**Session 2 - 06.05.2025\_Transcription**

[Rachel Davies] (0:00 - 2:06)

We're live on stage in three and a half minutes, please start thinking about taking your seats. Ladies and gentlemen, it's time to finish up your conversations, grab yourselves a drink, we're going to be live on stage in two minutes time, please start taking your seats. This is your one minute warning folks, this is your one minute warning, please we're live on stage in one minute's time, please take your seats.

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

[Speaker 5] (2:37 - 2:53)

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

[Rachel Davies] (2:57 - 8:41)

Get yourselves back in the room, we're all seated, get ourselves sat down, hope you had a good break, marvellous. Right, are we looking forward to session two? Come on, oh my gosh, what was that?

James, are you going to make loads of noise for me? Are we looking forward to session two? That's a little bit better, thank you for the clap, love that.

Okay, well welcome back. Right, now I talked about championship season earlier today, didn't I? And that was about being your life by design and your race at your pace, but this is about the championship season super event which we've got in June.

So on the 5th of June, which is a Thursday everybody, we have got the super event, that's where the board, the masterminders, the programme, the community and all of you guys, we all get together in one massive room and we celebrate the start of the summer sales season. So make sure that you have got this in your diary correctly, so you're only coming to the Thursday event, not the Tuesday one and make sure that you have got in your diary that it finishes at 5.30. So if you've got planes or trains to catch, just make sure that you've taken that into consideration as well. And then after that, we've got the get up and give back grand finale where we give the cheques to the charities.

Who's coming? Has anyone got tickets to the grand finale, get up and give back? Brilliant, a few of you.

Well, I'm looking forward to seeing you there. Again, that is another one of these set and forget frameworks where we all get together, have a social and have some fun. Yeah, this is how we do it in business.

So I'm really looking forward to that one. And then on the morning of the super event, I'm really pleased to announce that we are going to have another world-class women's breakfast. And this is where you get the opportunity to connect with some of the advanced and mastermind and board delegates as well.

So a really great one for you ladies, if you want to join me and the price, the ticket price is £34. We're just covering our costs, but spaces are limited to 16. So if you are interested in this, Bianca and the team are going to put a post out on Facebook.

So it's a first come first serve. So for those ladies here who want to join me, do a bit of networking together on the morning of the super event, then please come and join me. Right.

Culture club. So it's time to introduce session two now. And this is the set and forget culture blueprint.

But what's it like for most entrepreneurs and most businesses? Well, they are busy entrepreneurs, aren't they? Are we busy?

Do we feel busy? Yeah. And when we're busy, isn't it really easy to be selfish and inwardly focused and only focusing on money and how we're going to make more money?

It is. It's easy to do that, isn't it? And most entrepreneurs, they don't think of culture.

It's the last thing that they think of birthdays and work anniversaries that they pass them by. Their team go unrewarded for their efforts. And where does that leave the team?

Well, it leaves the team feeling underappreciated, not really connected to each other. And what that means is they don't go the extra mile for each other when they need to. And if there's a problem, it's that person's problem.

It's nobody else's. And they don't go the extra mile when you really need some help. They're not there for you.

But that's not what we want for you and your business and your teams. We want your teams to feel appreciated. We want them to like the boss or at least feel rewarded for all of their hard work and that they feel appreciated.

And if you do socials and you have a good culture, they'll feel connected to each other and want to support each other. There'll be a lot of team spirit in the air. And of course, when you've got a community like that in a business, when people pull together and they feel rewarded for their efforts, they're more likely to thrive and grow in a positive and supportive environment.

And that's what we want for you. And that's why culture is so important. And this works for you whether your team is a big team.

Josh has got a team of eight. I've got a team of two. It works either way.

In my business, at the minute, I've got a culture of gratitude. And it's probably inspired from having and working with Filipinos for so long. We're very grateful for each other.

We celebrate work anniversaries and birthdays. I give small gifts out for birthdays or birthday bonuses. We send cards and flowers to new starters.

These are the things that I do. And it doesn't have to be expensive. These things can be really small gestures that make all the difference.

Last year, I spent less than 100 pounds on some of the cultural activities that I did. It doesn't have to be a big, big gesture. And if you follow this blueprint, then your team will feel rewarded all year round.

And they will do their utmost for you. They will be there when you need them. If you need a last minute piece of work, they'll be happy to do it.

And that's the type of culture that you want. Because one thing I've recently learned is they need positivity. All of us, don't we, need positivity to thrive.

And when you're the entrepreneur, you're the one with all the ideas and the energy. But your team need the positivity from you. They don't want you to be criticizing them all of the time.

That's not how it works. And when you get a really strong culture around you, it makes difficult and challenging conversations much more easier to have because you've got a good relationship with them in the first place. So let's get someone who knows an awful lot about this on the stage.

So it's time for your next trainer. And he's got lots of experience building up teams from scratch, boots on the ground kind of teams, and also teams that are remote. He's got lots of experience in this area.

So let's give him a massive round of applause while I welcome to the stage your trainer. He's a multi-award winning property entrepreneur. He's the CEO of Ultimate FD.

He's our very own Mr. Josh Keegan, everybody.

[Speaker 12] (8:49 - 8:49)

Hello.

[Josh Keegan] (8:53 - 22:24)

You all good? Good day so far? Adam impressed you with his management frameworks?

Cool. That was like your starter. He warms you up.

And this is like the main event. This is the juice of this. This is the main course.

Before we do that, let's talk about property advanced. Obviously, Adam's talked to you about the opportunity there is next year to come on that journey with us. At Supper Club last night, a few people mentioned that the first year on the program is like you're chasing on a speeding vehicle that's hard to ever catch up to and hard to hold on to.

And it's like going faster than you can ever imagine. What I can promise with you is that every single year it gets easier. Every single year you come into it knowing a little bit more.

And my favorite thing about advanced is that it's not just all about setting you up in the room and giving you loads of homework. You actually do a lot of stuff in the room. So it's like, right, here's your culture club.

Let's put some music on. Let's book it in. Here's a PDP framework for your team members.

Let's write a PDP in the room right now. Let's get this done. So there's a lot more actual prime time accountability to get the work done in the room.

And those of you that want to go the distance and want to see the return on investment you've had from year one on the program, the time and the money you put into it, year two, year three, year four, this is where the magic really starts to happen. So think about it, but hopefully you want to join us next year. And the whole thing about it selling out and being oversubscribed, it's not marketing.

Like in January last year, it sold out within the first break where we opened up. So if you want to get your place, just go and secure your place and you can worry about your membership a little bit later. A little bit from me.

So behind the scenes, the last month, yeah, I want to take a moment. So obviously the sun's out. Who's enjoying spring?

Yeah, absolutely. So we, about four years ago, one of my objectives was a dream home. And we did a double story extension and did all our garden.

It cost a fortune. It's way too long. And it was a pretty horrible experience to be totally honest with you.

Just after COVID where everything went up, builders walked off site and it went badly. But we finally started to be able to enjoy, this is like the bifolds at the back of our house, started to enjoy eating outside. The kids are out there all the time running around their scooters and actually enjoying it.

So for me, it's just finally actually kind of that dream kind of coming alive. It's been absolutely fantastic. I took a holiday and I did a, this is, yeah, like if I have a can of anything, he wants it.

And I did actually leave my beer on the floor and he started drinking it and I just let him do it. And I was like, I got to a place, I was like, I can't keep trying to stop everything because I'm exhausted by the whole process. Drink it, see what happens.

He passed out for about six hours after that. A great time was had by all. So it was brilliant.

He loves the stuff. Yeah. He actually loves it.

He loves my coffee, he loves beer, he loves kombucha, like anything he gets his hands on. Anyway, the point of this story was I decided to go off the grid. So last year was a very busy year.

Rachel talks about my team. We scale from a team of like two to a team of eight. So it was a very busy, intense year.

And when we were on holiday, I'd have a few hours off, a few hours of work every single morning, just keep things sticking along. Whereas this was my first holiday for a while actually, where I've gone, no, I'm off the grid. Emergencies only.

There was one person that could contact me out of my entire team, that's my assistant. And it was like, you can contact me, but it's emergencies, emergencies only. So I had a full week off.

And honestly, we were talking about this at Supper Club again last night. And the power in that is just incredible. It just rejuvenates you.

You get away from stuff. You start to remember why you're doing all this stuff, why you're pushing all this stuff forward. You just kind of feel re-energised about what you're doing.

And it really helps you think strategically as well. I've had some like absolute revelations where I've just been sitting, to be honest, I spent most of my time sitting watching a bouncy castle and a set of slides. It wasn't the most glamorous thing in the world, but at least I was sitting and I was reading and I was thinking, it's kind of brought me back a whole new life.

All my bad habits are gone and I'm back in. So if you've not done this, some of you haven't done this for years and years and years, really recommend getting three or four days off the grid. And one of my big objectives was buy back my time.

So this was, I took the screenshot, this is September 2024, so before the academic year. And these greens are meetings. So this isn't like me booking work, these are meetings.

And that's what my week looked like when we started this new academic year. Way too busy, way too much going on. And it was just, it was crazy.

That's Monday to Friday. It's like, where do I actually do work within this stuff? And I've been steadily buying back my time.

I've reduced my, well basically, I've increased what I'm paying my team. I've reduced some of our income from the business. I'm doing less of the actual business delivery work.

I took a screenshot now and bearing in mind, this yellow is actually just like clear the decks. That's me finishing it for the weekend. I've just now got basically Mondays, that's footy tots, taking Harvey to football.

Mondays are free. Wednesdays are free. Thursdays pretty available.

Fridays are pretty much free. And Tuesdays, I'm in meeting day now. It's just been an absolute game changer.

Like the power of like literally getting team members in place, training them up, delegating more staff and putting your hand in your pocket to kind of go, you know what? I can't do this work anymore. It's going to cost me, it's going to cost the business, but I'm fine with that.

