**PEP 41 Edited\_Transcription**

[Daniel Hill] (0:05 - 0:35)

Welcome to the official Property Entrepreneur podcast with myself, Daniel Hill. On this Strip Back podcast, we're going to be going behind the scenes with special guests to provide insight and inspiration on all things business, life, and the actual realities of high performance in practice. Success and failure are both very predictable.

We hope you enjoy. Lovely, are we taking a seat?

[Adam Goff] (0:38 - 0:46)

Go on. Sorry, I am actually going to interview Dan. There will be some time at the end for some questions.

All right, we've got a bit of a special announcement. Do you want to sit here? I'll sit here.

[Daniel Hill] (0:48 - 9:29)

This is my best side. So yeah, I'm going to do my end of year presentation now and going to share a big announcement with you all. So over the last year, we've obviously been working on a lot of big things and gone all guns blazing this year, whether it's been selling capital living, working on the existing businesses, scaling up Property Entrepreneur, doing these big developments, we've gone all guns blazing.

And for those of you that sat with me in 2019, when I did level up, who was with me then? If you remember, we had a similar experience and I sat here at the end of the year. And what we'd achieved was like record results.

In 2018, I did bottom line time, which was a case of sitting back, let the team do their thing, refining it and making money. And then by 2019, my ego took over again. And I thought, I wonder if I've still got it in me to go and smash it out of the park.

So 2019, we went all guns blazing, broke world records, bought three companies, scaled head office, doubled the size of Property Entrepreneur. And if you remember, I sat here at the end of the year and was just like, we've achieved everything, but I'm absolutely ruined. Yeah, if you remember, I obviously forgot about that in 2020.

And for whatever reason, signed up to it again. And we all went through the pandemic together. And I said to you, this is going to be the making or the breaking of us.

And over the last two years, I've step by step broken down what's happening in the market, what's happening in the economy, what things are changing, what initiatives are there, what opportunities, and just seize every single one of them. And if you remember, I said, you'll make more progress in the next 12 months than you will in the next 12 years if you grab this stuff through the bounce back boom. Well, we've done that.

We walked the talk, we went through phase one and two, and absolutely nailed it. And I'm really pleased to announce today, the first announcement is, despite the pandemic, despite the challenges, despite trying to run a portfolio of 25 companies, PPN UK has now closed its books for the year. And we've had not only survived the pandemic, not only got through it, but we've actually thrived and had our best year on record across every single company in the group.

So that's the first thing to thank you very much. Yeah, you said that. Yeah.

So yeah, that's the first thing. It's a case of walking the talk. Success and failure are very predictable.

For the last two years, I've absolutely, well, 18 months, absolutely nailed it to make this happen. And when I say it's our best year, it hasn't been our best year by a couple of hundred grand. I won't share the actual figures, but it's been our best year by several million pounds net profit.

If you put this stuff into practice, it absolutely will come to fruition. Equally, though, you know that that's not what we're here for. This is all about, it is about wealth.

It's also about health. It's about life by design. And I've got to the end of this year in the same way as I did 2019.

And just, I'm not sitting here thinking, what an amazing, it's been great experience. It's been great results. But I'm sitting here thinking, I'm absolutely exhausted.

Like, yeah, I'm absolutely done for. And it's taken it out of me physically, emotionally, just literally draining it. And somebody said the other day, when was the last time you actually took a holiday off the grid?

It was December 2019. It was the last time I had a week's holiday. And I was sitting there reflecting on this over the last few months.

And I was thinking, why am I still doing this to myself? Like, what is this about? I was thinking, I'm clearly burnt out.

So last board meeting, last advanced workshop, I was burnt out. I'm not in a good place. Like Adam was saying, I was getting up at two in the morning, not sleeping, absolutely burnt out.

But needs must, you know, you've got to get it done. No, because it would wake me up, I suppose. Well, yeah, it just needs to spoon me better.

And I said in the boardroom to the guys, I said, guys and girls, I said, next year, I said, that's it now. I said, I'm never doing this again. I'm chilling out now.

I'm stepping down. I'm just, I can't do this anymore. And Josh turned around and said, everyone sort of sat there and listened to it.

And then Josh turned around and said, Dan, I've known you for seven years. And this time of year, you say that every single year. And I was like, why is that?

And I was like, it was absolutely true, because I do say it. The championship season's hard work, the hairpin at the top when you've done the front six weeks and you're coming back, it is all guns blazing. We leave nothing on the table.

But I really went back and thought about what Josh was saying, because I am burnt out and I'm not enjoying it. And I was thinking, why do I say this every year? Is it because I love this?

And actually, it's just part of the course. You love it so much, you stuff your face, you lose your appetite. And then you get round and you forget and you go again.

Or is it that I do it, I forget about it, and then I talk myself back into the fact of going again and again and again. And I don't really know. So that was the first thing I started tuning into, is I'm absolutely burnt out.

I'm not having a good time. I'm not enjoying it. I'm forcing myself through it.

Why is that? The second thing was, can anyone remember who my hero, every year we say to you, take your hero with you. Can anyone remember who my hero was this year?

Justin Bieber. Fratitas was last year. So I was going to be the Fratitas.

Adam was going to be Dana White. And that's how Adam needs to lift a few more weights. But that's how the program shifted.

Absolutely. This year was, yeah, absolutely. Belieber was Justin Bieber.

And in the documentary, if you haven't watched it, I highly recommend it, whether you're a Bieber fan or not. I wasn't previously. But I obviously am now.

He talks in there about purpose-driven living. And this was like this whole thing of being impurposeful and life by design. And there's a really interesting thing that they said about in the documentary.

And they said, why do you think, because Justin Bieber's story was that he was a great success. Then he had a burnout. Then he came back and sort of recovered himself and reinvented himself, which was like my journey through 2012 to 17, 19, tapping out, burning out, and then coming back in 2020, 21.

And he said in there, well, somebody said, why do you think if somebody is that successful and they've enjoyed all these things and got this thing, why is Justin Bieber so anxious? And why has he got these depression issues? And why is he not happy?

And they said, if you think as a high performer, all you want to achieve is to catch lightning in a bottle. If you imagine how that as a concept, how hard it is to catch lightning in a bottle. And they said, the thing with Justin Bieber is at a very young age, he caught lightning in a bottle.

And then every time he released an album, he's expected then again to catch lightning in a bottle. And I thought, you know what? I completely get that.

And it's like, I don't feel like I'm releasing an album every two years and catching lightning in a bottle. I feel like I've got to this stage now where I'm trying to catch lightning in a bottle on a monthly basis or a weekly basis or a daily basis. And it got to a point last year where I started winning awards and I was picking up awards and it was becoming like a, it was like, this is just what Dan does.

It was like, I remember having my parents there and I felt like it was an inconvenience for them to come to this awards thing. Because the first one was like emotional. I'm crying on stage.

My parents are so proud. And then it just becomes like a functional thing. I thought, you know what?

