open up workshops we opened up workshops like six months before anyone else did because that's kind of the people that we are that comes from Dan and I so that's just our commitment to you whatever happens we'll stand by you whether it's forcing you to fix your interest rates you know I saved 250 grand fixing my interest rates off Dan's advice or supporting you in a war room environment or showing you deals that you need to do that no one else will show you that's the commitment that we make to you accountability alright the same way that I hire a gym a PT to go to the gym sorry like I I know how to do a bench press I've been bench pressing and lifting weights since I was 15 you can probably tell yeah but but I don't hire like the misnomer is that because I know how to do a bench press I don't need a PT the reason I hire a personal trainer is because it means I go to the gym I can't I can't cancel on my personal trainer I can't let myself down it's like a guaranteed safety net plus when I go when I go to the gym I always lift 10 or 20% more than I would have done without him so for those people that think they can do this by themselves yes the answer is of course you can but are you going to enjoy it more are you going to get more out of it and are you definitely not going to let yourself down because you've locked into this and when you've paid for something have you ever noticed how much more you turn up and much more effort you put into it because it becomes becomes real so it's all a game and this is why the accountability we just don't let you off the hook on advance there's nowhere to hide we're also very proud of the fact that this is the UK's highest value business community we we literally Dan and I have this have this rule where we don't really want anyone in the room unless we want to sit next to them at lunch and it came it came a long time ago when we were figuring out this stuff we genuinely want everybody in this room to be a high performer with the same values that we want to sit next to at lunch like if you've been through the programme and your values align with us and you come on advance by the very nature of it you're already someone we want to sit next to at lunch and so more often than not as I said all the value is in the room like people are doing deals they're selling deals they're helping each other out with things all within the room like getting investment you don't need to look anywhere else there's there's 80 people in the room and there's over 100 people which will obviously be a lot more this year in the community that you can know like trust and verify that will help you out okay you don't have to you know go knocking strangers doors down anymore and for those blazers in the room that think oh yeah I've done a year I'm off I'm on something else like shiny penny syndrome this is me by the way I would say who's watched this latest Naval Ravikant podcast who's watched it just me and Josh then oh and James good bloody amazing right Naval Ravikant talks about the power of compound interest he says all benefits in life come from compound interest whether it's money relationships love health activities or habits this whole thing of long term games with long term people there is no get rich quick you've got something here that you know that you can see as works with numbers of people if you stick to it for years this will get you the result it's not like a question it's just whether you can stick with it for the amount of time required to actually get where you need to get to and some people will get there in a year and some people it will take eight years but it will get you there it's just are you going to commit so rather than going and thinking you're going to do something else just think about committing to this all the people that achieve our hall of fame have done this at the end of the day they've all been in it for five six years okay final one of the final things I'll finish with is for those people that are thinking oh I don't know I don't know if I belong in this room and there's some real high performers in there yes there are okay there are but the key thing that Valerie said at the last workshop is that the thing she likes about Property Entrepreneur is it's your own race at your own pace so it's your life by design it's not we're not all there trying to it's not some American mastermind where we're all trying