And it's cost, I'd say about probably like three or four thousand pounds a month just to get to this level. But the value I'm now adding as a result is 10 times that. Absolutely massive.

Well, some team members. So Spring's all about recruit. We've welcomed Alani to the team.

We call him X because no one can say his name and he's cool with that. But it's quite cool because whenever he finishes a message, he does a little X at the end. So it's like it's a little kiss.

So I really like it. But I'm really, really, I'm really enjoying that at the moment. Really nice guy, finance assistant being recruited into the business.

And we've got a new start at the start today as well with the team too. So recruitment's on track. So we'll be up to 10 team members now, which is great.

And then finally, my kind of a big win for me this year is all of our numbers are done. So if you've not got your modeling done for the next year, the forecasting, everything that's going to happen, that I've done all of that already as we normally do. But what's been bigger this year, I've had my meeting with our accountants and I now know my tax position across all my companies as well, which is great.

So we know all the tax liabilities are going to be for the year ahead. And the peace of mind having all that in a spreadsheet, all of that modeled and mapped is absolutely phenomenal. So I really recommend getting that done now.

These financial years are finished for your self-assessment. Don't leave it till January. Get work out now.

Find out now what you're going to pay in January. And the peace of mind that gives you is phenomenal. That's it.

It's been a really busy month actually. There's loads of stuff going on. And we're going to dive into the session now.

So rewire your brain. So we want you to think differently. And today's rewire your brain is everybody is a winner.

Most entrepreneurs, as Rachel said, they're out for themselves. They're trying to make some more money, trying to grow their businesses and get more clients or do the best deal they possibly can. And what happens is they have quite a self-centered kind of attitude around how everything works.

And what we want to do is flip your mindset. It's not like you being the winner. It's about making sure that every deal you do, every interaction you have, every sale you make, everybody in the agreement actually wins.

Everyone's a winner. And you've not done this unless it's a win, win, win. It's a win for you.

It's a win for the client, the seller, whoever it may be. And it's a win for the business. So there needs to be three wins in every single transaction that you actually do and everything you operate in.

And it's all about karma credits as well. When you live your life like this, when you live by the principle that I'm not going to screw somebody over. I'm not going to try and take that extra thousand pounds.

I'm going to do a deal that's actually really good for everybody involved. That's where the karma credits start to come into play. And that's where you start to get paid dividends over years and years and years of actually doing this and putting this into practice.

So a few ways of thinking for you first. So the first is leaders eat last. Leaders eat last.

Who knows where this comes from? Military. Yeah, it's the military.

So the officers, you know, they sit and they let all of the troops go and get their food first. And it's a big thing to do. You know, they're more senior in theory.

They should be feeding their tummies first, but they don't. They sit and they wait. And the whole concept here is with your team members, you want to just give them what they want.

Tell them, like, make sure that they know what they want. Make sure you're clean what they want. And then you can eat last.

You're going to put everything above yourself. And it's all about allowing them to achieve what they want. So leaders eat last.

You leave from the back. You give them everything they want first. You meet their needs and you serve them first before you serve yourself.

Play the long game. So it's relationships versus transactions. So you can do some short term transactions.

You can screw somebody over. You can screw an extra thousand pound out of a deal. You can negotiate a bit harder than you want to or whatever it may be.

You can pay a team member, you know, three pounds less an hour, whatever it may be. And you win in the short term. It's a transactional exchange.

You win. But the relationship is actually paying that little bit more. It's not actually taking that 500 pounds from that person where you know actually realistically you should give an extra 500 quid.

It's not getting people down to such a low level where you kind of screw them over in that little bit. It's not a transactional. It's playing the long game with the relationship.

It's really thinking like, OK, that's fine. I can win this now. And I've got a bit of extra money in my pocket.

But actually, if I make this decision, the relationship is going to be there for the actual long term. The master of this is Dan. So I've known Dan for 10, 11 years.

He plays the long game, plays the long game, plays the long game. He didn't need loads. He gave me opportunities, did things to me that he probably didn't really need to do.

But it's always come back and paid him three or four years later when as a result of what he did for me back then, I've done something for him. So it's all about karma credits and about playing the long game. When you build this up enough for your industries, for your clients, for your businesses, for your team members, this has huge dividends for you.

Move from a life of fear to a life of love. So rather than being fearful, which is all about that kind of scarcity mindset, it's all about being scared. What happens if this happens?

What happens if this happens? I'm scared about how this person is going to interact with me. I'm scared about what this person's decision is going to mean for me.

I'm scared of it. I'm fearful. You live in a life of love.

So it's basically like, whatever you want, I want you to be happy. I want you to be successful. I want whatever is best for you in a relationship.

You live in that life of love, that kind of abundant mindset as opposed to that life of fear. Scarcity to abundance. So rather than thinking scarce, thinking everyone's going to take everything I've got from me, that's a scarcity mindset, thinking there's enough to go around, an abundance mindset.

Best example I've got of this would be a Mark Barrett. So not the tax accountant, there's a Mark Barrett that is part of Property Entrepreneur. We were on the board together for a long time.

We literally both had HMO letting agencies in the same area, competing for the same clients, and our offices were about a mile away from each other. We were on the board. We were literally getting the same business training together.

It was actually him that taught me this. His view, and we'd always help each other. He'd ask me for help on something, should I have just helped him on that?

Then I'd ask for help, and then he'd help me on it. It's like, should you just help me for that? But then what would happen is one of his clients would be upset, and they'd ring us, and I'd say, by the way, Mark, your client's just rang.

They're not happy. Do you want to try and sort it out with them? And vice versa, one of my clients would ring him and say, look, we're not happy with this.

They'd both be ringing us, and we'd both be telling the other person. Mark's view on it, he said it to me, was like, Josh, there's enough clients to go around. Let's not fight for these clients.

Let's not have this scarcity mindset. There's more than enough clients for us both, so let's collaborate, and let's work together. And that was just a great working relationship, and we've done literally tens, if not hundreds of thousands of pounds worth of deals together through other businesses since that point as a result.

And both agencies did really, really well. Both sold and did really, really well. So that abundance mindset, not the scarcity mindset.

And the only objective is a win, win, win. So win for you, win for the person that's involved, and a win for the business. You're always trying to find that win, win, win.

And if you've not found that win, win, win yet, and try to give everybody what they want, then you've not yet found the overriding objective. And most entrepreneurs aren't doing this. They just think about how they win themselves, but it's a totally different way of thinking as to when you think about how you win, and how they win.

And when you start proposing a new proposal, or you start doing, right, let's do a deal. Let's do a lease option together. It's not just thinking about how you win.

It's how both parties win, and you've considered that, and you put that to them. It's such a more powerful and more likely deal to get across the line, and you're going to do deals for years as opposed to deals for a few months. So win, win, win.

Does that make sense? Yeah? So that's a bit of a way of thinking, a bit of a shift in your mindset that applies to everything, but it particularly applies to what we're going to be talking about today, which is all about team members and the Culture Club.

So one for your action list is a podcast to listen to, episode 56, and that is everybody is a winner, the art of doing deals. There's genuinely like so few people that have this mindset in, I'd say, as an entrepreneur, like you're going to be a part of a very unique few when you start thinking like this. So Culture Club.

So we've done our management framework, and now it's time to think about culture. Okay. Hello, you lovely people on virtual, by the way.

It's nice to see you all there. Some nice waves. Lovely.

So we've done management. Management is all about having that hard, difficult conversation. It's about making sure people do and deliver and you'll make sure people hit deadlines, you have expectations, you know, it's holding people to account to get stuff done.

What is culture? Yeah, can I pass you the mic, please? Thank you.

[Speaker 10] (22:26 - 22:30)

How it feels around you and around the organisation you work in.

[Josh Keegan] (22:30 - 22:39)

Absolutely. Like, how do things feel? Absolutely.

That's definitely a part of culture. Any other ideas? Can I pass that over to Charlie?

Thank you. Go on, Charlie.

[Speaker 9] (22:40 - 22:48)

Things is probably the wrong word, but like the things that you do that aren't necessarily rules, more like habits within a group, I guess.

[Josh Keegan] (22:48 - 43:25)

Yeah, absolutely. So it's like, it's the way people is the way people act and behave. Absolutely.

Absolutely. Great. Yeah.

So culture is like, it's the way things are done around here. Like, this is the way things are done. This is how it works.

This is how it operates. And it's broken down into three different elements. Your vision.

So where are you going as a company? Like culturally, where are you heading? Your mission is what you actually do.

What big problems you actually solve. And the third element is your values. So what knits everything together?

What knits everyone together? How do you do it in a certain way? How do you do it in that certain way?

What are those values that bring you all together? So your culture is a combination of these three different elements. And it's really important as entrepreneurs, you start to understand what your culture is, and you actually start to build that in place.

Because if you think about management as being like the action, the culture is the context. The culture is the context which allows you to manage people effectively. What does lead from the back actually mean?

We just talked about it before, didn't we? Who's heard of lead from the front? What would leading from the front look like?

Go on, Charlie, you've got the mic. Yeah. You're the one running into battle.

You're like, follow me, follow me, and everyone's following you. That's one way of doing stuff. That's great, but probably not what we all aspire to do.

Why? Because we all want to work a little bit less. We don't necessarily want to do a lot of the work in our businesses.

If you're in that startup phase and you're trying to scale, scale, scale, that might be you. But eventually, where most of us like to get to is we lead from the back. We actually let our teams go first, and we basically make sure they have everything they need to do their work effectively.

We make sure they want to go first, and we give them everything that they need to actually charge forward and push it forward. We give them all the success, all the credit, and we just sit in the back. That's what we're looking to get to.

This would be a definition, which is give your team what they need, and then cheer them on for the sidelines. Give your team what they need, and then cheer them on for the sidelines. There's three steps to actually doing this.