I feel like now I've got to a point where people just expect me to catch lightning in a bottle. And I'm like, that's not good. It's like, that's quite a high pressure position to be in where if you successfully do things consistently enough, it's just people's expectation of you.

And you get to the point where there's no reward. There's no upside. It's like you're getting these things and it's just a given.

And then this year, I started seeing Conor McGregor, or last year I started seeing Conor McGregor starting to lose his fights. And I could see it from a mile away. And I've talked about McGregor for the last few years when his attitude started changing and he wasn't training as hard as he should.

And he won his double belts. And I kept talking about like him and Mike Tyson, how they should have tapped out at the top of their career. You know, if you've become the youngest heavyweight in the world, what is there to win after that?

And if you become Conor McGregor and you're the first to ever hold two belts simultaneously, what is there to gain after that? You're just in this position where you can't win. At best, you can maintain that position or what you can do, which hardly anybody does.

Which UFC fighter this year tapped out and retired at the top? Yeah, I can't say his surname either.

[Adam Goff] (9:30 - 9:32)

Khabib, yeah, he's now signed a football contract.

[Daniel Hill] (9:32 - 19:18)

Yeah, Khabib did his career, got his 29 and 0 or 30 and 0, took his gloves off and said, that's it. And they're offering him money to come back. He's like, I can't win now.

I've done what I need to do. And it's tapping out at the top. And it's the hardest thing to do.

But when I started to realize I'm not enjoying this, I've caught my lightening in the bowl. And hopefully, like, I've showed that I can do certain things. And I've done that for our teams and our businesses and our investors.

And hopefully, we've helped you guys along the way. I got to the point where I need to tap out at the top. I can't see me continuing this momentum forever and getting any more benefit from it.

It's a law of diminishing returns. So I decided earlier in the year that this is my time to sort of tap out at the top. So I started making strategic decisions.

Last year, Jen stepped up and started doing our developments. We built a professional team there. This year, Adam and Josh have taken over the program.

And hats off to them. They've got the highest score that we've ever had, world class, every workshop, every month. And now they're starting to take over the Blueprint event.

So the three-day events, the one I did last month will actually be my last ever Blueprint event, assuming these guys can step up and smash it. And from next week onwards, they'll be doing that. And I was looking at what I was doing.

I was like, I need to, if I'm going to tap out at the top, I need to make these decisions. And the other big decision I made was I've got a head office. I've got seven national offices.

I've got 40 people that rely on me on a daily basis. If I haven't got the energy and the passion and the enthusiasm to keep this going, I need to make some changes. I said to Adam about three months ago, or probably before actually when we were in Turkey, building a business is one of the hardest things you'll do in your life.

It's like one of the hardest things in the world. Doing a business without time and energy and passion is almost impossible. And I'm getting to a point where I've got no time to take these businesses forward.

And I had to make the difficult decision recently to put Multilater UK out of sale. So I went out to look for a buyer and got three offers on the table. The first was a crazy price, but they wanted me to make the whole team redundant.

And I was like, these guys have been with me since the beginning. I've made a lot of promises. There's no way that I'm going to do that.

The second offer was a local competitor who wanted to make half the team redundant, merge everyone together, and then do a restructure. And again, I was like, that just doesn't meet with what I'm trying to achieve here. But the third one is going on a national roll up with HMO agencies, was ready to step change into a head office model, and was absolutely the perfect buyer.

They weren't the perfect price, they weren't the best price, but they were the best buyer. And on the 1st of September, I completed on the sale of Multilater UK, which means that which means through 2020 and 2021, not only have we had the best year ever, every business has finished the year world class, every team member has excelled, every business has broken every sales, KPI, and world class record. Multilater UK is now going on to national expansion.

I sold it at 95% occupancy, world class scores, minimal arrears, and the team have now already started onboarding their next acquisition. And it means on the 13th of September, which is Monday, which is my birthday, yeah, on the 13th of September, which is Monday, I'll be tapping out at the top and retiring at 35. Appreciate it.

Thank you. I can't tell you what a journey this has been. And not only is it my 35th birthday, which is like a nice sort of angle as well, it's pretty much 10 years to the day since I started PPN UK.

And I've taken it on that journey from literally my first property in 2011, to scaling up, winning the awards, building the businesses, doing all those things, building the financial fortress. And then 10 years later, making the hardest decision to go from a team of 40 to a team of four, and tapping out with every business in world class fashion, every team member and every business being looked after. And now I just need to like take a year and figure out what the fuck am I going to do next.

So that's my big announcement for today. And what I thought we'd do is I'm not going to do a presentation as such, I'm just going to try and take you through the journey, because all of you are on this journey. And I want every single one of you on this to get to this point in retirement.

And it doesn't necessarily mean you're going to have your feet rubbed and eat grapes for the rest of your life. It means more you're financially independent, you can do things that are like more like work more like play than work. And you can just see what things are different.

So I'm going to take a year out formally, I'll still be here, I'll still be doing my property entrepreneur, but I'm not going to go organs blazing into anything new. I'm just gonna see what's next. And then I'll probably forget about it all.

And we'll be 2022. We'll be going again. So I'm going to take you through the journey.

And I welcome any questions at the end, I'm going to take you through the last 10 years. And just step by step each year. So what I've done is I've written down my headline strategy from each year.

And we're going to go from one property up to 1000 tenants, seven offices, multi million pound developments, financial fortress and retirement. And then what I'm going to do is I'm going to give you my lessons learned from this from this year. So without a doubt, it takes 10 years to become an overnight success.

This year has this year has proven that and this is a long game. This is a this is 20 years of my life. And it's a decade of PPN UK to get me to where I am today and to get the businesses and the teams to where they are.

These things aren't achieved overnight. And I'm going to run you through the decade that's that's been now we're going to do the 10 years. So 2000.

So for those of you that begin the journey, you'll be towards the beginning of this decade. For those of you that are in the middle, you'll understand the step changes that are required. And this is basically just what I did in each of the 10 years.

So the first year was 2011. And I bought my first property 150 Radford Boulevard in Nottingham. I bought it with Ollie is sitting at the front.

And I basically used profit profits out the company, my personal overdraft, we got a vendor gifted deposit doesn't exist now. We bought bought our first HMO we lived in it, we rented the other three rooms out to our friends. And we did Simon's who she's mastermind to understand how to take that forward.

So that was the first year and it took us a whole year to do our first first deal. The property market then the property market obviously bombed out in 0708. And when we talk about being at the beginning of the cycle, that was the the flat bit ready for the cycle to go.

So then I was like, I need to go into this big time. And the good thing for you guys is the bounce back boom is now so this is again, the beginning of this cycle if you want to want to go again. So 2012, I decided I need to make a bold decision.

And the same thing I did this year. And I said to you guys, make drastic decisions. We're at the beginning of the economic cycle at the beginning.

This is the spring of our lives. So I decided then to leave my company at the clothing company. I sold it to the then general manager.

She's then actually scaled it up. That was nine years ago. And she's that's Hannah who was on the program.