to get to seven figures a month it's like or you're a failure the thing is what is success to you and have you achieved it are you Casey and you just want to go and buy the biggest truck money can buy and drive around Canada or do you want to make a million pounds a year whatever it is we'll applaud you just whatever it is it's whatever it is for you that's really really important so so yeah and good for her for starting her own business recently so yeah hopefully you think it's a bit of a no brainer these are the options they're in they're in the brochure obviously advanced gets you everything advanced is 21,000 pounds plus VAT okay that gets you everything that's the ultimate experience it's in the room it's watching the football live it's being here the magic is in the room it's wherever it wants to be and that is obviously the premium ticket not everyone will get a seat in the room okay there are only 80 places we were over subscribed last year this year's going to be even worse so it will be a case of if you want this you need to act fast if you don't get that you can obviously have virtual which is professionally filmed like the guys on virtually experiencing now you have a host and you'll get everything that you get except for being in the room hybrid allows you to come to the awards days as well so you can come four times a year you won't compete for the stage you will compete virtually for the awards but you can come to the awards so basically you get four touch points four touch points not two virtual this year by the way next year sorry you'll be able to come to the super events as well just to let you know so that's hybrid that's 17,250 virtual is a bit cheaper 16,750 there's also a community membership so for those people that are thinking well I don't want any of the content I just want to go and nail it or I just need a bit of a light touch next year you can become a community member this gives you access to the Facebook group and that therefore gives you access to our super events to mid month mentoring to the game of four quarters workbook so you'll get a number of the level ups but you won't get any of the content you don't get the vault you don't get the content you'll just be basically on your own so it's important to have a light touch that year you can still get up and give back though or you can take a sabbatical for 1,000 pounds you can say by the way community is 2,400 if you just want to take a break you're having a baby or you're going travelling or whatever you're doing then you can take a break and the important thing about the community and the sabbatical membership and with all our memberships is we price fix so apart from inflationary rises you'll never have we'll never jump the price on you we want you to be in this for long enough to get to your goals so we're not going to suddenly one year say it's a 30% price rise it'll just be a couple of percent whatever a CPI is or whatever at the time and so if you want to lock in your price then something like sabbatical or community would work and when I say lock in your price that's because when everyone's thinking wow 21,000 that's a lot of money I promised you all a 9,000 pound discount when you signed up at the blueprint so you can take 9,000 pounds off those prices for advanced and for virtual and for hybrid but it is a use it or lose it situation if you leave property entrepreneur if you leave the community then you will lose that discount which I think is fair enough which is why you might want to consider if you're taking a break or you've got something on going to community or going sabbatical just as an insurance policy to keep your price keep your hand in with PE and then and then come back to us the next year so we're going to go to a break now what I'll do is I'll answer any questions after lunch because I know there will be some questions just defining the final sentiment is obviously I want all of you to come with us in whichever way you decide you've got a month to think about it have a look at the brochures we will open sales at the super event so that's when we will sell out at the super event so like I said you've got a month to think about it have a think and if you want to be in that room just make sure that you are ready at the super event to secure your seat okay thanks very much guys let's give Rachel Davis a big round of applause please thank you

