**PEP 49 Edited\_Transcription**

[Daniel Hill] (0:05 - 41:08)

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. Hello, and welcome to the next official property entrepreneur podcast. Every Tuesday now, we're bringing these property entrepreneur podcasts to you with genuine high value hacks, behind the scene insight, strategies, tips, tricks, methodologies, anything to make your life as a property entrepreneur as streamlined, as effective, and as lucrative as possible.

Every single Tuesday, we're bringing these out. And if you're enjoying them, please do subscribe, please do share. And we're now in the top 10 of UK business podcast.

So it's an absolute pleasure to do these for you. And any support you can offer for this free content is always hugely appreciated. In today's podcast, I'm going to take you through a absolute game changing methodology, which will enable you to reset your mindset and become more efficient and effective with your time.

So I've been teaching this on the property entrepreneur program in different capacities for the last couple of years and can say without a doubt, it is one of the biggest penny dropping moments that our clients have, which changed them or changed their mindset from focusing their time on having a job basically in their business or running the business and having a job to actually building a business and owning a venture, an asset or an enterprise. This podcast is called the Task Triangle.

So the Task Triangle is an illustration of how to understand how you should spend your time on a daily basis. So there's some things in business you should absolutely be doing. You add loads of value.

Nobody else can do it. It's the fundamental value that's created in the business. And there's other things that could be done by anyone.

The reality is when we start our businesses, we focus on this high value task or this high value element that is the high value. It gets the business going. It generates the revenue.

It creates the opportunities. It gets the thing going. But very quickly, we end up just running our businesses and 70% of our time is spent on day to day management, business management, business delivery, and the heavy lifting of actually keeping the business going.

When you understand how to use the Task Triangle, it'll enable you to reset your mindset and understand really effectively that the more you can invest in a team, the further you'll progress. And the more you can delegate, the quicker you will actually elevate. So we want to get into that mindset of being able to delegate.

And the first thing I'd encourage you to do is, and this might sound alien to you, but you want to get to a point where you're doing nothing, like doing absolutely nothing in your business, and you're delegating everything. Now, this sounds crazy. Some of you might think, well, do you know what?

I've only just started making enough money to pay myself, or I'm not even making enough money on a daily basis to cover my own overheads. The idea of having a team and an army of people around me to do everything else sounds absolutely alien. So just trust me, we want to get you into the point where you do nothing and delegate everything.

And the mindset here is, the day that you can start to see your team as an investment rather than an expense will be the day that you start to step change moving forward in your business. Because the reality is, there's so much work that needs to be done just to keep these things going. If you're going to actually keep it moving forward, somebody needs to be focusing on that high value innovation, growth, business development, expansion, vision, strategy, taking the thing forward.

And you're only going to ever be able to do that if you can get your head above water and delegate everything else. So do nothing, delegate everything. And again, this will sound alien to you, but as quick as possible, we want to get you into this mindset.

And this is everything from answering the phones, to sending the emails, to ordering your razor blades in your toiletry bag. Literally everything. Do nothing, delegate everything.

And the second mantra going into this is, you want to see your team as an investment, not an expense. And one of our trainers on Property Entrepreneur talks about this. And he says really nicely that once he set himself a challenge to see how much he could spend on his PA every month as a challenge, because he knew the more and more he could spend of his PA, the more and more of his time he could buy back to use for either more enjoyable or in most cases, more higher value, more effective tasks.

So there's two mantras going into this. And the aim of the game here is delegate to elevate. Delegate everything, do nothing.

And the way we're going to understand what to delegate is what we call the task triangle. So the task triangle, and if you're not driving or out running or walking, this is one you want to be taking some notes on as we go. If you are out running, walking, driving, listening to this, then just visualize what I'm talking about this task triangle.

Because when you understand how a task is made up and how the task triangle works, immediately you can start to carve out in your head where your time is best spent on a daily basis and then where the rest of the tasks are best delegated. So why is this important? Why is it important to talk about the task triangle to understand what we should focus on and what we shouldn't and why we should bother even delegating anyway?