She's now sold that company this year. It's funny how these things happen. But I decided to sell that.

And one of my learnings there was, if you want to make these things happen, you have to raise the stake and you have to up the ante. But be brave and be bold, but don't be foolish. So do these big decisions, make these big step changes, but don't bet your shirt.

I then got educated and did Simon's Mastermind. And I already obviously knew a lot of the property entrepreneur blueprint because well, I created it. So it's quite handy.

And then I made the decision in 2012 that I'm at level one again. So I need to go back to cash flow. So my only focus from then was cash flow.

And on the 1st of October 2012, I started PPN UK. And what I did there was I joint ventured with my dad. So he was cashing in some endowments.

He's got a background in finance. He did the FD role. I did the MD role.

And we had our shared experience and we had some cash to get going. Then what I did is I applied the property knowledge, which I got from Simon's course to my business knowledge, which I'd had for the last 10, 15 years in business and just used systems and people to scale up quickly. So if I'd quit my job and sold my business, I was like, I need money quick.

So I did Simon's Mastermind year and I went from one property that I had with Oles to, I don't remember how many properties it is, but it went from five rooms to 70 rooms in a year. Oh yeah, one HMO in the 1st year, 18 room, 18 HMOs in the 2nd year. And what we did there was just rapidly scaled it up.

And then also franchised out to Nottingham and Derby. And this is where we got that really fun period. This is my favourite period in the whole journey, which is the band of brothers, where you have your friends, your family, you work in day and night, evenings and weekends.

It's just a really, really great place to be. And I'd encourage you to enjoy that because I really missed that stage. That was my, my best thing.

Was that 2013? 2013. Sorry.

Yeah. In 2013.

[Adam Goff] (19:18 - 19:19)

Three years in.

[Daniel Hill] (19:20 - 21:16)

Yeah. Two years in. The big decision I made here as well as I invested in my profile.

So I say to you guys all the time, use content calendar, use over subscribed, raise your profile. I started in property in 2012. And by 2013, I was already writing for YPN magazine.

And I've written for YPN magazine every month for the last, every quarter since 2013, seven years. Because in that first year, I told everyone what I was doing. Watch me, watch me catch lightning in a ball, if you like.

Watch me do 18 deals in one year. I'd highly recommend that to you guys. And then I got to the end of that.

And that was the cash flow covered. 2014, I then, and again, I have this conversation with you guys a lot is once you've got your head above water, and you've got that cash flow coming in, switch gears and start to make lumps of cash. So lumps of profit.

So on the 12th of December, 2014, we launched PPM Portfolio Builder. So we started charging five and it was 10. Now it's 15 grand minimum for HMO, 40 grand minimum for development.

We started doing profit strategy and then started making those lumps of cash, as well as expanding the HMO side of things. We expanded to Lincoln, we expanded Lincoln up to 200 rooms, Nottingham to 150. We also then opened an office in Birmingham and created a head office.

We also then launched Multilayer in Lincoln, Nottingham and Birmingham. The mistake I made here, so this was 2014. Any of you have heard me tell the story before, I'd read a book by Jim Collins called Good to Great.

Who's read that? A few of us. And I thought it was a great idea to ask me and my five mates to start wearing ties to work.

I went out and bought three silk ties from T.M. Lewin. I was like, we're going to go good to great. We're going to go corporate.

We're going to go national. That lasted about three weeks to realize I've completely mishit it. I was trying to skip the gears.

And actually, we were still in the band of brothers phase. So if you're in that fun stage, enjoy it. Don't try and ruin it with KPIs and corporates and ties.

Just make the most of it.

[Adam Goff] (21:16 - 21:18)

Was this around the time you started Property Entrepreneur?

[Daniel Hill] (21:18 - 21:22)

2000. And yeah, actually, very good point.

[Adam Goff] (21:23 - 21:28)

This must have been around the same time. Did you have the tie, Ollie? Did you have a tie on?

No, you've gone.

[Daniel Hill] (21:28 - 26:59)

No, it was me, Colin and Chris. It was Venture 5. That's when he quit.

That was the day he quit. Venture 4. I did drop Property Entrepreneur, actually.

Venture 5 was started in 2013. So what is now Property Entrepreneur was in 2013, Property Entrepreneur, which had five people that I would work closely with. Kev was one of those, I believe.

No, just after that. Was it just after? So we started that in 2013.

That obviously moved forward. 2014 moved into profit. 2015, we were like, right, we've started to scale now.

We want to build a remarkable business, just focus on service, and then we want to expand aggressively. And what we realized there was we'd found our first sweet spot, which was 440 units, 440 units across three cities. And that was our sweet spot.

We were making really good money, a couple hundred grand a year, really good fun, friends, family, service through the roof. So we wanted to systemize that. Or sorry, we wanted to make sure the service was banging on that.

And then in the background, I was like, right, we're making good cash flow, but that's lifestyle. In the background, you want to start increasing your wealth. So I started doing developments in 2015, where they take a year or two years, but I don't need the money for my salary.

But when it comes through, it will make 100, 200 grand, now 500 million pounds in a lump of cash. So I did that in 2014, focused on service. Sorry, 2015.

2016 was like, right, we've hit this sweet spot. We've got the service, but now we're going to step change. And I tell you guys all about moving through the levels and say, businesses don't grow in a linear fashion.

They step change. You can't organically grow all the way. It just doesn't happen like that.

You have to step change. So this is where we did our first year of crossing the desert. So 2017 was crossing the desert.

And in the background, I started really building my wealth by doing my developments, high-density build-to-rent-to-sell, first six flats, then eight, then 10, then 15, then 20, then 50 in later years. But then we looked to cross the desert. So what I did in 2017 was put 180 grand in.

So we're like, right, 440, 500 units was a sweet spot, making good money. Where's the next one? And we're like, well, the next one is five-plus offices at 200-plus units with 1,000-plus units under management.

And that's proper national companies. So Trevor and I put 180 grand in. And we recruited 16 people within about three months.

And we went into a burn rate of 18 grand a month. So we went from making 200 grand a year to losing 18 grand a month. And what that enables you to do is grow really quickly.

So we were buying other companies. We were expanding aggressively. And you've got the money in the bank.

And the burn rate comes down, or the revenue goes up and the burn rate comes down. You've got to go from 18 grand loss a month to 13, to 12, and get that revenue up before you run out of money, basically, before you run out of steam. What it also does, though, is it gives you the clarity and the confidence to do it.

And I remember us going out for drinks one Friday. And people were like, what are you celebrating? Because we thought we'd lose 15 grand that month.

And we only lost 13. We went out celebrating, drinking. People were like, what are you celebrating for?

We said, we lost 13 grand this month. And they were like, what is that good thing? I was like, because we thought we'd lose 15.

And we went into this aggressive two-year period of just trying to grow really quickly and just using that burn rate. What happened to the team when you did that? Well, that's the shed in the skin that I tell all of you about.