The first is the talent magnet. We did this last month. It's attracting the talented people into your business.

You need to make sure you get some talent in there. The second is the management framework that Adam just did with you now. It's the clear expectations.

This is what's required of you to perform at this level. The third is then leading from the back. It's standing out the way and then cheering them on from the sidelines.

We are not a player on the pitch. We are coaching from the side. We're Gareth Southgate.

We're not on the pitch. We're not going to score any of the goals, but we're going to coach from the side to give our team the opportunity and give them everything they need to actually score those goals. That's what this is all about.

Like with management, we need to create a culture in our business. This is what's really going to drive your team forward, and it's this culture that's going to live beyond you. That sounds very cynical.

I don't mean you're going to die. What I mean is when you step back, when you stop being in every single meeting, when you stop being in every client call, when you stop being in every single monthly team meeting with your team, whatever it may be, when you step out of the office, it's this culture that keeps people performing at that high level. It keeps people operating and behaving in a way without you even being there.

It's this that's allowed Dan to step back, step up to being chairman. You know, he didn't have to worry that people were going to perform at a high level. He didn't have to worry that people were going to operate in a certain way.

He didn't have to worry that people were going to hit certain deadlines because that's part of our culture. You know, we've got a high performance culture of a proper entrepreneur. He doesn't need to stand there and police that.

He's created that. That's allowing him to step up. So you need to create your culture consciously so that you can step back, and then this is what's going to continue the success of your business as you go.

Most entrepreneurs, or most businesses, have got a toxic culture. You know, it's not a good culture. They don't actually look after their team members.

They're very demanding. Their clients, their team are talking negatively about their clients. You know, they're swearing in the office, and it's just a job for them.

You know, they turn up, they do the minimum they can, they leave. Who's had experience with people like that? Yeah, most of us in businesses, you know, those in corporate companies, that's very, very commonly like how it actually works and how it operates.

That's not what we want to do. We want to create an environment, create a team of people that love what they're doing, that believe and are bought into the mission of the business, that love over-delivering, love working hard for you, love working hard for the business, and want to see the company successful. That's what we want, and that's what we want to create, and we do that using a culture.

Who doesn't want that? No? Everyone wants that.

Good. Good, good, good, good, good. So, like with the management framework, it's not, you know, culture's the same.

Like, I can tell you, oh, you know, you can go and do this, this, and this, and you do this, this, and this, and you turn up to people's houses with a bouquet of flowers, whatever it may be, but in reality, all of this stuff, we're going to get some motivation, some steam behind us now, but it's all going to fall apart, isn't it? What we need to do is we need to set and forget. So, this whole session is about creating that set and forget world-class culture framework that you can put in your business and it just happens automated with pretty minimal involvement for you, but it's going to have the maximum value and engagement for you.

Show of hands before we move on. Who has a physical office of team members that are sitting inside it at the moment? So, there's seven or eight of you.

Cool. Who has a virtual team? Cool.

And then who's not yet got a team? A few of you. Cool.

No worries. Great. It was a nice little mix in the room.

So, this is going to suit everybody. So, whether you're, you've got a physical office, and actually, for those people with physical office, there are some, this can be a little bit easier to pull together. For those of you with virtual teams, it's just as important, if not more important to try and create this culture because you have less physical time together, and those of you that don't have the teams, like, you can literally put this in place when you're a first person, your first fear, whatever it may be, you can get this in place now before this big overwhelming thing, and actually, it's much easier to create a culture and then bring people in as if this is how we do things around here than try to change a culture that's already there.

Cool. So, this is the blueprint we're going to work through now, and we're going to start with the rules of the game because you need to define the rules of the culture in your business. So, your culture can be anything you want it to be as long as the team is on the same page.

So, it's really important to understand this, like, you can literally create whatever culture you like. You don't have to copy our culture, you don't have to copy Rachel's culture, you don't have to copy Poppy's culture, it doesn't really matter what it is as long as you are happy with that culture. So, you can have family business.

So, just a lot of trust. Everyone's part of the family. You know, we're all a family here, we look after each other.

Family business, that could be your family business style culture. You can have start-up. Everyone's wearing t-shirts and trainers, everyone's in the office at six o'clock in the morning, they work hard, they're working on weekends, that could be your start-up culture.

Can we work hard, play hard? So, you work from, you know, eight o'clock in the morning, you work really hard till six o'clock in the evening, and then, you know, everyone goes to the bar, everyone goes to the pub, everyone's drinking. That's like quite common in banking, for example.

You know, work hard, play hard culture. It could be anything. It could be a high performance culture.

It's all about performing high. It could be a venture capitalist funders culture, where it's all about, right, it's more professional, but we do have to work hard because we've got the funding that's coming in to play. It could be anything you want it to be, but you've got to decide what it is actually going to be in your business.

So, who are we? That's the first question. Who are we?

Are we friends and family? Are we high performance? Are we professional?

You know, who actually are we? Second is, what do we actually stand for? Are we all about service?

Are we all about premium? Are we all about value? Is it all about the product?

Are we unique? You know, what actually are we? Are we all about trust, reliability?

Like, what do we actually stand for as a business? What's really important to us? And that should give us our core value.

So, what's the core value? What's at the heart of our business? What is it every single thing that we actually do?

Once you know what that core value is, which could be service, it could be value, it could be price, it could be whatever, maybe affordability, it could be whatever, maybe innovation, whatever is for you, then what you want to do is break that down into three supporting values. Those three to five supporting values. So, of that, what are our supporting values that actually fit with around this core value?

What we're trying to create here, mindsets, mantras, and modus operandi. Who knows what modus operandi is? Yeah, it's how we work.

It's the way we're working. That's what we're looking to create. Who knows what property entrepreneurs values are?

Mind your manners. Yeah, that's correct. It's probably not a core value.

It's probably not going to go on the website as number one, mind your manners. But what might go on the website in our marketing? Yeah.

Anymore? High performance. Absolutely.

Integrity. Yeah. Yeah, there's a big banner here.

This big banner helps. Yeah, so our core values of property entrepreneurs are wealth, health, and life by design. Those are our three core values, wealth, health, and life by design.

Those are our three core values within our training events at our community. I think behind the scenes, I mean, Bianca, what would you say the core value is a property entrepreneur? Yeah, no, it's not a regression.

Go for it. What do you think it is? Yeah, what's the core?

Life by design? Yeah, I mean, this is what we need to get very, very clear on. What is that core value?

I would say for a long time, behind the scenes, a property entrepreneur is all about high performance. It's a high performance environment. I think in terms of external value for our clients, what is the one thing we're looking to achieve for people?

Does everyone know what that is? What's the top of the tree for everyone at Property Entrepreneur where we want to get you to? Financial independence, living off the scene.

Yeah, it's like living off the scene. We fundamentally believe that no one in here should have to work, should have to own these businesses. The goal for every entrepreneur should be financial independence.

That's what we believe and what we're looking to actually get to. Some more. This was Adam's business before he sold it.

His were simple, social, smart. Adam is very simple, as we all know. This embodies him.

Social and smart. It was all about keeping things very, very simple, very, very easy for people that were going to join their properties. Keeping things very social.

It's all about the social element of actually the house share element of it. It's smart. You don't have tech and all these things to make it smarter, easier for people to follow and to understand.

Mine, create, cultivate, deliver. This is all about creating beautiful properties, cultivating amazing relationships, and delivering. We would deliver what we said we were going to do.

If you have a maintenance issue, we'll resolve that for you. We'll get it done. Create, cultivate, deliver.

That was ours internally. Ultimate FDs. We're still working on these.

These aren't fully formed yet. We're two and a half years old and we're trying to work it out. I think this is where we've landed so far, although it's one from my homework to get this nailed.

The first is commercial. We're not accountants that are going to give you a 52-tab spreadsheet that you don't understand. It's commercial solutions.

Your accountant can give you advice, but how do you take that advice and actually make it commercial so you can actually understand your business? Accessible. We're built for entrepreneurs.

Entrepreneurs, unfortunately, don't like too much complexity or they get lost very, very quickly when they get presented with too much stuff. It's all about accessibility for people. Entrepreneurs need to be able to understand and they need to be able to actually use this.

Then valuable, which has a premium price, but the value we deliver from our perspective needs to be much higher than that actual premium price. Commercial, accessible, and valuable. Does everyone know who this is?

Yeah? Snapchat founder. Yes.

Well done. I don't actually know his name. You know his name?

Evan Spiegel. You heard it from Neil. If it's wrong, blame Neil.

This guy founded Snapchat. Does anyone know what Snapchat's three key values are? Anyone know?

I just really like these. These have always been with Snapchat. They're from the early days where they had an office in San Francisco.

Smart. They want people to be smart. They want people to be intelligent.

Smart, that makes a lot of sense. Creative, which is all about people coming up with ideas and innovating in the business. The third, which surprised me, was kind.

Obviously, you'd expect that we don't want kind people in the businesses. You'd expect, so it's like why is that kind of value? It kind of goes without saying.

Well, the reason why kind is because his ethos was people can't be creative unless people are kind. If you're trying to be creative and people aren't kind about your idea and they shoot you down, they dismiss you or they're not kind about the idea, then it doesn't foster creativity. I hope I made the point.

If people are nasty and they're not receptive, that can cause issues. That's their three values and that's what they do all their recruitment by. All of their recruitment is done by these three values.

You need to find these three traits in anybody you're going to recruit into the business. Just a reminder about a model that we shared on the blueprint, and that is culture versus performance. You need to have a great culture in your business and you need to find people that have fit that culture and also that high performance.

Can we remember when we have a high performing culture and a high performance team, that's where we get the stars. Those people fit with our culture. At Snapchat, they fit with that kind, creative, and smart, so great, and they're also a high performer.

The fit of the culture, the high performer, they're a star. We want these people in our business, don't we? Yeah, we want them in our business.