[Rachel Davies] (2:15:10 - 2:21:56)

a lot a lot to think about there for you guys and just to finish that off I just wanted to tell you a bit from my experience so I've been in the community for six years so this is my sixth year around the track and I've got to say never a month passes where I don't speak to someone in the community I always I'm either giving help or I'm getting help and the help that I do get is really high calibre one thing that Adam didn't mention there is there is a busy bustling whatsapp community as well where you want to get an answer quickly you can go into the community and ask them on whatsapp so that's really helpful as well and loads of support I've had over the years from the community has made a massive difference to me getting to where you know where I wanted to get to and I've actually genuinely made some fantastic friends over the years Susie Carter Jackie Goodman and loads of people who I speak to like two or three times a week you know so you can you develop relationships and friendships and that's one of the other benefits as well and then Phil where's Phil Phil we were talking about this weren't we recently about entrepreneurship being lonely you get into a community like this and when you first start you think that all your problems are singular to you and that you're the only person who's got them and then you get into a community and you start talking to people and then you realise that everyone else has got similar problems or they've already fixed that problem and they can help you with it and that is the joy of this type of high calibre community and success takes time guys so don't be so impatient you know it takes have you heard Dan Hill say it takes ten years to be an overnight success well this is your first year this is a stepping stone to what you're going to achieve over the next three years five years ten years so think of it like that it's a growth community and that's what we're all about growing at your pace as Adam quite rightly said it's at the speed that you want to go at and it's all about your life by design because when I first came on PE my children were quite little so that the first three years I just spent that systemising my HMO business that's all I did because I had a five year old and a seven year old and I was really busy with the kids and I wanted quality time with them that was my first five year plan and that's all I wanted but now that they're getting older I've got more ambitious me and Paul have got new amazing plans we've systemised our HMO business so much now that we can focus on another business and this is the kind of development you can go but it's always at your pace so I just wanted to give you a bit of a feeling from me and a perspective from someone who's been on it six years and that's what you can get just to finish off on the management model so I know we've just gone through what advanced is about but let's go back to the management model you've just listened to who here now after listening to Adam feels like they can improve their management now they've listened to that I'm so glad there's everyone in the room absolutely and if you've got very little time and you feel like you're under pressure right now completely understand there's one thing I'd suggest you do and that's FCS if you can put one framework into place do this one just wanted to give you an example of mine because I know you learn from me and the things that I put on the screen this is my one to one notes it's my FCS structure with my virtual assistant in the HMO business I use Asana so I highly recommend you look at a tool like Asana or Trello unlike Adam he's got more high performers in his team and I check in with my virtual assistants on a weekly basis this is how I do it I have a document with it all in it's just a one page it tells them what to expect when they're checking in with me on a Monday Wednesday and Friday and how that's going to work and then I also tell them when their quarterly reviews and monthly reviews are and then I have a scorecard for it and you can see quite clearly here that I've not been having the last couple of months been a bit difficult she's not been hitting her targets and we've just had a challenging conversation I learned something about my challenging conversation style in that and I learned something about her and how she reacts to challenging conversations and we've really made a breakthrough we did talk about her leaving and us going separate ways but we've actually made a breakthrough I think and it's made a huge difference so you have to have frameworks like this in order to be able to have those types of conversations and then take your the person who's working for you and your business to another level it's not about giving up it's about having a structure and all of these things in place and where we want to get you to is a place where you're not doing this anymore anyone feel like they've been in this boat especially with assistants where you tell them what to do then you check their work and then you give them the next task and it's completely exhausting isn't it it doesn't scale and it's called transactional management and you want to get out of that as soon as possible and you want to get to basically where Adam's been talking about which is transformation and leadership which is KPIs you measure that and then you cut them from the sidelines and that's what it's all about and if there's one thing that I want you to adopt first if you're stuck for time is this my house if you've got recurring tasks in your business that you need someone to pick up then my house will sort that out if you want them to know what they need to do before they ask you to get you out of that trap then my house is a way to do that so there's some tip top tips from getting really quick wins there's two things there two frameworks that I put in place straight away now to help you with this we've got one of Adam's masterminders he's going to be rounding off management for you on the 21st of May and it's Chris Dornan and if you don't know much about Chris Chris has put high performance team in place over the last 12 to 18 months so he could successfully work more strategically in his business rather than work in it and he's been really successful at that and if you want to know more about him I suggest you tune in to the podcast 265 on the Blueprint where I interviewed him for winning property entrepreneur of the year 2024 so that'll give you a lovely bit of background info on him so just to finish off on the homework that we want you to complete for this one it's here on the screen so define your team structure in an organisation chart look at your team roles responsibilities and your KPIs do what you can to get those KPIs into a decent number of them don't try and manage too many things turn your organisational chart into an accountability chart make sure you brief the team and then set and do your set and forget work so what are your annual quarterly monthly weekly management frameworks get them in place put them in the diary and then invite your team members to them and then make sure you use the onboarding template that we're going to give you if you're onboarding any new people this month that sound good?

does everyone know what they're doing it's in the back of the workbooks if you want to see it on page 66 right I encourage you now we're going to go to a break get some steps in do a lap around the belfry wake yourselves up get a coffee and a tea we are going to have a break until 10 past 12 so be back in the room for then that was an amazing session wasn't it let's finish it on a huge round of applause thank you everybody well done see you soon

[Speaker 11] (2:21:58 - 2:22:03)

make me feel good make me feel nice give me your love