Well, this might be about money. It might be about growth. It might be about enjoyment.

But at the end of the day, at the highest level, time is the ultimate currency. Time, that's it. That's all it really comes down to.

Time is the ultimate currency, whether you're exchanging it, whether you're spending it, whether you invest in it or you're enjoying it. Time is all we really have. You can get more money, you can't get more time.

So time is the ultimate currency. And when we're thinking about being in our businesses, there's only so many hours in a day. And I guarantee you, if I gave you, if I said to you, do you know what?

I've got a little magic wand here, a little day of the week magic wand. And I can add, I can slide an extra day in there for you. So you can have a six day week and a two day weekend or an eight day week instead of a seven day week.

If I gave you an extra day, I guarantee you would still fill it with things. It's not about creating more. It's not about adding on more time and working harder.

It's about creating capacity and working smarter. And this is what we want to achieve with the task triangle. We want to understand that if we can delegate and move tasks away, create that capacity, then we can elevate.

We can move up to the next level. We can create the next thing. We can move the business forward.

So what is the task triangle? So the task triangle, if you think about a flat based triangle, like a slice of Toblerone, flat at the bottom, two points going up to the top and three levels within it. Those of you that have seen us, our wealth hierarchy model before will understand what I mean there.

And basically you've got the small, if you think about the triangle with the flat base at the bottom, and then the bottom would be layer level one, layer one, the middle, which is slightly, it's not quite as wide, but it's the same height would be level two. And then at the top of the triangle is the little point, same height, again, narrower width is level three. And this is the task triangle.

And what it does is it shows you there's actually three parts to every task. There's the big slab at the bottom, the slightly smaller slab in the middle, and then the tiny little point at the top. What we want you to do is understand that whilst at the moment, if you're already quite advanced in delegation, you're probably starting to think, well, do you know what?

I understand that my time is well spent bringing new clients and winning work. It's well spent going out to networking events and bringing in new investors. My time is well spent going out and looking at deals and optimizing planning schemes and raising seven figure investment rounds.

You might have got to the point where you think, actually, do you know what? I know that I'm good at doing these things. So I'm going to delegate some of the other tasks.

I'm going to delegate bookkeeping. I'm going to delegate project management. I'm going to delegate admin.

I'm going to delegate operations. You might already be quite advanced in that, and that's basic delegation where you understand that there's certain tasks you should do and there's certain tasks other people should do. Now, we want you to get there as immediately as possible.

What I'm talking about in this podcast is taking this to the next level. And by the next level, I mean not just delegating tasks, but really leveraging yourself up to become highly valuable, highly leveraged. And this is so important.

We want you to be highly valuable, highly leveraged, and understand that not only is there some tasks you should delegate, but also the lion's share of every task you should delegate. Now, this is about as advanced as it gets. I teach this on the board.

I teach it on advanced. Those people who are on our property entrepreneur program, this will be a new one for them. This is as advanced as it gets.

And what we're looking at is saying that every task is made up of three different elements. So when you're looking at even a high value task, like perhaps you might deem... Let's hope you don't, but let's say you might deem running your inbox as a high value task.

You know, you speak to your clients, speak to your investors. So by default, because you need to speak to your joint venture partners, you actually now also have to delete spam and file away admin and get copies of files that people want. In the simplest of forms, let's take the inbox as a good example for the task triangle.

So you might say, yeah, well, the inbox is something I have to do. It's not really. There's the small parts of your inbox that you have to do.

The rest of it could be successfully delegated, more effectively delegated, and it can carve back a huge amount of your time. So think about the task triangle. The big slab at the bottom is the low value tasks.

So that is filing away emails that come in. It's saving attachments and putting them onto your Google Drive. It's locating documents that other people are asking for and sending that back to them, giving them things they need, filling out mortgage forms.

There's the low value tasks. The big slab at the bottom is the filing, the spams, the deleting, the saving documents. That's highly functional.