You're all band of brothers, your best mates, your family. You're never going to fall out. All of a sudden, this isn't a lifestyle business anymore.

It's got systems and KPIs. And it's a semi-corporate. And what happens there is you start to shed the skin.

All the band of brothers element starts to go. The thing starts to change. And it's like molding custard.

It's a really difficult period to be in. Because you've got the mates and the trainers and the tracksuit people who come for fun. And then you've got the policies and the systems and the suits and shoes that are coming in the other end.

And you're going through this difficult period. So we crossed the desert, started to shed the skin and lose all of that startup sort of energy. And then that was through 2016, 2017.

That was two years of it, moving through those levels. And the first thing that I noticed when it changed was when we had our first ever employee who started at 8.30, finished at 5.30 and took an hour for lunch. I was like, this is not the band of brothers anymore.

This is not like getting pissed for your mates at the weekend, having good fun. This is somebody, this is a job and it's formal and it's like turning into a proper business. So then we started to shed the skin.

And over a period of years, we bought back the offices that we'd franchised. We turned it into a proper business and then we had to sell it and get the money back down. So we did bottom line time in 2018.

And that was basically moving it from norm and storm was where we scaled up from 440 to hit 1,000 units. We stopped for breath around 600, 700 units and did bottom line time just to balance the books, which meant a year of me getting out of the way and a year of the team making it really, really profitable. 2019, I then made some cash in my developments.

The business was ready to go into its final stretch of expansion. And I was like, let's see how far we can push this. So we then launched Property Entrepreneur.

[Adam Goff] (26:59 - 27:02)

Hang on, hang on, hang on, hang on. When you met me? Oh yeah.

[Daniel Hill] (27:03 - 27:03)

When did I meet you?

[Adam Goff] (27:04 - 27:16)

So autumn 2017, I think it's when you branded it Property Entrepreneur. Is that right? Quite possibly.

2017, Property Entrepreneur became Property Entrepreneur.

[Daniel Hill] (27:20 - 27:28)

So we rebranded it as Property Entrepreneur in 2017. Did that through 17 and 18 in the board. Oh yeah, and then you joined, didn't you?

[Adam Goff] (27:28 - 27:29)

17, 18, yeah, 17, 18.

[Daniel Hill] (27:29 - 28:04)

In the boardroom. And then level up, I was like, I'm going to look at everything in my life, everything in the businesses and just smash it out of the park. So multi-layer, it's like, right, we're now going for 1,000.

We've talked about it for three years, let's get it done. Property Entrepreneur, we went from 12 of us in the boardroom to 60 of us here and 15 on the board. PPM Portfolio Builder went into developments and we did our biggest developments with Waterloo Crescent and Wycliffe Mill, I think it was, or some other sites.

We broke the world record for the highest amount of money ever raised for operations small, paid for over 500 corrective surgery operations.

[Adam Goff] (28:05 - 28:06)

You did your body transformation?

[Daniel Hill] (28:06 - 28:18)

I did my body transformation. As if that wasn't enough? Yeah, I went down to like single digit body fat and that was my year of just smashing out of the park.

And that was the first time I realised it's time to start thinking about sort of getting off the bus.

[Adam Goff] (28:18 - 28:26)

But that was also the time where I realised this man can actually do anything. Well... Because when you do all those things in a year at the same time...

[Daniel Hill] (28:28 - 29:27)

Yeah, and I think one of my lessons we're going to go on to is, I believe every single one of you can do that. I also believe you need to know if you're prepared to pay the price to do it. The decisions are made at the beginning, not at the end.

You need to size up that iceberg and make it before you go. Because I broke those world records, did my body transformation, did my deals and all that. But you'll remember I sat here and I was an emotional mess.

I was literally having a breakdown. I was not in a good place emotionally or personally. So it's like, you can achieve anything you want, but are you willing to pay the price?

That's what it comes down to really. And I won't try and talk you out of it. I tried to talk Akash at R&T out of it.

He's like, I've got the burning desire, I need to do it. And I was like, that's why I did it. If I told you your head falls off and you still want to do it, I'll help you do it.

I just need to tell you, your head is going to fall off if we do this. So yeah, leveled up, smashed out of the park, did the thousand units, bought three businesses, did the developments. Yeah, realized that you can achieve anything when you want.

[Adam Goff] (29:27 - 29:29)

We doubled the size of Property Entrepreneur again that year.

[Daniel Hill] (29:29 - 33:08)

Oh yeah, we doubled it. So it went from the programme to advanced. And then did all the scaling, 2020, did all that scaling.

Obviously that sort of scaling creates service failure. It creates growing pains. You need to iron out the creases.

So we had a year of trying to sort things out. The pandemic hit. It got to December last year and Multiletter UK, we'd taken on these acquisitions and I was well out of the business by then.

And three of our property managers handed in their notice, including the head of property management at the same time. And I was in Tenerife and I've got two options. I need to sell this business now.

I need to go back and do a turnaround. So I spoke to my dad, who's my business partner. And I was like, I've got two options.

We need to sell it or we need to go back and turn it around. And it was not in a position to sell. So it would have been a very difficult sale.

It would have been a wind up and make people redundant and sell the stock. And I was like, either we sell it or I just get on a flight tomorrow and go back to the UK. And we both slept on it.

The next morning I was just like, I'll just go back. I've got to do it. I've got to turn it around.

And my ego as well was like, I need to commit to this. I need to get it done. I need this big business.

So I turned it around, got it back to where it needed to be, invested in the team, put loads of money in to get it back to where it is. And when I go back to where it is in like 2021, this is where I really started to look at like, I did those three months of purpose driven living this year in January, February, March, and loved being in there in the thick of it with the team. Loved doing the turnaround.

Got that vibe of what it was like when I'm in my flow doing those things. But then it was five days in the office again. And then it was, I'm trying to do proper entrepreneur as well.

And that's getting neglected. Then I'm trying to do the developments and I've got all these other bits and pieces going on. And that was when I started to decide, it's like, this business has to go forward.

I've got a team of 40 people. I've got the overheads of 40 people without the revenue. This thing needs to go on to 2,000, 5,000, 10,000 units.

And I just don't have the capacity or the resource to do it. And then I decided this is it. Now, what I realised is my ego was stopping me from selling that business.

I should have sold that business at 1,000 units. One thing I've realised this year is entrepreneurs are the people that start the business. Investors are the ones that scale the business.

Managers and executives are the ones that run the business. And it's actually probably accountants that should actually own the business. They're the different phases.

And I was trying to take it all the way through on my own. And if that team is going to get to where it needs to get to, it's never going to be run by a managing director and an entrepreneur doing half a day a week while he's trying to jug a million other plates. And my ego was like, I need this big business.

I need to have 40 employees. I need to have seven offices. I need to have a head office.

And I finally committed to, I don't need that anymore. My ego needs that, but I don't personally need that. The team need people to take it forward, and I need to go and find myself and figure out what is life actually about.