The opposite of that is where we have someone that's a low culture fit and a low performer. It's a rat, so stars backward is rat. These people are not the best for our businesses.

They're toxic, they're vermin, they gnaw holes in absolutely everything throughout the company. Who's recruited one of them before? A few, Ben, yeah, Ben.

Ben put his hand up. I really, really liked him. I want everyone to see.

Yes, we've all been there. We've recruited rats before. Somehow they sneak through the interview process.

We don't really know why, but they end up in there. These are low performance and low culture, so they don't fit with the culture. They don't do things the way you do stuff.

Maybe they don't value deadlines like you do, or they're not high performer, or they just don't take feedback very well, for example. In your business, you're very good at giving feedback, and they're low performer. We want to avoid these at all costs.

We've got terrorists. These people are a low culture fit to the business, but they are high performers. These people are sneaky.

They are literally like terrorists. They don't fit well. They don't necessarily fit in with the actual company, but they are an absolute high performer.

When you know you've got a terrorist is when you start saying to yourself or when you start saying, but when they're on form, they're amazing. When you start saying, when they're on form, they're amazing, that's when you have a terrorist because they perform when they need to perform. What they're really good at doing is they spot a mile off the fact you're about to have a difficult conversation with them and tell them off about something.

Then all of a sudden, they take it on board. They go, yes, absolutely. Then they'll be amazing for a week.

Absolutely amazing. You're like, wow, I'm so happy because I almost got rid of them. I'm so grateful I didn't.

That's a terrorist. They know how to perform when they want to perform, but they don't necessarily fit with your actual business. I find these people tend to be normally more senior recruits.

I remember when I had this lady, I was recruiting to my business. She was a trainer, a mentor for another property training company. She was a mentor for them.

She actually owned a letting agency in the past. I was like, wow, this person is next level. She wants to come work for our company.

I brought her on board, and I thought, now I made this recruit, I'm out. I'm done. I'm going to have no involvement in this business ever again because this person is way more capable than I am.

She's actually scaled a company before. I have nothing involved, no involvement with it. She was a high performer, but an absolute terrorist, and she was a nightmare.

She was like, literally destroyed the businesses, destroyed the team members by saying stuff to their face and slagging them off behind each other's back. Then we have the people that are high culture fit and low performers, and these are your puppies. These are great because they absolutely love everything about your business.

They love you. They love the company. They love your clients.

They're like, oh, my God, this is the most amazing thing in the world. I cannot believe you've given me the opportunity to work here. It's absolutely awesome, but they are terrible at their job.

They're not very good at all. They're an absolute nightmare. Puppies, they're cute, they're lovable.

You'd love to have them around the office, but they shit everywhere. That is what a puppy is. That is what they do, and that's what they come into the business, and they absolutely destroy.

I've had a few puppies in my time. They're very alluring. Who else had a puppy?

Yes? A few of you? Yes.

Seemed good on paper. It seemed like they were absolutely brilliant. They love you, and you think, oh, this energy is going to be great around here, but they destroy the business, and you spend six months to 12 months sorting out the mess they've created in a very, very short space of time.

Those are your puppies. This is a reminder to you. We want to choose our culture wisely, and then we want to recruit people that are high performers that actually fit with that culture as well.

You want to take this very, very seriously. In all the big tech companies, if you listen to any podcast of a big tech company or a CEO that's gone the distance, they will talk to you so much about the importance of culture and recruiting people that are the right fit with that culture. It's absolutely massive.

You have two people, same IQs, absolute high performance, but if they don't fit with the culture of your business, and you recruit them in, they become a terrorist, and they can really, really damage it. So that's like the rules. You want to define the rules of the game, like what is your culture going to be for your business?

Then what we want to do is set some annual culture events and put them into our diary, okay? So this is all about the set and forget elements. Every year, there are going to be certain events that are going to help you actually build their culture.

First thing to say, can we do this? Smile. This is it.

We all perceive that there's a there we're trying to get to. That when I've launched my book, or when I've grown the business to this, or when I've recruited this team, or when I've got this amount of properties, or when I've got this amount of income, or when I've renovated my house, whatever it may be, that we're going to go, oh yeah, made it. Great.

Life feels absolutely fantastic. But we all know, we should all know, that this there, it just doesn't exist. We're going to be feeling like this, or we're going to be chasing this thing that doesn't exist forever, unfortunately.

Because we perceive there's always going to be there. Think about what's one of your big achievements that you did, where you ran your first marathon, or you bought your first house, or whatever, and how distant that's gone, and what the new objectives that have already been replaced with. The key sentiment is, smile.

This is it. This is actually it. This journey where you are now, this is actually it.

We want to put these things in place to actually enjoy that journey. It's not, oh yeah, I'll take my team on a night out when the business is more successful. Or when we've got more time, we'll start thinking about some of the things that Josh has said on stage.

Don't do that, because you're costing yourself fun, enjoyment, and fulfilment that you'll get with your team. Plus, you're losing a lot of the benefits that all this stuff gets you as you go. So wherever you're at, you want to get this stuff in place.

The first is your strategy sessions. Who can remember what a strategy session is? You've all done one of these, hopefully.

Who wants to share? Yes. We just passed the ...

I've got it here. There you go. Go on, Nina.

[Speaker 8] (43:26 - 43:34)

So strategy sessions like your retrospective, it's like the what's going well, what's not going well, like what do we want to focus on as a team?

[Josh Keegan] (43:35 - 51:58)

Absolutely. So in autumn, every single team member should have a strategy session, which is a one-on-one time with you. It could be half an hour, 45 minutes, 90 minutes, whatever it may be, where you're going to discuss what's going well, what's not going quite as well, where do they want to go next year, where do they want to see the business go next year, strengths, weaknesses, opportunities, and threats.

It's time to actually zoom out and have a conversation with a team member about what's going to happen in the year ahead. Why is that so important for culture? Yeah.

Badly said, it makes them feel valued and included 100%. It means that it's no longer you just setting a strategy. It's no longer you leading from the front.

It's you leading from the back because they've said they want to do this. They've said they want to grow this part of the business. They've said they want to improve this.

They've said they want to bring on a new team member to do this. And you're no longer telling them. They're deciding and you're just giving them what they need to progress it and move it forward.

So that's why it's so important because you can then lead from the back. So you have those in autumn. You want to get them booked in.

I'd honestly say having them booked in now is not a bad thing to do. You want to get all the booked in. Don't think about it.

Don't think I'll do that later when we get to autumn. Book all this stuff in now. Then you're going to have your strategy day in January.

Who did one of those this year with their team? A few of us. Absolute game changing.

This is basically where you launch. It's like new year, new start. Everyone's fired up after the new year.

This is the plan for the year ahead. Very, very powerful way to start your new year. So you want to get them involved in that wherever you can.

For those of you where possible, make it an opportunity to, if you're, you know, if you have an office, you know, do it in the office or go out for some dinner after, have some drinks. You want to add socials onto these wherever you can, guys. And for those of you that are virtual, you can do all sorts.

You can do a quiz at the end of it. You can invite everyone to get a takeaway or have a drink and have half an hour. You just sit around and chew the fat afterwards on Zoom.

Don't underestimate how powerful this stuff and how important this stuff actually is. New Year's Eve, 31st of March. Why is it a new year?

Yeah, a new financial year. And it lies with the proper entrepreneur calendar where we basically finish our previous financial year. We start off a new financial year.

I would really recommend getting this booked in the diary. Have a New Year's Eve party where you celebrate the end of what we just finished to get to New Year's Eve. Winter.

That horrible winter hit list, which all your team have slaved over for three months. They're like, why are we doing this? I don't want to do it.

I'm sort of too busy already. We finally get to the end of winter and we can all celebrate the fact that winter is over. Winter is finished.

We no longer have to do winter hit list. It's a great way to get the high performance done because you're going to have a deadline, but also it's a celebration of that finishing. Take them out.

I used to take my team out of the physical office out for some food. I used to go to a restaurant, we'd get New Year's Eve balloons all put up. Happy New Year.

Very cheap at that time of year, New Year's Eve balloons, if anyone wants to. Great decorations, very reasonably priced. The frugal amongst you will then pop them in a box and save them for the end of the year.

But it works really well. It's a lot of fun. All your team are talking about, we've got a New Year's Eve party.

Their friends and family are like, what do you mean you've got a New Year's Eve party? It doesn't make any sense. It creates uniqueness.

It's fun. It's exciting. It's engaging.

Summer awards. Really recommend getting some summer awards in. We're going to talk a little bit more about awards later as well.

But just having some summer achievement awards. Summer, if you do this right, is going to be very, very intense. It's going to be growth.

It's going to be sales. It's going to be marketing. Your team are going to work very, very, hard.

So you want to recognise the work with some awards. Fantastic. Great way to start things off.

First time you do it, there'll be a high achiever that win the awards. Next year you do it, everyone knows there's awards, there's an Amazon voucher, there's something up for grabs. And everyone's now starting to compete.

So the performance of everyone just increases as a result of knowing that there's awards. Very, very powerful. You want to do them in July, kind of August time.

And then the Christmas social. Book it in now. Don't wait.

Don't leave it last minute and then you can't get a venue or you can't get a time where everyone's available. Get your Christmas social booked in. Why?

Because it's Christmas and you should all have a bit of a heart and a soul. You should all celebrate Christmas with your team members and it could be anything. The great big Christmas quiz.

The Christmas drinks. You do it like a close down for the year where everyone shares their biggest success for the year. You all have a little bit of a drink and then you finish up for the evening.

It can be anything. It doesn't matter what it is. Just get it into the diary and make sure these things actually, actually happen.

You do some end of year awards, make it fun, make it silly, whatever it is you want. Remember, you can do whatever you want with this, guys. You have creative...

As entrepreneurs, we love being creative. You have creative license. Do whatever you want.

Have as much fun as you like. You can do whatever it is you like. Remember, smile, this is it.