It's highly mechanical. It requires very little expertise. That's the low value task of the inbox.

You then have the next level up and say, right, well, that's the low value task. That can absolutely be delegated if it can't be fully automated. The medium level of the inbox is, right, well, somebody needs to populate mortgage forms.

Mortgage form comes in. Refinance form comes in. Needs to be populated.

Somebody needs to respond to the emails. Somebody sent an email in. It requires a response or they need some information.

They need some attachments. Somebody needs to sit there and type out the emails and do the response. These are the medium value parts of a task.

So you think task triangle low value, delete the emails, file them away. Medium value, writing emails, responding to emails, getting attachments and files that people need. Medium value, you need to know your way around the business.

You need to know what they're looking for. You need to know perhaps some sensitive or confidential information. Medium value needs a reasonable amount of expertise to send well-worded emails, be organized, find things.

But it doesn't necessarily need to be you. You know, it's medium value task. It can, again, it can be very, very effectively delegated.

And then finally, at the top of the triangle, the tiny little point of this inbox, bearing in mind we're saying the inbox is the whole triangle, that tiny little bit at the top is the high value task. Now, when you're looking at the inbox, the high value element is basically the decisions in the direction. So an email comes in.

Unfortunately, you've been outbid on this office block. It was on for 2 million. You've offered 1.7. It's being rejected. What would you like to go back with? Now, somebody's got to read that email. Somebody's got to respond to that email.

But all you really need to do is decide what needs to be done. So if somebody else were managing your inbox for you, they could send you a quick WhatsApp and say, just to let you know, the offer on XYZ Business Center has been rejected at 1.7. It's listed at 2. What do you want to go back with?

And then you can just have a think, do the high value thing. Look at your appraisal. Think about your strategy.

Understand what you're doing with the site. Play the game. Bring all of that real high value expertise in.

And then in 30 seconds, send a voice note back to your assistant, your PA, your VA, your EA, and say, right, can you please respond to him with this? Voice note. Take your 20 or 30 seconds.

They can sit down. They can type it up. They can send proof of funds.

They can provide any supporting documents. And they can liaise with that party on your behalf. When you start to break these tasks down, in this case, the inbox, you understand that the top part of the task triangle is the really, really high value part of the task, which only you can do.

Everything else can be successfully delegated though. So for example, let's take another. And this is what we want to tune you into.

We want to get you to understand that you only have so many hours in the day. And we want you to be highly valuable and highly leveraged. And this is especially when you get up to high levels of investor level and into entrepreneur level, on-property entrepreneur.

You really do want to surround yourself with a team of experts, a team of high performers, a team of superstars, as well as a team of highly effective, available, efficient, and functional people. You want to build a team of people around you who can execute on your behalf on a daily basis. And you can spend as much of your time you want to spend on a daily basis in the business.

You can spend pretty much all of that on high value tasks or even the high value part of the task. So let's take, for example, this podcast. So I'm recording this podcast, which is the high value element of the task.

So the task is podcasting. We release these podcasts every Tuesday. We're now in the top 10 in the UK.

How much of my time and effort does that require to get that out there? Well, expertise and value are very different to effort and time. And this is really, really important because me recording this podcast, the top part of the triangle, the highest value element is my expertise.

So my expertise in business, in entrepreneurship, in efficiency. Also, my skill set in being able to break these things down into blueprints and methodologies and easy to understand concepts and then being able to deliver it in a tonality, in a voice, in a energy level, at a pace that hopefully the majority of people listening to will understand. And within 18, 20, 25 minutes of listening to this podcast, you'll understand what the task triangle is.

You'll be able to go to work after this podcast and start to tune into it. And hopefully, within literally hours, if not days, if not hours, you can start to change the way you behave or the way you think and the way you behave based on what you've heard in this podcast. Now, there's a lot of work that's required in getting a podcast out the door.