That's when I made the decision. That's when I started moving through the motions. And then we've pretty much got to September where I went through the sales process, looked at the offers, got the best offer on the table.

First of September, I did the sale. The week after, I did all of my handover. I've got no work out.

I've got no earn out. I've now finished with that. Adam and Josh from next week will take over.

So Multilay UK is now handed over. They're already doing their next acquisition and moving forward. Property entrepreneur from next week will move over to Josh and Adam on the three-day, which means on my birthday, on Monday, on the 13th of September at the age of 35, after 10 years breaking my balls, I can finally tap out of the top and retire.

So thank you very much.

[Adam Goff] (33:14 - 33:22)

There will be time for some questions if you've got them, absolutely. But Dan, I know you've got some lessons that you wanted to share from your journey along the way.

[Daniel Hill] (33:22 - 35:03)

Yeah. So I'll take you through 10. And these are not necessarily 10 lessons from along the way.

You hear all of my lessons all the time. And you'll know most of my key ones. This is from this year.

So the first one is know your number. And I credit Ian Bower for this, actually. Know your number was one of mine anyway.

And know your number is all about the financial fortress. This is knowing the number that's enough for you. Because the worst thing as an entrepreneur, especially when you start to make money, the more you make, the easier it gets without a doubt.

But the danger is you start to make money and you get addicted to making money, not even because you like it. I live on a narrow boat on £750 a month. I don't even like money.

Obviously, it's not a key driver for me. When you know your number, that's the number you can tap out at. And what you want to do is you want to acknowledge the point where one is knowing your number and getting there as early as possible, your financial fortress.

The second is you don't want to fall into the trap of doing work you don't like for money you don't need. And this is the danger for entrepreneurs. Because we get going with this anxiety, we're never going to make enough money to succeed or to survive.

We get through that and then money is getting thrown at us and opportunities are landing on our desks and we've got deal heat and we're addicted to the adrenaline. You get to a point where you're doing work you don't like for money you don't need. And that was the big lesson for me this year was I need to tap out and see, understand what it's all about.

And that'd be my lesson is know your number, focus on getting there. And when you are there, don't do work you don't like for money you don't need.

[Adam Goff] (35:04 - 35:44)

So I'm going to ask Asha to put some music on in a sec. Ladies and gents, just take a moment now. If you think about your financial fortress, how much equity do you need to produce how much income?

So we talk about maybe a million pounds of equity and a 10% return, 100 grand worth of income. What number, have a think about it now, write down what number do you actually need to have to stop doing work you don't want to do anymore? Okay, that is the goal.

And if some of you have got it already, some of you maybe need to go away and craft it a little bit more. Dan, next.

[Daniel Hill] (35:45 - 38:30)

So the next one is, and you will have heard me talk about this again, it's so important is about your financial fortress. And this is like a double entendre, it's the aim of the game is to take money off the table. So if you're thinking about being this entrepreneur that's going to, and this is specifically apprised to property entrepreneurs, you're going to be an entrepreneur that's just going to keep rolling up and rolling up and rolling up and either hoping it's going to come good in the end, or you're going to double it up and double it up and cash out at the end, that pot, gold pot at the end of the rainbow very rarely comes in one lump. What I encourage you to do is twofold.

One is to focus on taking money off the table as you go. So remember the financial fortress, have your financial fortress set up. And then the 28th of each month, as much money as you can afford to move into that holding company is be transferring it in dividends and invoices up to that business every month.

That's taking money off the table. There's only so many tomorrows. Don't unnecessarily wait, don't hope that the big payday is going to come.

Wealth is created in monthly standing orders and net wealth is created on the 28th of every month. So the first is take money off the table every month, take money off, put it in your financial fortress. And the second is your financial fortress is you want to get to a position and Naval Ravikant says it best.

He says that people with financial independence will achieve a level of freedom that nobody else could ever fathom. And if you're an entrepreneur and you're going to take the risks of investing in money, recruiting people, starting businesses, you absolutely want to get to a point where you can make decisions. You want to get to a point where you can make decisions where you don't have to make them based on money.

When you've got that financial fortress and you know for the rest of your life, you've got money coming in every month without fail. You can start to make decisions based on what you want to do rather than what you have to do. Nice.

One of Adam's lessons, I don't know if it was in his slides, was life, oh yeah, so this is one of mine actually, like lifestyle is profit and loss. Your lifestyle is, if you're running a P&L business, that's your lifestyle business. That's how much money you make, it's the cars you drive, it's the house you live in.

Wealth is all about balance sheet. And this is, the board, some of the board members are only just starting to get this, is wealth is a balance sheet exercise. It's not about cash coming in every month.

It's not about service accommodation or HMOs. It's about large capital events. It's about businesses that you can sell.

It's about developments and lumps of cash. They're my main, main points of that. And it really is, start it yesterday, because financial independence for an entrepreneur is an obligation, not an option.

You have to have a financial fortress. Otherwise, why bother doing all this stuff? So yeah, take money off the table.

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

Yeah.

[Daniel Hill] (38:32 - 40:48)

Next one. So this has been an absolute game changer for me this year. And this is portion control.

And what I would say is I haven't mastered it, but for the first year, I've understood it. And Adam and I talk all the time about the fast lane, the slow lane, the middle lane, and the fast lane. You want to be in the middle lane in the main.

So the slow lane is boring. We're entrepreneurs. We like to be busy.

The fast lane is burnout, catching speeding tickets, or worst case, lose your license. You want to stay in the middle lane as much as possible. And what I've realized with portion control, it started with my eating, was you need so much less than you think.

And when you're hungry and you eat, obviously, there's this delay where it takes 10, 15, 20 minutes to actually feel like you're full up. If you start to eat smaller meals and just eat them a little bit slower, like Akash talks about food hygiene, you'll get full up. And you realize that actually, you don't need loads of food to feel full up.

And it's the same in life. You don't need loads of money to live a good life. And it's the same in business.

You don't need loads of stress and loads of demands on your time to have a good time. Where I've overeaten and overconsumed and overstressed myself, that's where I've completely lost it. The aim of the game is middle lane in the main.

And portion control is understanding what is the healthy balance. What's enough to be enough without throwing you off track, really. Whether it's food, work, stress, pressure, challenges, money, is having that portion control.

Another thing I've learned with this is alcohol is an anesthetic. So if you remember the beginning of the year, we did a sober January. Then a lot of us did 75 hard.

So I had no alcohol for three, four, five months, longest period I've ever done it. I've started getting back into drinking alcohol like weekends and using it as an excuse to decompress. And I said to Adam in passing, one of the things I realized is alcohol is an anesthetic.

If I drink now, it's just me checking out. What that means is once I've had these few beers, I'm not good to anyone. My brain's not going to be operating.

I'm checking out. Come back and see me in the morning sort of thing. And that's all it is.

It's an anesthetic.

[Adam Goff] (40:48 - 40:49)

Escapism, isn't it?

[Daniel Hill] (40:49 - 46:02)

Escapism, yeah. To a degree, yeah. It's just a numbing thing.