Get these things in your diary. It will uplift you. It will uplift your teams.

They'll stay longer. They'll be more productive for you, which is not why we do it, but it's part of it. And you'll have a lot of fun in the process.

Did you get that, Carla? Sorry. Yeah, you got it.

This was on the wall, at Professor Entrepreneur. Just loads of pictures from years and years of socials, like things that have gone on, all these amazing moments just to remember. You can start your own board of all these great things.

This is the journey. Smile, this is it. You want to actually recognize this stuff and just see the journey.

Get a party in place. Whenever you can get a party happening, definitely get a party in place for those of you with the bigger teams. Have some sort of annual party.

And part of the fun is all the build up, the organization, everything going into it, everyone getting excited. And these are some of the things that we've done over the years. So this is some of the stuff at Professor Entrepreneur.

Get everyone together, drinks, having a great time. Pulse Party. This is something that Dan used to do with his big, big team.

He's having a great time. Everyone's just drinking way too much. Awards.

Huge amount of awards, Director's Awards. Awesome. You see all the stats from the company, £7 million funds invested, 2.7 million rent roll, 3,435 investors trained, 573 tenants. All this stuff, it's just anything to have a bit of fun and celebrate the success of the company. So Adam used to do, this is Capital Living, so Adam used to do Rounders tournaments. I questioned Adam's motive when he was young, single, living in London, why he was doing Rounders tournaments with all of his tenants.

I do question his motive a little bit. Who knows? That's maybe the cynical version of me.

But it's great. Look, everyone's meeting on Clapham Common, having a great time. It's branding for the company.

It's an absolutely huge and awesome thing to do. This is us. So this is my team.

This is actually meeting up and getting stuff together. We do Zoom meetings. We have a lot of fun at these meetings.

I do anyway. And part of that fun is generally, I'll always try and make it as awkward as I can at the start, in some way, shape, or form, by giving them something to do. So it could be, and there was one we did recently where I said, everyone needs to, because we've got some new team members, everyone's getting together.

So I was like, right, everyone did an instruction, name, location, what your role is in the business, and your favourite joke. And I was like, well, I'll go first, because I want to set the tone with the joke. And I wrote my joke down.

And my favourite joke is quite, it's a bit punchy. It's a bit too much. I don't know if I should have done it.

And I was like, should I do this to all these new team members or not? And I thought, well, feel the fear and do it anyway. It's a bit edgy.

It's a bit sexist, maybe. And I thought, you know what? I feel like I'm going to do it.

Because I thought, well, if I lower the tone to this level, it's going to make them feel more comfortable with their joke. So I was kind of doing it for them. And I did it.

And I did get some laughs. And I think it went down pretty well. And I'm still not sure whether I should have done it.

But it was good fun. Anyway, we had a lot of fun laughing. Everyone's having an absolute brilliant time.

So everyone did their joke afterwards. And it was up from there, which was really, really good. And it was great fun.

So make it fun. Make it awkward. Do something silly to start.

Do an icebreaker. Do your favourite joke. Put it in chat GPT.

Say, give me an example of 10 icebreakers or a way I can make everyone laugh at the start of this meeting. You get everyone engaged. Everyone's really, really laughing their little heads off.

And then everyone's engaged for the rest of that meeting. It's brilliant. I highly recommend it.

I can't. I can't. I'm sorry.

I'm sorry. I would love to.

[Speaker 7] (52:01 - 52:10)

I like my job.

[Josh Keegan] (52:10 - 1:06:52)

And I come up. And it's quite cushy. I enjoy it.

I enjoy this. So no, I'm not going to risk that, unfortunately. No, it's more Bianca I'm scared of.

I don't care. No, I'm too scared. I'm too scared.

No, maybe. Come and speak to me in private, darling. I might tell you.

Right. But the whole point is, set and forget. You want to set all this stuff up.

You want to have all these things in your diary. And for me, we have a way we do meetings. We always start with some sort of icebreaker.

Everyone kind of dreads it, but it's all part of the fun. You want to bring all these things into the business that you can start doing in innovative ways. Doing the icebreaker costs literally nothing.

It's just good fun. It costs nothing. I type a chat to you and say, give me some assignments at icebreaker.

Normally choose the one I think, oh, that'd be the most cringy one I could choose and choose that one. And I go for it. And this is where the magic actually happens, getting all this stuff set up.

So that's the annual stuff you need in your diary. The quarterly stuff is the next bit. So you do this stuff annually, but it's too long to leave things between having conversations with your teams.

And there's one big check in you want every single quarter, because you don't want to wait until it's too late. What do you think we'd be too late with? Why do you think we don't want to lose, we don't want to leave things too long?

Problems. What was that? Yeah, yeah.

So we've got working and planning, then we've got getting into a routine. Terrorists. Terrorists could destroy the company.

KPIs going off track. They lose respect for you, particularly if you do dodgy jokes at the start of the meetings. Yes, they do.

Yeah, potentially. Firefighting, getting in the way of other stuff that you need to get on with. Well, the main reason is, is people get bored.

They burn out. And you need a time to actually reset things and say, right, you will work really hard in winter. It's over now.

New start, new energy. Right, let's move on to spring. You will work really hard in spring.

Right, let's stop, let's pause, let's reflect, and let's go on to summer. Just that action there is very, very powerful for your team. What happens in most companies is the person's just working and working and working and working, and it just never ends.

It's just working. It just never stops. It's just this thing that just keeps going and going.

And then two or three years in, they go, I don't know why I'm doing this anymore. I'm really tired. No one recognises me.

No one's sung my praises. I've not been able to give any feedback on where the company's going. No one listens to me.

I'm just going to leave. So you've got to keep this stuff in place. People get bored, they get burnt out.

You need to help them play the game. And what we do in Properly Entrepreneurial is we have quarterly. So every single quarter, you want to have a QGM in the diary, a quarterly general meeting.

Why on Properly Entrepreneurial is even more important. By the way, we do stuff like what's why is it so important? Because of the different seasons, Simon.

Exactly. So we have seasons. And like in your business, like on Properly Entrepreneurial we have seasons, you want to be running these seasons in your business.

Your team should know about all of these seasons. Just by running your business in seasons is very, very unique, by the way. No one else is doing this.

They might have quarters, but seasons is different. And you want to use QGMs to sign off a previous season. That was winter.

How do we find that? Cool. This is what we can expect from spring.

That was spring. How do we find that? Right.

Championship season. Now this is summer. This is what we can expect.

Right. Cool. Now we're into autumn.

So you want to use this as a way of actually playing this game because then people stay engaged. They understand, you know, why you're doing something for a certain period of time. Whereas what most entrepreneurs are doing, they're trying to get their team to fix the business, grow the business, strategize around the business, and the team's just exhausted and they're all over the place.

So at the QGM, you want to do a few things. The first is ask them to share their challenges. So what were your top three challenges from the previous quarter?

That might be one of the first topics. Top three challenges from the previous quarter. This is great, by the way.

Like my team now, they all present themselves. So they all come over. There's like four or five people.

Marketing, sales, operations, finance. Yeah. So there's five departments and each of those five departments do their own presentation about what's happened.

They share the three challenges. What were your biggest challenges over the last quarter? Then they celebrate their successes.

So what were your top three successes from the last quarter? And obviously what's quite nice is they share their challenges and then they shared normally how they overcame those challenges with these three big successes that kind of came on top. Really great, really powerful.

And once again, now it's not me speaking anymore. It's not me leading. It's them leading.

Right. This is my, this is how you help them lead from the front because now they're owning their department. They're owning the success and the failure in their department.

Then we have some quarterly awards. You can do as many as you like. I do two.

One is the People's Champ, which is where I asked them to vote for who they would like to win an award, who they think has gone above and beyond. And what we do with that is we tie it back to our culture. So we say, look, Ultimate FD's culture is this or this is what we're grading people on, how well they showed resilience, how well that they met their deadlines, how well did they help other team members?

Whatever it is your culture is, you want to say, right, we want to judge people based on this. So that's People's Champ. I don't vote in that.

I let the team vote in that so they can decide. And the other award is the Director's Choice, which is basically my decision to say, right, I think that this person needs an award because they've done X, Y, Z. And this is why I'd like to publicly recognize their award.

They get an award and a £50 Amazon voucher or whatever it may be that you decide to actually give them with it. It's like this is game-changing stuff, guys. It means that people are recognized and it means that people are now starting to compete for those awards in a nice way, a very friendly way.

But it's very, very powerful and it's definitely what I'd encourage you to do. And then people start to behave in certain ways that allow the other person to win the award. It has this amazing fulfilling impact or this self-fulfilling impact as a result of you doing this stuff.

Now, finally, despite the QGM, whatever you can do is social. Like you'll hear me say social a few times. Whatever you do is social, whether it's on Zoom, whether that's out in the pub, whether it's at a restaurant, whether it's having some breakfast in your office, whatever it may be, you want to do this wherever you physically or possibly, possibly can.

Some of the awards at Property Entrepreneur. So these are what the awards are like in the offices. Just some examples of some high-performing awards that you can give out.

This is Adam taking all his team out for a few drinks after a nice little social. This is Shiv. So Shiv, he has a virtual team, but he takes his team out quite regularly.

I think it's like once a month. Sorry, every quarter he gets them all together. He actually has them all to drive, get to a place, give some gifts and makes a big thing of it.

But also he does a lot of virtual stuff as well, and he's still doing that at the same time too. Once again, my team, you know, getting together once a quarter, we do all this stuff. We don't necessarily do as much social.

I'm going to start bringing that into play. But these QGems are just a lot of fun, a great opportunity for everyone to unwind and have a laugh and just really check in on the progress on the business. So that is quarterly.

Now we've got monthly. Key sentiment on monthly is it's the little things that make the biggest difference. I was in a cab the other day with a taxi driver, obviously with a taxi driver.