But when you understand the task triangle and think, right, well, the top part of the is the expertise, the IP, and the audio. So I'm sitting here recording the podcast with my expertise, my blueprint, my model, and getting this onto an audio file. That is the top part of the triangle that nobody else can do.

Nobody else can replicate. I can't delegate it to anybody in the main. So that's my part, the highest part.

Once I've recorded this and pressed stop, then there's other things that need to be doing. The medium value is somebody needs to create the show notes. Somebody needs to create the artwork.

Somebody needs to load it onto the platform. Somebody needs to audit the audio. Somebody needs to crop it.

Somebody needs to upload it to YouTube. Somebody needs to upload to all the platforms. Somebody needs to go through and put the timestamps in.

There's a huge load of heavy lifting around getting a podcast out the door. But that's the medium value stuff. That's completely delegated.

I'll literally save this podcast, send the audio file to my assistant, send an additional audio file with the show notes, which is literally 60 to 90 seconds of what the podcast is about. That then goes off to some AI software, which then transcribes it. That then goes to a copy editor who copy edits it.

That then goes onto the podcast. It goes onto the social media platforms. It goes onto YouTube.

It then goes off to the designers. The design team create the artwork, the YouTube thumbnail, the Facebook, the social media. And it goes off to the producers who edit the audio.

They upload it to platforms. They top and tail it with the intro and the outro. And they do all of the production.

So just think visually about that triangle that looks like a piece of Toblerone. And at the top is me for 45 minutes, which is planning the podcast, writing a structure, deciding what I'm going to do. And then 20, 30 minutes of actually recording that.

That's the top of the triangle. The medium bit is then I send it out to my PA with an additional 90 second audio clip. And she sends it out to all other parties all around the world.

Production, design, copy editing, VAs, PAs, design team. Sends it out to all of them. They then deliver it against what we call the repurpose process.

Deliver it against that. And then next Tuesday, which is the time you're listening to this, this is released. It's gone out, everything.

And that's done by the VAs all around the world. So the VAs will then post it onto the platform, send it out on the email. Database, send it out on social media and it will go out.

The VAs will then send it out to everybody around the world. And that is how our podcast is delivered. What I want you to do is tune into this in the days and the weeks ahead to understand with the task triangle.

Understand with the task triangle, what is the low value? What's the medium value? And what's the high value?

And just start to think you should only do the high value. Everything else should be delegated. Eventually, you spend all day not only working on high value tasks, but only working on the high value element of the high value task.

And this is where things will start to grow exponentially for you. So how do we do this? You want to have a team of people around you.

You want to have a team of very effective, very efficient VAs, PAs, EAs, and potentially gatekeepers. So I'll take you through these individual roles. And what I would encourage you to think about is some of them are going to need to be proactive and some of them are going to need to be reactive.

So the different roles that we're going to have is a VA, which is a virtual assistant, a PA, which is a personal assistant, an EA, which is an executive assistant, and then gatekeepers who are essentially your executives or managers who run your businesses for you. So taking you through these team of people that we need around us, some of them will be proactive. And what I mean by proactive is you will set up processes like the podcast where they know that on a Tuesday morning, you're going to record a podcast.

It's going to be sent to them by lunchtime. And then they need to go and deliver a whole project or process based on that. It's proactive.

It's planned. It's scheduled. It's high value.

It's structured. It's repeat. It just goes on and on and on.

They're proactive tasks that your team will do. You'll then have reactive tasks. So let's say, for example, you have somebody managing your inbox.

It's reactive. They're going to be there all day, every day, answering emails, filing things away, getting folders and operating in line with a service level agreement to make sure your clients, your stakeholders, your third parties, your market are getting the service that they need. It's reactive.

Your PA is going to be on the end of a WhatsApp group. So you can send a voice note and say, oh, I'm looking at going to Spain on Friday for a week. Could you just see what flights are available?

What airports? And see roughly how X, Y, Z. That's a reactive task.

And the people who run your businesses for you, you know, some of their day-to-day work will be proactive. It will be planned. It will be scheduled.