And then the other thing I learned this year is if you want to feel good, like AAA game good, you have to work hard to feel good. Like when Adam and I spend weeks away together, it's up at 6.30 doing our steps, two liters of water, doing our meditating. You actually have to work hard to feel good.

And that was a big, big learning for me this year. Next one, and I guarantee you this will change your life, is challenge your perceptions and challenge your assumptions, or challenge your assumptions and challenge your perceptions. Because most of them are wrong, or many of them are wrong.

There's things you believe in your life that form your decision. There's the script that's running through your head. There's the conditioning from your childhood, from your relationships.

There's this script running in your head. And some of your assumptions or your perceptions are fundamentally wrong. And when you can challenge these, it will fundamentally change your life.

So one for me, for example, last year was the idea of property entrepreneur being able to run with me. My assumption was that's impossible. And it was everybody else's assumption.

Run without you. Sorry. Oh, yeah.

Maybe they're both true. My assumption was, and everybody else's, was property entrepreneur will never be able to run without you. And I believe that.

But I got to a point in 2019 where I was burnt out. And I was like, do you know what? Let's just double or quits.

It's like, let's give it a go. And if it doesn't work, I don't mind. But not only did it work, because we'd followed the blueprint, we built the assets, we created the map for the business, we've got a highly talented team to take it forward.

Not only did it work, it's now, the program's now the most expensive it's ever been in seven years. Not only did the advanced sell out 60 and expand to 80, the program sold out for 60. They then expanded 65, then 70, then 75.

And they're now putting another event on to go to 80. Two years ago, my assumption was it would never run without me. It's now the most expensive it's ever been.

It's sold out in the quickest time. And it's getting the highest customer service scores it's ever had. Challenge your assumptions and perceptions, because some of them will be wrong.

The other one is Way of the Superior Man. So two books have changed my life this year, Way of the Superior Man, and the Almanac of Naval Ravikant. Way of the Superior Man, the chapter that, again, Adam referenced earlier today, was about the sad thing about, so it's about the masculine and masculine, whether it's you and your father as a man and his father, or it's a woman and her father, or it's a woman and another woman, and it's both masculine.

Whoever is the dominant force in your life, or if you have guardians or parents, whoever's that masculine dominant force, it says the sad thing about, the book says men are driven by their father's aspirations. It can be the masculine and masculine. It can be a boy and his father.

It's driven by his father's expectations. And so the reason this is sad is they won't feel relieved of these expectations until they die. So the sad thing is you've got to wait for them to die to be released of the expectations, which is a really sad thing to be.

You can't feel free until you father dies, or your guardian, or your male superior dies. The second is the saddest thing is by the time they've died, not only did they die, but they were not actually their expectations at all. And when you were a child, they were their expectations for you.

They wanted you to do well. They wanted you to work hard. They wanted you to be a success.

But actually, at some point, you either were a success and you met those expectations, or you weren't, and they did what they could. And when you actually challenge that expectation, they perhaps don't have those expectations for you. And when I was going through this year thinking, I really don't think I want to do this.

Why do I want to do it? I had some hypnosis. I shared it with you when we're doing self-awareness.

One of the things that came out was I'm driven by my father's expectations, or what I believed my parents' expectations to be of me. Like, I need to be a workhorse. I need to be an award winner.

I need to be a high performer. And then what I did was I gradually started to challenge it over a number of months. And that's driven me for a decade.

And it's given me everything I've ever needed. And I'm very pleased and grateful for it and thankful for it. But it's no longer serving me, because it's holding me back as an individual.

When I started to realize that those expectations didn't even exist, I remember going to meet my dad. And it was 2 o'clock in the afternoon when we were doing the step challenge. And I said, I need to go for a walk.

He said, I'm going to go for a walk. He said, I still need to get my steps in. And he said, oh, well, just see if you can finish up and come join me.

And I was like, at 2 o'clock in the afternoon? I don't finish till 6. Surely, I can't take the afternoon off.

And when I closed my laptop at 2 o'clock, it was done for the day. And we went for a walk for two hours and just had a chat. It was the first time I realized all my dad and my parents actually want is for me to be happy.

And if these expectations are not making me happy anymore, they're no longer aligned. And they're no longer their expectations. So that was absolutely game-changing.

I'd encourage you to look at the script that's running through your head about who you are, what you do, why you do it. Challenge those perceptions and challenge those assumptions because some of them are wrong. And if you can crack out which ones are wrong, I guarantee you, it will change your life.

Look at my life this year. It has fundamentally changed based on that.

[Adam Goff] (46:03 - 46:43)

Yeah. So ladies and gents, I'm going to ask Ash to put some music on again. Ask yourself the question, which assumptions and perceptions that you have are fundamentally incorrect or wrong that are causing you either to slow down, pain or holding you back.

Okay. We'll leave it there. I find with this one, when I was doing this exercise, it was the things I found myself saying I can't because if you ever find yourself saying I can't because it's that, that's a really good way to think about.

So Dan, this is a good one.

[Daniel Hill] (46:44 - 52:57)

So the next one is, and I see this more in deals, whether I'm brokering deals for other people, buying companies, selling companies. One of the biggest lessons I've learned this year, and in reflection of the last 10 years, is relationships over transactions. What I mean by this is play the long game.

So play the long game. It's all a long game. And so many people are so driven by that hand to mouth, in the moment decision making, that they'll do anything to take all the money off the table, or they don't care about what the other person wants.

They just want to get their deal done. I can honestly say out of every deal that I do, I probably only get about 80% of what I could get. The reason is I always make sure it's a genuine win-win for the other person.

There's something in there for them. There's enough left on the table. And I would rather have long-term relationships with people, even if I have to take a view on it, than cutting it and just focusing on that individual deal.

So I'd encourage you, when you're doing deals, to think about playing the long game. And don't live your life based on today's decisions, making that transaction, making that deal today, like squeezing the pips out of it. Think about the relationships rather than the transactions.

If you can do that, you're already ahead of a lot of people. If you focus on what's good for you today, what I would say is, and again, this is one of the reasons I've managed to tap out of the top after 10 years, is I would say the decisions I make on a daily basis, or the decisions I make based on who's this good for today, I'm always the bottom of the pile. So if it's the decision about who's this good for today, it's about is it good for the team?

Is it good for the investor? Is it good for the business in today? The inevitable outcome of that is the long game, if you do that enough times, the long game is at the end, it serves you very well as well, because you're investing in the balance sheet, you're creating assets, you're moving things forward, you're playing the long game.

So relationships over transactions, play the long game. Don't focus on just the deal. You're looking at this deal here.

It's like, what's the bigger picture that you're missing? And then the final thing is don't leave crumbs. Business is hard.

You're going to have partnerships break down. You're going to have deals go wrong. You're going to have clients and investors with service failure.

This is inevitable in business. But don't leave crumbs. Tidy up behind yourselves.