So he was driving me and he was telling me about this holiday he'd just been on to Greece. He said it was the most amazing holiday ever. He told me how much it cost very quickly.

He told me it cost him £8,000 for him and his wife. I was like, wow, fair play. Maybe I should have started driving Ubers because that was really impressive.

Fair play to you. And he started telling me about this hotel. And he said, oh, it's just the most amazing hotel.

And I was like, oh, why? And he went, oh, because we're out one day and my wife actually fell over and we're about a mile from the hotel. And we actually rang the one who came to pick us up.

I was at the bar and the guy gave us an extra glass of champagne for free because we were in there every single night. And it was like he started listing off all the reasons why this hotel was absolutely amazing. None of it was to do with the suite, the view, the pool, like none of it had anything to do with the thing you actually buy when you buy a hotel room.

None of it. He didn't tell me anything about the hotel apart from all these little things that the hotel did to really make his experience exceptional. And I want you to think about that with your team members, like the pay, the contract, all of that stuff, their work hours, that's all the stuff you've agreed.

That just happens. It's all these little extra things you do that don't cost you much time, don't cost you much headspace, don't cost you much money. These are the things that really make them think, wow, this is a great company to actually work for.

So what good things can you do? So when people join, the standard joining in the corporate world is there's no desk, there's no chair, there's no computer, you have to go and find them for yourselves. That's not what we want to do.

You want to make sure they're set up, they're good to go and you give them a gift. Flowers, a journal, we're going to talk about your culture club rule book in a moment. Give them the rule book, give them the card, anything it may be.

We've just had a new starter today and it's just a small thing. They've been added to the WhatsApp group and the person that does all the onboarding said, Annika, congratulations, welcome to the Ultimate FD team. Now all the team are going, congratulations, well done, we're looking forward to working with you, Annika.

It's a small thing, but it's a big thing. These small things make a big difference and that's free. We're not going to have to send a card for any of that.

But if you want to take the next level, flower on the desk when they arrive, absolutely phenomenal. When people leave, people go, don't think, oh, screw you, I'll never speak to you ever again, I can't believe you left the company. Send them something, send them a gift, say thank you so much for all of the time and energy you put into working together.

You've been absolutely amazing, best of luck for the future. Leave them with a phenomenal gift or whatever it may be to say thank you, to really thank them for the journey and the commitment they've given to you and your business. Birthdays, just like for all of you, easiest thing in the world is just to find out when your team's birthdays are and just put it in your diary.

And even if you're just the first person to say happy birthday in a WhatsApp group at the start of the day, I'll give you a tick for that. That's culture club, well done. That's a big, big thing.

We want to use a bit of AI. I asked my team member to basically on AI just create a template, so basically we just got a nice little birthday card that we send, it's just a PDF that goes into the WhatsApp group. I'm not asking you to send anything, I'm just saying put a nice image into WhatsApp group to celebrate someone's birthday, be the first person to do that.

Take it further, we do an Amazon voucher on their birthday as well, so happy birthday, nice thing in there, then we email them an Amazon voucher. You could send them a cake, you could do flowers, you could do banners, you could do a card, whatever it is it wants, depending on where you are within your business, whether you're virtual or if you've got physical team members. Same with work anniversaries, this is a big one.

Once again, it's a five minute job, just put these in your diary, easy to do, easy not to do. Remember people's anniversaries, they will really appreciate it and they really love the fact that you've actually taken the time to say congratulations, you've been with the business one year, once again a little image into WhatsApp group is great, you could take them out for lunch, you could give them a card, you could give them a cake, whatever it is you want to do. We do a nice little image in the WhatsApp group and send them an Amazon voucher once again, use a lot of Amazon vouchers.

Then celebrations, so wherever you can, you want to celebrate things within the business. For example, end of month KPI reports, so say if your business has loads of KPIs, at the end of the month it gets shared, this is how we did this month's team, well done sales, you smashed the target again, well done Amanda, all the projects are on budget, well done Vinand, your credit control is lower than ever, celebrate at the end of the month all your KPIs, all the things that have actually happened within that month.

So celebrate in the WhatsApp group as much as you can every single month about the progress and the success people have actually had. Here's a few examples for you, so this is what happens at Proposal Entrepreneur when you join, then you literally have a card, rule book, bottle of champagne, how nice is that, you come into your desk, you've got a pen, whatever it may be, that's nice isn't it, nice little touch, people are going to remember that. This is a person who was actually leaving, not just like kick them out the door, it's like here's a cake, here's a bottle of wine, well done, thank you so much.

It's actually Michelle, I kept this on, it's a little bit old now, but Michelle was actually here when Bianca joined, she was like a better version of Bianca but unfortunately we lost her. No, just kidding. So she came, this is what she actually posted on her social, she came, flowers, a nice little note, and how cool is that, she's already posting on her social on her first day, so I think I'm going to get along well here, I think it's going to be great.

I love this website, Sponge, and how nice would it be to get a cake in the post, get a little box, you're like what's this, you open it, it's just a piece of cake, who would like that? Yeah? Cool, wouldn't it?

This is cool, on Sponge you can do cake cards, they're from £9.99 and what it is is a little card, underneath that card is like two bits of cake, like a carrot cake or whatever. How cool would that be to get that 7 or 20 of your team members to say thank you, they're not expecting it. Great, everyone loves a bit of cake, don't they?

This is just a thank you message from one of the team members, say thank you so much, you used the voucher you gave me, you've had an amazing meal, really appreciate it. This is Jen, Jen was a massive part of Property Entrepreneur for a very, very long time, and she left for good reason, there's nothing untoward there, but look at this, she posted all these pictures for the last three or four years of being part of Property Entrepreneur, it's made my hair stand on end, but she was one of the leaders in Get Up and Give Back, all this amazing stuff, none of it's her sitting at her desk working on a spreadsheet, is it? It's all of these extra things that she did, that she got involved with as part of her role in Property Entrepreneur. This is Viner, he's one of mine, it's a very recent example, it was the other day, he just absolutely killed it, for a month of winter, he did so much work, he was working evenings, weekends, to get a load of client work done, a load of work for me done, and he wasn't complaining, he was working all day and most nights, literally from 8 to 12 o'clock at night, just to get all this work done, get all this stuff done. So I sent him this, which is basically like a spa, he's in South Africa, so it's like a spa near him, it's basically a day for him and his wife to go, it cost me £80, bearing in mind the work he's done is worth thousands and thousands of pounds for the company, it costs nothing. But this is, I sent this to him, this little voice note, you see he's got a little tear emoji there, he sent me this back.

[Speaker 3] (1:06:53 - 1:07:43)

Hi Josh, I'm not an emotional guy, as you probably get it, but you can make me cry, thank you so much for your gesture, and I'm sure my wife is going to enjoy it, I just hope she doesn't decide to take someone else, but I think we're very grateful, it's absolutely been a privilege working with you and for you, you're really, you know, the personal development side and the way I've grown over the last year or so has really been tremendous, and I didn't do, when I got my extra minuses, because I mean that's my work ethic and that is who I am, and I didn't expect anything from it, so this is very sweet, if you get something, or if your artwork is appreciated, for me it's just I want to make the company successful, and I want to be successful in the way I can be successful if you're being successful, so that's why I do it, but thank you for your presentation, it's really been, I didn't expect it, but I'm very thankful for that, I have a great big game,

[Josh Keegan] (1:07:43 - 1:14:57)

so I mean how nice is that, like it cost me 80 quid, I sent him this voucher, little tear emoji, I don't know if you caught at the start of his message, I'm not an emotional guy, but it's made me cry, and I'm just, it's just amazing, it's phenomenal, and I've not done that, I did that to be genuinely grateful, I mean he's such a high performer, and I'm hoping he's with the company for years and years and years, the person that signed today is his sister-in-law, so he's found her and brought her into the company, so it's just phenomenal, this is what life's about, it feels good, which is the main thing, he's happy, I'm happy, everyone wins, it's the win-win-win, he's won, I've won, and the business has won, it's absolutely phenomenal, and that's what we want to create as much as possible. So next is then weekly, so you've got your monthly there, and then next is actually weekly, and what you want to do is make your culture something that you and your team can be pleased to be a part of, and that's really, really important, people want to be part of this culture because they value it, they feel proud to be a part of this culture. So how do we do that, what can we put in there weekly?

The first is a huddle, so you can do a team huddle, you can do this in person, or you can do it on virtual, so I do mine in virtual, I know Dan used to do his in person, and it was basically like, literally someone would make breakfast, they'd have like a team huddle, they'd eat their breakfast, have a catch up on a Monday, Tuesday morning about what's going to go on for the weekend, and just touch base before the actual week gets started. I do mine now on a Tuesday morning, it's 30 minutes, we start with win of the week, so everyone shares their win of the week from the last week, we go through the key departments, and I normally do a 10 minute training at the end of like something I want to train the team on, whether it's AI, or like the way they're doing something in Asana, or you know, here's a testimonial from a client, like this is what we did here to make this testimonial happen, so I give them a 10 minute training, 30 minutes at the start of the week, short and sweet. Public recognition, this is a weekly thing, you want to really make sure you're recognising people publicly, what's the phrase, public recognition, what do we not do publicly?