It will happen every month. Some of it will be reactive because it will be service-based. It will be sale-based.

It will be task-based. It just comes in on a reactive basis. When we're looking at building these group of people around us, just give you a bit of insight into what you might be, what sort of profile of person you're looking for, what work you might perhaps be looking to give them.

VA, PA, EA gatekeeper. So VA. VAs are virtual assistants.

And normally what I'm not talking about here is highly skilled specialists. So you could have a virtual assistant who's based over in India, who's a qualified accountant and runs your accounts for you. You might call them a VA because they're virtual and they're supporting you in your business.

So they're assistants. What I'm talking about here is the ways to break up a task triangle. So at the sort of bottom level, you're looking for highly functional, highly leveraged, repeat, heavy lifting, admin, operations, copy and paste tasks.

So this would be your VAs. Highly functional, highly repeat, not necessarily hugely specialized in most cases, but just high volume, low value. So your VAs would be administrators.

They'd be data entry. They would be copy and paste. They would be formatting documents.

They would be posting on social medias. What you'd be looking at here, so it depends where you go in the world, but ideally here, you're looking for a good exchange rate, as in you want to get a good value of expertise and availability, but ideally at the lower end of the range. So probably I pay probably anywhere from £3.50 up to say £5.50 for the bottom of the task triangle. I pay about £3.50 for most of our VAs, and that is copy and paste, pay as you go, as you need it, self-employed, here's some tasks, and they just get on with it in the background and do a fantastic job. They would be the VAs who do the heavy lifting, basically run all of that for you on a day-to-day basis. The next layer up would be your PAs, your VAs, sorry, your PAs, your EAs, and your gatekeepers.

So next level up would be your PAs and your EAs. So basically a PA is a personal assistant. Anything that's to do with your personal life that's not explicitly high value, it's not fun, or it's not family, you would go to your PA for.

So anything to do with your personal life, paying your gas bill, setting up your home insurance, sorting your car insurance out, buying you a new car, ordering you a new phone, literally anything to do with your personal life goes to your PA. So your PA is your personal life. Does your online shopping for you, orders your clothes, all of these things that involve activity that is not necessarily fun, family, or high value.

That would go to your PA. Your EA is your executive assistant. So if you're a personal assistant, and I would, as soon as your sort of activity levels or your business is big enough to fund it, I would recommend you have both.

Your PA is outside of the business, doesn't get involved with clients, doesn't get involved with the team hugely, but is focused on your personal life. Your EA is focused on your business. So your EA helps you run your company.

Your EA is sort of a very, very senior, either executive or, well, it is either an executive or a very, very senior operational position. And what they do here is help you run your business. So delivering to schedules, working with your high value clients, progressing transactions for you, releasing KPI reports, giving out key stats on a weekly or monthly basis, liaising with third parties to review key documents before they arrive with you.

So things like management accounts or finance reports or stats. If there's obvious questions that need to be asked, rather than it arrive with you and then challenge why the budget and actual are different or why there's data missing or why something looks off, they'll be there savvy, strategic, well-placed to deliver those things for you. If you've got big deals going through, maybe you've got a million pounds worth or a couple of million pounds worth of property sales or business sales, they'll be the one with the sharp pencil, holding the solicitors to account, holding the agents to account, holding the buyer and the seller to account, pulling everyone together.

Highly valuable, highly leveraged, but also highly, basically execution is everything. And if you're a busy entrepreneur, you don't have time to make sure everyone's pulling to deadlines. You need an EA who can do that running for you.

And these are that medium value layer, the middle of the task triangle. They'll be doing all those things for you. Very strategic, very valuable, know you inside out, know your business, know your clients, professional, well-paid, PAs and EAs.

And then finally in the middle slab as well as your gatekeepers. You don't have the capacity or the energy to be dealing with all stakeholders. You want to have really, even if you're, you know, even at the peak of PPN UK, where we had say 40 plus people, I only ever really had maybe a maximum of five people reporting to me on a daily basis, reporting to me on a weekly basis in one-to-ones, maybe six, if you include my PA, five or six people maximum to be running a national company.