I could have tapped out today and told you that I've got to a position I want to get to. I've tapped out the top. And I've made all of the team at Multinet UK redundant.

That's not how you go about your business. That is not playing the long game. That is leaving crumbs.

That is in the way of the superior man, if you've read it. The whole chapter in there about, you'll wake up one day and you want to just completely fold everything up and just move on to something new. That's absolutely fine.

But do it in a mature way and don't leave crumbs. One of the things I was absolutely clear with was selling multilayers. I was either selling it to someone to take everyone forward, or I wasn't selling it.

Because I don't want to leave those crumbs. Relationships over transactions and play the long game. That's the next one.

The next one is enjoy the journey. That's all that there is. And you may or may not remember one of my personal objectives this year was smile.

This is it. Today is it. This is it.

We've been doing this for a year, three years, five years, 10 years. You've been in business for however long. There is no elusive there.

There is no celebration party where all of a sudden you feel euphoria and ecstasy. It's all an anti-climax. Trust me.

This is it. Enjoy the journey. That is all there is.

And my advice to you on that would be don't do business with people you don't like doing business with, whether they're clients or they're tenants or they're landlords or they're employees and team members. Don't do business with people you don't want to do business with. Life is all about challenges, adventures, experiences, and relationships.

That is it. On a daily, weekly, monthly, annual basis, these are the things you want to be focusing on. Look at Adam's highlight reel of the last three months.

That's what Life by Design is about for him. Whatever that's about for you, do it now because, yeah, there's only so many tomorrows. Next.

Yeah, next. This will change your life. And I've shared it with you a couple of times this year.

What I coined this year, the task triangle. And if you remember when we did the Raise Your Rate training, if you want to genuinely get from doing five pound, 10 pound, 20 pound an hour jobs up to 500 pound, 5,000 pound, 50,000 pound an hour jobs or tasks, you need to raise your rate. And the biggest thing to acknowledge here is that task triangle.

If you remember drawing a triangle and at the top of it, the tiny bit at the top is the high value bit. That's your bit of the task. Everything else should be automated, it should be managed, or it should be delegated.

The aim of the game in entrepreneurship is to create everything, sorry, delegate everything and do nothing. Genuinely, on a daily basis, if you remember, number one on your to-do list every day is, what can I delegate today? And start to get VAs, PAs, EAs to start running your businesses for you.

When you can acknowledge the high value part is the top of the triangle, that really is a game changer for you. Another point to note on the task triangle is, and this is a mantra, is everybody is replaceable. Everybody is replaceable, including you.

And if you think there's never a better example is what I was probably the most unlikely person to be able to be replaced from property entrepreneur. And if you look at what I challenged my assumptions and did with the task triangle, that's now played out really, really well. Everybody's replaceable, including you.

So just start to get into that mindset that there is somebody out there that can do your job.

[Adam Goff] (52:58 - 52:59)

Game changer.

[Daniel Hill] (53:00 - 55:14)

Next. Next one is, if you remember what we talked about earlier in the year is when we talked about challenging conversations and the art of having challenging conversations. Easy choices, hard life.

Hard choices, easy life. Hard conversations, easy life. Easy conversations, hard life.

Hard decisions, easy life. Easy decisions, hard life. You're going to have to do some really difficult things in your business if you want to step change.

And what I found is I've done lots of this this year with internal conversations and conversations with team business partners. If you can find 20 seconds of courage to make the hard decision, to have the difficult conversation, the rest is inevitable. When I walked in to tell the senior team who had no idea that I'd sold Multilet UK and I was leaving the business, I can't tell you how anxious, how nervous, how many times I could have talked myself out of doing that.

There's a conversation you're not having. There's somebody in your business you're not relieving. There's a difficult decision you're not making.

You need to go and make it. And you need to make it now. If you can get that 20 seconds of courage to send the email to book the meeting, and then the 20 seconds of courage to walk into that meeting and just start talking.

It doesn't matter whether you stumble your words. It doesn't matter whether you cry. It doesn't matter what happens.

If you can get 20 seconds of courage, the rest will follow and the outcome is the easy life, the outcome that you're looking for. Play small games and be friends with people you shouldn't be friends with and employ people that you shouldn't employ and not fire people that you know you should get rid of. Play small games, win small prizes.

Play big games, win big prizes. And the other thing is that 20 seconds of courage, I can absolutely guarantee you from having to do a lot of difficult things this year, it is never as bad as you think it is. Guarantee you, hand on heart, you'll go into it thinking it's going to be a nightmare.

You'll come out of it and it is never, ever, ever as bad as you think it is. Find those 20 seconds of courage and it will change your life.

[Adam Goff] (55:15 - 55:32)

On Wednesday, I was sharing the fact that when I get nervous about making, you know, when you look at your phone and you want to make that phone call and you haven't pressed send, you haven't pressed play. The moment you press call, it's happening. That moment of courage is ringing now.

You've got to do it. That's it. You send the message, it's sent, it's gone.

It's just that little bit of courage, isn't it? To get it, get your foot in the door.

[Daniel Hill] (55:32 - 55:36)

Literally, just think about that 20 second of courage, throw yourself in the deep end and the rest is inevitable.

[Adam Goff] (55:36 - 56:10)

So the question is, ladies and gents, what one hard decision, drastic action or difficult conversation are you not having that if you just applied the 20 seconds of courage rule would massively impact and change your life for the better? Have a think about it now, write it down. Come on, there's got to be at least one.

Okay, we're giving ourselves some good homework here, some good thinking maybe for next year, head of strategy in autumn. Fantastic. Dan.

[Daniel Hill] (56:11 - 58:39)

So the ninth one, penultimate one is, bless you, is you can achieve anything. You remember in 2019, this was my biggest lesson learned was you can achieve anything. I honestly, hand on heart, believe that this isn't an opinion.

It's not a view. It's not even a mindset or positive thinking. It's a fact.

It is a fundamental fact. As long as you're medically and physically able, you can achieve anything you want, absolutely anything you want, if you actually set your mind to it and set out there and achieve it. And this year, through the pandemic, in that first war room, when I said to you, I don't care what it takes, whether this is six weeks or it's six years, I'll guide you through this every week.

And I'll make sure this is the making of our businesses, not the breaking. All I did was execute this relentlessly. And through that, I genuinely now believe, I believed anyway, but I've just proven to myself again, every single one of you can achieve anything you want.

The difficult thing is trying to choose that thing and be specific because you can choose anything, but you can't achieve everything. And one of the mantras I came up with this week, when I was trying to explain it to a managing director I was on a board with, not my company, but another one, I said, you've got the option in life or as an entrepreneur to blast one rocket into space, or to fly five kites around your garden. If you want to build the next property entrepreneur, multi-layer UK, manor house development, portfolio builder, whatever it is you want to build, that's a rocket.

You've got to go all guns blazing, inch wide, mile deep, and you've got to stick it out longer than the competition, because that's what most of this comes down to. You can genuinely achieve anything you want, but you can't achieve everything. In doing that, choose your battles wisely, because it's not an easy ride.