Yeah, exactly, criticise, so we recognise the successes publicly, but we never give feedback publicly, we give that in private, so public recognition, Slack, WhatsApp, wherever it is you are, if a client sends you a message and says really, really well done, this has been an absolutely amazing screenshot, put it in the WhatsApp group, whenever I work with a lot of people in the room, they come and say to me, that's been really good, that's been really great, I say, by the way, I bumped into this person, they're really grateful for your work, Ben, thank you so much, really well done, I'll put it into the WhatsApp group, that's what you want to do, all recognise wherever you can. Icebreakers, so I'm a big fan of icebreakers, as you probably know, that's mainly because I've got a virtual team, and I found that the meetings were kind of quite awkward, a bit stale, and no one was really talking and engaging, icebreakers get everyone, the aim of the game for me is everyone needs to have spoken at the start of the meeting, whether they share their winner of the week from last week, whether we go round and say what three things would you take to a desert island with you, whatever it may be, your best joke, start with an icebreaker, particularly with your virtual teams. Who was saying last night that Kat, Kat was saying last night that with her VA, at the start of every single meeting they have every single week, they have a five, ten minute catch up, just about cultural things, about how things are going, what do you do differently over there, it doesn't matter what it is, you want to make sure there's just engagement at the start, where you actually take a bit of time to have a bit of fun, talk about something else before you get straight into the work. Weekly wins, I'm a huge fan of weekly wins, whether that's end of the week shares, or we do something called, and this is Shiv, basically it started with his end of the week shares, so at the end of the week he'll post an image, I'll show you in a moment, where he says what was your win of the week, what did you do last week that, you know, this week was a great win, great way to finish on a Friday. We do that on a Monday in our team huddle at the start of the week, but what I love, which I'll show you in a moment, is we actually get everyone to post there on a Monday, Wednesday and Friday, it's like the SES, Monday is there, right these are my objectives for the week, Wednesday is how am I doing against these objectives, and then Friday is how have I done against them, and then we actually have a scoreboard to see how everyone's performing against their objectives, which works really well, I'll show you that in a moment, and then Friday finish, so you know, if you get all your tasks done on a Friday, those offices will work better, if you get your tasks done on a Friday, leave 30 minutes early, you know, finish early for the weekend, obviously you pay for it, go and crack on and just get that, get that reward for having a clear desk on a Friday. Something to be really honest about is, I'm talking very positively about all this stuff on stage, I really don't enjoy a lot of it, like I really don't love it at all, and like when I see you know five or six one-to-ones in my diary, or I see the AGM in my diary, or a monthly meeting with a team member in my diary, or like you know a few of these things in my diary for the day, I literally think, I literally can't think of anything worse than doing that today, I literally can't think of anything worse, I'm being really honest, I really can't think of anything worse, I know the benefits of it, but I don't enjoy necessarily doing it, but I have to take a breath, I literally breathe in, breathe out, and remind myself that this team is not the inconvenience that they are in my head right now, when I've got to have these meetings with them, it's this investment of time that allows them to be the great team that they are, and allows me to get all my white space in the diary and free me up normally. So you have to rethink about it, you have to take a deep breath, you have to just get this stuff done, you have to go ahead and just enjoy it the best you possibly can, and another thing I always think about is, when I turn up to that meeting, who am I going to be? Am I going to be grumpy, am I going to be like, oh, I just want to get this over and done with, am I going to be impatient, or am I going to actually be present in that meeting, and just have fun and enjoy it?

We all know who's going to get the most out of that meeting, who's going to have the better experience, is the person that turns up, has a lot of fun, jokes around with the team, just really engages and enjoys it, versus the person that's just head down, come, Josh has said we've got to do this, let's get this over and done with, let's finish as quick as we can, let's go and have our lunch. So you want to take a breath, remember why you're doing it, and really enjoy it. Pick a superpower, just an example of one of the icebreakers, get these at the start of any presentation you do, just choose some sort of icebreaker that you're going to do, and then the weekly game changer, so this is relatively new for us in terms of having a scorecard, but you can see in April, you've got everyone posting how they did against their tasks that they set, and then you've got a scoreboard over here to the left, and this is my assistant posting all this stuff in here, it's just great, it works really effectively and really well, everyone starts to compete with each other, no one wants to get below 60, 70, no one wants to get below 80, 90%, that's where the cultural bar has been set, so everyone's just doing more as a result. So what Shiv does, so weekly wins, posts this every single Friday into his WhatsApp group, something Shiv also does on a Friday, every single week he posts this into his WhatsApp group, is that going to work guys, or is it?

[Speaker 11] (1:15:01 - 1:15:04)

It's a video not working, that's a real shame.

[Josh Keegan] (1:15:04 - 1:25:17)

Anyway, it's Friday, who wants to do it? Who was that, was that Neil? You can come up here and do it, but anyway, he posts every single week, no chance, so every single week he posts into his WhatsApp group, it's basically this guy, if you've not watched it, Mufasa just basically doing a Friday, and he just gets out the car, starts dancing crazily, and he posts into his WhatsApp group every single week, and I said to him, do they ever respond?

He went, no, and I went, right, but you still keep shooting? He went, yes, and then he told me, he said one time he was on holiday, he didn't do it, and all of a sudden about two o'clock came around, and someone just went, Shiv where's the video? So it's one of those things where you just get doing it, and doing it, and I think there's a really great lesson in culture there, because this stuff when you first get started is a bit awkward, you ask people to do icebreakers, no one wants to do it, it's all weird, who wants to speak first?

Everyone is silent, it's awkward, it's clunky, it's difficult, but you've just got to keep doing it, keep doing it, keep doing it, all of a sudden you realise how much people value it, because they'll start asking for it when you stop doing it, or you stop doing something that you used to do, they'll say, are we not doing it this way now? So don't overestimate the value and the importance of this actually happening. So what's some other things you could do?

One of them is weight or wellbeing WhatsApp challenge, so if you want to do some sort of, you know, maybe you want to lose a bit of weight, I won't pick on anyone, but if you want to lose a bit of weight, you might go, you know what guys, I plan to lose five kilograms, who wants to join me in a WhatsApp group where we'll hold each other accountable to get our steps in, to go on a diet, to lose a certain amount, you weigh yourself in on a Monday.

Bit of fun, you know, get people involved, get your team involved, you're doing something together. You could have a Slack channel or a WhatsApp channel for a bit of banter, you know, it could be the WhatsApp banter group, WhatsApp fun group, whatever you want to call it, where you say, look, in this business group, I don't want you posting pictures of your cat or your kids or whatever, it's a business, but in this group, fill your boots, do whatever you want, post any stupid stuff you want, tell your smutty jokes, whatever you want in there, enjoy yourself, have fun, you can enjoy this group, and I'd really recommend that for those of you with slightly larger teams. Help, so don't underestimate the value of just helping your team.

So there's been maybe, you know, it literally can be anything, like that guy told me, the tax driver, whose wife fell over, you know, a mile away from the hotel, like somebody just went and picked her up, to him that meant everything, but how can you help your team? I think on maybe four occasions, my team have come to me and said, look, can you pay me earlier this month, because I'm financially struggling, whatever it may be, and on four occasions, I've had to say no, but what I do say is, I can't pay earlier, that's company policy, and as soon as you start doing that, that's a slippery slope, the company can't lend you money, but me personally, I will lend you whatever it is, whatever it is you need, you owe it to me, not the company, just to be really clear, because I don't want to start people asking for loans, and I'll gladly help you with that, then you ask them how much they need, it's only like a hundred, often it's in the Philippines, a hundred pounds, or 200 pounds, or 300 quid, and it's like normally, you can make that happen, you say, right, to be clear, this is an agreement with me, not with the company, and that means the world to people. There's a lady here last year, whose assistant in the Philippines said they're really struggling financially, and they need help, because basically, I think there's been like a flood in the area, everything had been destroyed, and she was like, well, how much do you need, thinking she was going to say tens of thousands of pounds, she said, I just need about 50 pounds, or no, it's like 20 pounds, so I can buy my kid crayons, my kid pencils, so they can participate at school, she's like, oh no, it's half the 20 pounds, there you go, best of luck, but it meant the world, it meant the world to them, so we can help people do it, also if they're snowed under with work, they have a personal, you know, maybe their partner's ill, or something like that, and you go, you know what, you need time off, give me all your workload, have this weekend off, absolutely, you can do all those kind of things.

My business partner, Phil, who died like a good few years ago now, and I remember when, it was in the early stages, probably about eight, nine years ago, we were doing our first HMO, we were really struggling, like we were trying to do all the work ourselves, and just try and build this thing, we'd never picked up a drill before, and it was like really difficult, and I remember one day on Saturday, he just turned up, he went, right, I'm here, what do you need, and he was fitting all our doors for us, he just, I was like, really, and he was like, yeah, yeah, I've just given the whole day, what do you need, I'll do whatever you need, and he just did the whole day of labour, he was actually really good, he could use it, he had a drill, and he could use it, and he could put doors on this, I was like, wow, this is absolutely amazing, but I always remember it, it was like, wow, like that was incredible, and it cost me a day's worth of time, and you know, who knows why, you know, I ended up staying with the business, and why I helped him scale it, and why we ended up selling it together, and all that, who knows, but did that day have an impact, probably.

Think about your vocabulary, like how are you going to speak, think about thinking like, you know, we are a professional entrepreneur, we say on time is late a lot, we say world class a lot, we say game changer, we say level up, think about the vocabulary you are going to use in your business, and then whenever you can send a thank you card, or gift, do it, if someone goes the extra mile, someone helps you more than expected, like I said, that spa voucher, send a thank you card.

Bianca, Rachel, have you had any thank you cards from Adam recently? Really? So last year, we had this workshop, and Adam had literally given a thank you card to Rachel, and a thank you card to Bianca, like basically everyone on the team apart from me.

I'm blown away by it. You got one in March? Cool.

That's good to know. You got one as well. Yes, Adam is very good at sending thank you cards to certain team members, not all of them unfortunately, but it means a lot to them.

I think top tip would be if you are going to send thank you cards, do it consistently to all of the people you have seen that deserve a thank you every now and again, that's all. Anyway, we will move on. So a few top tips from experience.

I heard on a podcast that Warren Buffett every single year would send something stupid like 1,000 thank you cards to all of the different people he met in the industry that he was really grateful that he had an interaction with, and it would just say, keep doing what you're doing, Warren, like that, and it would get sent to people. But imagine, I was gone at Steve Bartlett's podcast a while ago talking about this and how he remembered it forever, and what I would say with thank you cards, although we can digitalise stuff, if you write it yourself, that has a lot of weight and credibility. That personal note to say thank you is very, very powerful.