If you've only got a, if you've got a smaller company, you know, you'll be able to run your companies with one or two or three people reporting to you. And if you do want to have your businesses run effectively and efficiently on a daily basis, you do need to invest in effective gatekeepers to be there to support you. So your gatekeepers are the people that guard you, you know, you liaise with them, they liaise with you, but they're responsible for running the business on a day-to-day basis.

And when people want to talk to anyone about the business, it's them that they go to, you know, whether it's investors or it's agents or it's clients or it's anybody, they liaise with your gatekeepers. Your gatekeepers run the businesses for you on a daily basis. And they could be managers, they could be directors, they could be heads of business or heads of department.

You want to have these gatekeepers around you to protect you. This is the medium layer of the task triangle, which enables your business to run on a daily basis without you having to be on the end of the phone talking to everybody so you can focus on the high value. And then the top of the task triangle is the high value.

That's all day, every day, whether you want to work five hours a week or a hundred hours a week, you want to be spending 90% of your time, excuse me, 90% of your time on high value tasks, high value tasks, and also the high value part of the task. So VAs anywhere from 350 to say 550, I pay about 350 for most of my VAs. PAs who are going to look after your personal life in the current market, anywhere between about 12.50 and 20 pounds, pay as you go, self-employed, open market, or if you want to have them employed, obviously you take 20% off that to cover your employment costs, holiday, et cetera, and then probably write that down to what rate is required there for a personal assistant. I pay about 15 pound an hour. I tend to use self-employed people, but I would normally only have one EA and one PA, and they basically work, not necessarily exclusively for me, but I would be their main client and then they might have work outside of that. I have also employed PAs and EAs in the past.

At the moment my EA is employed and my PA is self-employed. PA rates anywhere from 12.50 to 20 pound an hour, depending what sort of tasks it is you're giving them. I tend to pay, for the last few years, tended to pay around the 15 pound an hour mark for PAs, and then for EAs, anywhere from 15 to 50 pound an hour, depending on if you've got them releasing reports for you or negotiating seven-figure contracts.

There's a complete range on the EA spectrum. Some EAs could be sort of ex-executives who are used to running big companies and actually now they want to sort of sit behind somebody else but have that responsibility. Anywhere from say 15 to 50 pound an hour, and I would tend to pay around 20 pound an hour for an EA working on the sort of roles and responsibilities that we delegate within those.

So hopefully that gives you an indication of who you might need. Where are you going to find these people? Well, VAs are ideally overseas and you'll find them online.

So if you have a Google search, some websites you can look at, People Per Hour, Elance, Fiverr, Upwork and my VAs, I actually get recruited from one of our property entrepreneurs called Richard Evans who runs a company called Vavavu. Have a word with him, he does VA services and I get mine from him. PAs and EAs, probably it depends whether you want self-employed or employed.

For employed, which is where I tend to go, would be say Indeed would list it there as an employed role for say 15, 20, 25, 40 hours a week. You can also go to third parties, there's lots of third parties now that do PA services. A couple of the companies that I sit on the board for have recently used these services.

I believe one of them's called SmartPA. That might be worth checking out where you get maybe two or three PAs that run your accounts. You've always got coverage and you've got the support and infrastructure of a larger business to give you that sort of contingency planning.

And Google search for local people who are advertising locally for PAs, EAs, self-employed, pay-as-you-go, no minimum contract, literally just set up a Clockify account or similar and get them to track their hours as they go and just submit you an invoice on a weekly or monthly basis. That's what we do. Or recommendations.

There's normally within your network somebody who's got a VA or a PA or an EA or knows somebody who could be interested in that. So I'd recommend list it on Indeed or list it on some of the portals. So pay people per hour, fiverr.com, places like that, depending on what the role is. But then also post it on your social medias and also post it on your social medias and see if anybody's got recommendations of people they could send your way. With regards to when to do this, I mean, the best time to have done this would have been about two years ago. Just for assuming you've been in business for two years plus.