And make sure that when you get to the end, you're going to be happy with what you've achieved, because it's not going to be easy. And as I alluded to earlier, building a business is one of the hardest things you can ever do in your life. Building a business without passion and without capacity and without energy and with resource is almost impossible.

And you're just setting yourself up for failure. So when we get into 2010 this year, just choose that thing, inch wide, mile deep, and stop flying kites around your garden, choose one rocket and blast it up to outer space.

[Adam Goff] (58:40 - 59:05)

So ladies and gents, if I said to you right now that your inbox, your full plate was all completely wiped clean, you didn't have any of the worries or anything that was going on in your life, I'd take it all away from you right now. And I said to you, you've got one wish. I'm going to grant you one wish.

It could be anything you want. What rocket is that going to be? What would you do?

What would you pick if you could pick anything to be successful at? What would it be? Have a think now and write it down.

[Daniel Hill] (59:06 - 59:11)

And also think if failure was not an option, if I told you now, whatever you choose, you're not going to fail at, what would it be?

[Adam Goff] (59:17 - 59:26)

Okay. Good stuff. We'll end that there.

Dan, last but not least, your 10th lesson from this year, as if you hadn't learned enough this year already.

[Daniel Hill] (59:26 - 1:01:36)

10th lesson. And hopefully the pennies dropped with you guys. Whether this is your second year or it's your seventh year, like it is all a game.

This whole thing, whether it's life or business or starting or systemizing or scaling, this whole thing is a game. And it's just going through the motions every year, going through the process, making the most of the autumn, getting into the winter, gamifying the whole thing, taking your team with you. And one of the things as well is games should be fun.

It's all a game and games should be fun. And I don't know if you've heard, it's like a bet 365 or it's a gambler's aware slogan. It says, when the fun stops, stop.

This is all a game and games should be fun. And when you get to a point where you're burnt out, you're pushing yourself too hard, you're spinning too many plates. If it's not fun, stop.

For many of you, this will feel like life and death. It'll feel like this is everything that matters to you. And that's why you're successful.

That's why you're high performers. And that's why you're achieving things. But it's got to be fun.

And I learned the first time in 2003 when I had my first real bad burnout and then obviously forgot about it. And then 2019 when it was as bad as it gets. And then this year was the third time lucky of like, it's all a game, games should be fun.

And when the fun stops, stop. It's not working for you. It's not working for your team.

It's probably not working for your clients. It's in everybody's interest for you to be fit. It's in everyone's interest for you to be healthy.

And above and beyond all else, it's in everybody's interest for you to enjoy it. So remember it's a game. You've got every single bit of the blueprint you need.

I've executed it for 10 years. Adam's executed it and achieved what he needed to achieve. And we're not going anywhere.

We'll be here to keep playing the game with you. And yeah, it's been an absolute roller coaster of a decade. But to arrive where we both have this year.

And the biggest thing for me is losing my ego to be able to tap out of the top. I'm looking forward to the year ahead to see what the next stage of the journey might look like. And whether it's been two years we've worked together or it's been seven, I just want to say thank you to everybody who shared the journey, because this is my monthly therapy session.

So thank you for being my counsellors. Thank you for sharing the journey with us. And yeah, I really, really appreciate it.

Thank you.

[Adam Goff] (1:01:36 - 1:02:03)

Ladies and gents, let's give him a massive hand. We're tied at 35. Congratulations, Dan.

Thank you very much. So before we announce the winners and the finalists for the afternoon, has anyone got any questions for Dan? Yes, Leon.

Yeah, thanks so much for having over the last 10 years.

[Daniel Hill] (1:02:03 - 1:04:47)

Can you repeat the question back so people in the recording can say over the last 10 years, the things that I've learned about myself and learn about the businesses and biggest impact. It's not it's not the one I'd like to give, but it is probably the biggest one is the ultimate level of high performance. If you want to go there, you want to be the gold medalist, you want to be the award winning property entrepreneur you want to be is everything has a price.

Are you prepared to pay it? And I would say the biggest thing I've learned about myself is how far I can push myself physically and emotionally. These are not good things.

It's probably what's required to get to that level. And it is in fact, we were chatting when we're in Tenerife or in Turkey, about a McKinsey, when you get to the higher levels of management consultancy after that, everyone's got the same knowledge and ability, or everyone's got the same knowledge is who can take the most pressure. And I say the biggest thing has been my development on myself to process pressure.

And when I was oceans age, I would take everything personally, I wouldn't sleep at night, I was emotionally charged. And then I learned to observe my emotions, not absorb them. And this has had bumps in the road with personal relationships have failed me.

I've had suppression issues where I've become very like robotic, but being able to have any of my team will tell you with the exception of I cry for you guys once every like three months. And I cry for my team, I'm very vulnerable when I'm with my team, like I'm very passionate about this stuff. With the exception of that, being able to keep my cool ahead of everything is probably one of the biggest things I can observe my emotions, anger, frustration, and I can just completely play the swan.

That's probably the biggest thing for me personally is to be able to perform like that consistently. And it comes with its, it's a superpower, but it has its downsides. And for the bit for the businesses, I would say it's playing the long game.

It's like forward funding. So take money off the table like we are with ocean maintenance, recruit people before you can afford them and get the capacity you need to get the revenue. It's backward trying to get the revenue to pay for the people you need the people to make the revenue, forward funding, playing the long game, and just just being a good person.

Honestly, I just think I see so many emotionally charged, short, short sighted, transaction based people in deals and in business. I think if you can genuinely do a good thing, karma credits is a real thing, whether it's letting people out in traffic or it's paying a client or a customer who's been who's had a service failure, they for the business will be playing the long game and for personally would be paying threshold and keeping you cool. Does that answer your question?

Thank you. Appreciate it. Any other questions?

Michelle's got a mic. Yeah, Michelle's got a mic. Rachel.

[Adam Goff] (1:04:50 - 1:04:51)

It's just a funny one.

[Daniel Hill] (1:04:51 - 1:05:30)

I almost thought you two were going to tell us you were having a baby. I was convinced. I thought, oh my God, they've realized they're in love.

It's finally happened. On the basis we have disappointed. Oh, sorry, Rachel.

Sorry to disappoint. Adam and I do have a contractual obligation that he's not allowed to touch me. Like that's literally legit.

We got in the car last night and he goes, oh, that was such a good day, wasn't it? And he touched my leg and he goes, sorry, I forgot I'm not allowed to touch you. I'm an introverted dynamo mechanic.

I'm like, I don't like being touched or shouted at. So like, keep your hands to yourself. No babies here, Rachel.

[Adam Goff] (1:05:30 - 1:05:37)

That is the truth. Roll into lunch. Any other questions?

If not, I'm going to announce the winners and we'll roll into lunch. We give a final big hand.

[Daniel Hill] (1:05:37 - 1:06:09)

Thank you guys. Cheers. Thank you for listening to the official Property Entrepreneur podcast.

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