I think that's what Adam does. I don't know. I'm not seeing a sign, but I'm assuming that's what he does.

So a few top tips to finish up. So firstly, it's the smallest things that make a big difference. I'm not asking you to spend hundreds of thousands of pounds or tens of thousands of pounds on a big team party or spend hundreds and hundreds of pounds on awards.

If you're not doing anything now, the smallest things have the biggest impact. So start thinking about those small things you can do, whether it's win of the week in your WhatsApp group, whether it's an icebreaker at the meeting. What can you do to start building culture?

The next entrepreneurship is a people business. Manage people all you like. You will get a level of results, but when you start getting them thinking and acting the way you want them to act, the way that aligns with you, that's where the people start to really, really go the distance and you start to see some real tangible returns on that time and energy you put into people.

Culture. It should be your first thought, not your last. When you're sending a message or when you're feeling a bit down in the morning or when you're going to turn up to a meeting, start thinking about culture first, not the last thought.

You can't make it up as you go and just do it later or put it onto your to-do list at the end of the day. It's how you're thinking, it's how you're presenting, it's how you're acting, it's how you're communicating all of the time. Enjoy the process, not just the result.

All of these things. Who's seen something here or heard an idea or heard something they could potentially put in their business where they thought that could make things a bit funner, a bit more enjoyable? Three of you, cool.

It's a waste of time. Who's seen something that they think that would make their life a bit more enjoyable? Okay, four, five, okay, great.

Enjoy the process. Having these meetings with your team members, having your monthly check-ins, doing your strategy sessions, having your AGMs, your QGMs, your end of year parties, that is the process of getting and creating a successful business. Getting a team member and team that can do stuff without your involvement, of scaling a company to exit a company.

That is the process, so you might as well enjoy it along the way. And finally, show you care, show you appreciate, and show you are grateful. Whenever you can do this, whenever you can show gratitude for people's work, whenever you show you can appreciate them, whenever you can show you actually care about them as an individual, once again, all this stuff is free and all of you people are nice, apart from a few of you, all of you people are generally nice people.

All you're doing is being yourselves, but you make sure you actively go out of your way to actually do it. So, that's Coach Club. We are going to share with you the Dream Team Rulebook into your Facebook group, and basically you can kind of see an example of what a Dream Team Rulebook actually looks like, so you can create your own version for your team.

You can do, you can chat to your BT this now pretty fast. I'm not saying you want to let it come up with all your cultural ideas, but you can type in your notes, you can create something pretty quickly through chat to your BT that you can then distribute to your teams. And then, sorry, for those of you that are taking pictures, you will get a copy of this, by the way, you don't necessarily need a picture, but feel free if you want to.

And then a podcast for you citizens to add to your action list, episode 66, which is the five levels of leadership. We have got one minute left, ladies and gents. I'm open for any questions that you may have.

Who wants to kick us off, and where is the catch box? Neil, do you mind passing the catch box? All right, who wants to go first?

The question is rising. No one? We've all got this out to you now?

Yes. Go on, Matthew, I'm going to... Oh, you've got the mic behind you.

I'm running too short.

[Speaker 6] (1:25:18 - 1:25:31)

Go on, Matt. The quarterly awards for the team, is there a certain team behind that? Would it be the most sales made, or would it just be random, depending on what happened in the previous quarter?

[Josh Keegan] (1:25:31 - 1:26:36)

It depends what you're trying to recognise. I really like, if you think about the way property entrepreneur is, you know when we do our awards days, we do our end of year presentations and our strategy day presentations, one of the things I like about that is it's not necessarily the person that's bought the most houses over the last year, or scaled their company the most, it's the person that's had the most meaningful time over those last nine months for them, because it's your own race at your own pace. And I like to bring that kind of concept in the business, whereas you could have absolutely smashed your sales target, but if you've been a bit of a difficult person to work with, if you've not helped your team, whatever, that to me doesn't win the award. For me, it's all about the actual values that person embodies, which is they've been supportive, they've gone the extra mile, you want to really celebrate the things you're really looking to see.

And in your environment, it could be that actually exceeding that sales target is everything you want, and that's absolutely cool. But for me, they've got to hit their KPIs, but I think it's that wider stuff that I'm always trying to award for, because when you then start bringing that wider stuff in and you award for it, you encourage more of that behaviour. Does that answer your question?

Yeah?

[Speaker 7] (1:26:37 - 1:26:37)

Thank you.

[Josh Keegan] (1:26:37 - 1:26:47)

We'll do one more, then we will finish for lunch. Anyone else? No?

What was the joke? What was the joke? I'm going to say I'm not doing the joke.

I can't.

[Speaker 7] (1:26:47 - 1:26:48)

Do it.

[Josh Keegan] (1:26:48 - 1:27:25)

Do it? Do it when? Maybe.

Ladies and gents, culture, and creating a world-class culture, it's all about actually enjoying your business. It's creating an environment where people love to work. And when you get this right, which you'll be building this for a long period of time, when you start getting this right and you start seeing your team act in a way that you'd love to see them act, and you see the value this brings in terms of what they bring to the business, it will take you to a whole new level.

So ladies and gents, best of luck with that. Get it all implemented. Start now.

It's all free of charge. The smallest stuff has the biggest difference. Thank you very much.

We'll finish with a huge round of applause for Rachel Davies.

[Rachel Davies] (1:27:31 - 1:29:20)

Thank you, Josh. That was brilliant. Enjoyed that session?

Yeah. Lots to think about. Maybe we're all at different stages of the journey when it comes to Culture Club, but take on board what you can, where you are right now.

And then over time, as you build your businesses, this is all of the kind of great things that you can put in place. Josh, I was going to talk about PE and how they walk the talk, because since I've been on PE, I've had flowers for my birthday, birthday cards, thank you cards from Adam. There's one, look, I'm afraid it's handwritten.

And I was just about to say, it's a bit of a, I know he has, bit of a bone of contention. It does wind Josh up no end. I'm sure that's why he does it and he doesn't send you flowers.

Flowers from Bianca for my birthday last year. He's not happy. You've got a plan.

Oh, there you go. There you go. We do love you.

We do love you. But I just wanted to say they actually do walk the talk. That was the point.

I absolutely love the way it winds Josh up though. So takeaways for you. Look after your team.

Your team will look after you. Really important. Create a culture that you love and they enjoy.

It's the small things that make a difference, right? So if we're thinking now, I haven't got a lot of money. I don't have a big team.

It's the small things that make a difference. And then one of the thing I just wanted to just bring up at the end is stay consistent. So if you're like, just, you know, the story about shave and the video, just stay consistent with it.

So people know what to expect. So if you're sending birthday cards and celebrating work anniversaries, don't do it for one year and not the next. So stay consistent with it.

So there some things that I think you should just take away from that session. And has anyone got any idea what they might do first? Does anyone want to share something that they're going to put into play straight away?

Anyone want to be brave and tell me? What do you think you might do? Josh, what do you, oh we've got Tina, you've been saved.

[Speaker 4] (1:29:23 - 1:29:42)

So one of my girls this week, she actually lost her dad last week. And she texted me and said, this is the night, this is on a Monday. She texted me on a Tuesday that she lost her dad on a Monday.

She texted me on a Tuesday and said, I'm really sorry. I lost my dad last night. I don't think I'm going to be able to come in, but if you can't get cover, I will be there.

[Speaker 10] (1:29:42 - 1:29:43)

Oh wow.

[Speaker 4] (1:29:44 - 1:30:04)

When I lost my dad and I was like, there ain't even a thought in my mind, you're not coming in. And thank you so much. She's been in every day and she's even there today, like I'm going to do my little spa thing for them.

Not just for her, but for the girls. There's a lot of girls there. I just think that's, that's not just about work.

That's like something massive in her life. Yeah. No, she won't.

[Rachel Davies] (1:30:04 - 1:32:01)

Well, give her a round of applause. Well done Tina. That's brilliant.

Right. Brilliant. And then just to continue your education on Culture Club, Josh is going to help you with this.

It's one of his midweek mentor topics. He's going to be doing midweek mentoring on the 28th of May. And he's going to talk you through how to put this into practice and how to deal with existing members and get them all on board for it.

So he's got lots of experience as we know. So if you haven't put that in your action lists, write it down right now. So just to finish on homework, we want you to define your culture, the rules, the values, the vocab, get that written down.

Make sure you add some fun into your meetings. It's really easy, isn't it? To turn up to a meeting in a bad mood and then share that bad mood with everyone else.

How easy is that? I've done it several times over. So don't do that.

Put some fun into your meetings, diarise your work anniversaries and birthdays, book in your annual events. So get them in the calendar and then you can set them and forget them. And then just all you have to do is show up and then your cultural prompts.

Remember, you've got to remember if it's their birthday or their anniversary. Yeah. So you've got to get those cultural prompts in the diary and then start drafting your dream team rule book.

Okay. So that, oh, sorry. I've forgotten to do that.

There it is on the, it's all on page 66 on the homework page as well. Okay. So that's your homework.

Now it's time for private dining. So you should have had an invite on private dining. So what we want to do spend some more one-on-one time with you.

People are chosen at random for this, but I have got the VIP guest list here to help. So I have got David Roberts, David Westwood, Hiral, Steve and Tom. Adam's got Arden, Charlie, Donna and Marion and Josh has got Kat, David, Everdeen and Tina.

Yeah. So if you haven't had an invite, that's who's on the list. It's changed slightly.

And I encourage you to get some steps in and do a lap of the belfry. If you get the chance, stretch your legs, go for a walk after lunch. So I'll be back here in the room for 2.30. I want you to go straight to lunch now because we're just slightly over, but let's finish the session on a big round of applause. Thank you, Josh. Thank you very much. Off you go.