The second best time is once you finish listening to this podcast. This is something that needs to be done immediately. You could have a whole team.

You could have a VA, an EA and a PA all recruited in the next week or so on zero contract hours. Pay as you go and it doesn't cost you a penny and then just start using them and see how you get on. This isn't a non-negotiable.

It's an obligation, not an option. On Property Entrepreneur, in order to come onto our board, so our board is £30,000 a year. It's our top rated program.

It's the 15 people that I mentor. In order to even join the board, you have to have a PA. So we're not letting people on the board now unless they've got a PA because it's just such a fundamental thing that you need.

If you're currently completing VA or PA jobs, which is say £3.50 or £10 an hour or £15, £20 an hour, that probably has a reflection on how far your business is going to progress because you should not be doing those tasks. You need to free that time up and get somebody else who's going to be better at doing it and more available and actually enjoy doing it more than you do. And you need to focus on the high value tasks that will drive the business forward.

Few top tips to go into this. So obviously we're talking about this task triangle. Before I go into the top tips, just remember the mindset I'm encouraging you to think about is when you sit down to do a task today, just think, looking at that task, what part of this is actually high value that nobody else can do?

Where is it directive? Where is it creative? Where is it innovative?

Where is it strategic? Which part of this task is only you can do? Like me sitting here now, recording this podcast.

Then look at all the other parts of the task which are operational, which are functional, which are delegatable. Like who could you recruit to do the rest of this, run the business for you and then start to focus on that because the more time you can help focus on the high value, the more value you can add to your team, to your business, to everything that you're doing. So quick five top tips to finish.

On all of our programs on Property Entrepreneur, we recommend all of our delegates, doesn't matter what level they're at, to use Wealth Dynamics profiling tool. And we would recommend that for PAs, EAs, VAs in the main, you're looking for tempos or steals. Tempos to be in the heat, reactive, like the emergency services.

Steals to be data, analytical, attention to detail, finishes rather than starters. That would be the profiles we're looking for. Second is, as I mentioned a moment ago, get these people on board now on zero hours, zero contract, pay as you go contract.

Literally just use, like pay as you go, use them as you please, get them to track their time, delegate tasks through WhatsApp and then that will just clock up as you go. And then set yourself a challenge. How much can you physically pay these people every week, which then in theory means every hour you can give them is another hour you're clawing back.

The third is how to delegate the tasks. So I'd say proactively, you want to be giving them a list to say, right, these are the projects on a weekly basis that I want you to do. And then you give them a good setup and operations manual, a process.

These are the daily, weekly, monthly DWMs. And then you have reactive. And I would recommend reactive. I tend to just use a messaging platform like Slack or WhatsApp with my PAs and VAs and team and just send things through there.

Voice notes, notes, and just do it reactively as you go. The fourth is inbox. As soon as you get up to a decent rate where you really are paying yourself or your hourly rate really is generating sort of 20, 50, 100 pound plus, you absolutely should not be running your own inbox.

The inbox is a portal to nowhere. It's a huge amount of activity that goes into there. I even say to my PA, we need to figure out a way to stop you to reduce the amount of work you're doing on deleting, spam, filing.

It's just, I mean, it's just wasted time. It's crazy. Nobody should be doing that.

And you definitely shouldn't be doing that. Running your inbox is not a good use of your time. I would recommend that is a 15 pound an hour, 15 to 20 pound an hour task.

And I would recommend delegating that as immediately as possible. And then finally is the sentiment I shared with you at the beginning is do nothing, delegate everything. At the beginning, you'll feel nervous.

You'll feel anxious. You'll feel embarrassed. You'll feel uncomfortable about asking other people to do things for you.

At the end of the day, if you've recruited them to do that task, that is a task they want to do. And it's a task that they're happy to do. And it's a task that they'll probably do better than you will.

And you'll feel nervous and anxious. And maybe you're embarrassed or you just don't feel comfortable giving those tasks away. As immediately as possible, you need to move to the other end of the spectrum because when people start Property Entrepreneur on our first year program, the biggest challenge we have is getting them to be productive, getting them to be motivated, getting them to be driven and getting them to delegate because they don't feel like anybody else can do it as well as they can.

When we get to like years three, four, five and on the board level, the biggest challenge we have is trying to stop people from being productive, stop them from burning out, stopping them from working themselves into the ground. And at the beginning, you go to a point where you don't want to delegate anything and you want to do everything. So at the beginning, you want to do everything.

And by the end, you want to do nothing. You really want to get to this point where on a daily basis, any task someone says, oh, can you do this? Yeah, no problem at all.

I'll get, I'll send it to so and so. Can you get me this piece of information? No problem at all.

I'll just ask so and so to send that. Can you do X, Y, Z? Yeah, no problem at all.

I'll reach out to so and so, see if they've got it. You want to have a team of people around you who can run your businesses on a daily basis, who can execute the medium and low value tasks on your behalf. So that when we're thinking about this task triangle, you are focusing on literally, unless it's high value, you are doing nothing and delegating everything.

High value of the task triangle is you. Medium level of the task triangle is your gatekeepers, your EAs, your PAs. And at the bottom level of your task triangle is your automation, is your VAs, is your heavy lifting.

It's getting things out the door. Hopefully that gives you an insight. Hopefully that's another Tuesday podcast worth listening to.

And honestly, my biggest, honestly, if you can grasp this and execute it, the game will change for you very, very quickly. Start tuning in. So one of the things I said to the board members is when you're looking at the task and thinking, should I do this or should I delegate?

Just think, would Dan do this? So when you're looking at a task, which might be X, Y, Z, sitting down and populating a mortgage form for an hour and a half, would Dan do this? Is this high value task?

There might be 20% of those fields you have to give information for. Absolutely. But you can get to a point where you've got an EA who you completely trust, who's got access to your proof of funds, your date of birth, your ID, your three years address, your X, Y, Z, filling out all of that information, doing property forms.

When you're selling a property, do you need to go to the property and fill out the curtains and all that? Absolutely not. Anybody that you trust that is capable and competent can go out and do those things for you.

Just start to tune into what is high value? Would I do these things? And if I would, absolutely do more of them.

High value, podcasts, buying deals, investing in companies, selling companies for people, doing developments, all these sort of things. Absolutely. It's high value.

Nobody else can do it apart from you. Everything else though, medium and low value task needs to be delegated. Hope you enjoyed that.

If you're in WhatsApp groups, Facebook groups, you've got this value, please do share it. And the more followers, subscribers we'll get, the more time and energy I'll invest in producing content for you. Hopefully you enjoyed this.

Hopefully there's somebody else you know that's too busy. Send them this podcast now to remind them they should be doing nothing and delegating everything. And for the rest of your morning, your afternoon, your evening, wherever you are, I wish you the best in resetting your mindset and just thinking about this task triangle and identifying what part of each task should you do?

And all of the rest of it, who are you going to delegate it to moving forward? So I hope you enjoyed that. This podcast is dedicated to Mr. David Davis, a very long standing client and a friend of mine who reached out to ask about using VA's, PA's to get away from some of the day to day. David, I hope you got value from this and everybody else listening. I wish you all the best of luck. So enjoy the task triangle, delegate to elevate, do nothing, delegate everything.

And remember that when you can put this stuff into practice, success and failure are both very, very predictable. I look forward to seeing you on the next podcast. Thank you for listening to the official Property Entrepreneur podcast.

Trust you found value and insight in the topics discussed. And as always, very much welcome your comments, feedback, and any suggested guests or topics you would like us to consider. Please give us a review and let us know what you think.

Follow me on social media, Daniel Hill on Facebook, Property Entrepreneur on Instagram and YouTube. And if you'd like to hear more, please share, subscribe, and look forward to seeing you on the next one.