**PEP 66 Edited\_Transcription**

[Daniel Hill] (0:05 - 43:09)

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, hello, hello, and welcome to the next official Property Entrepreneur podcast. It is Tuesday and it's time for your next fix of mindsets, mantras, methodologies, blueprints, everything that's required to take your step to the next level in all things, wealth, health, and life by design.

Hope everything is well with you. Brief update of where we are this end. 2022 is going really well.

January was the first phase of firing up the flywheel for this year for my 12-hour work week. That was quite challenging, digging deep, locking in the discipline, but then started to see some real successes out of January into February. February was going really well, really nice, really locked in, and then started taking the eye off the ball towards the middle and back end of February.

Actually, I had to have a bit of a word with myself and reset the bar. I just saw some of the bad habits slipping back in, getting in my phone, maybe having a couple of days without getting in the zen den and doing my morning practices, and had to just really have a word with myself, pull it back in. Then perfect timing for Clean the Pallet.

If you didn't listen to Clean the Pallet podcast last episode, I highly recommend go back and listen to that. Cleaning the pallet, resetting the bar, and doing a bit of a weight cut, I'm locked back in firing on all cylinders and enjoying the fruits of my labor of resetting the bar and getting my year of and my objectives in place. It's going well, a little bump in the road through end of February, but we're back in the game, we're locked in, and we're full steam ahead into what's going to come up for the spring season.

This podcast is an absolute game changer. And on Property Entrepreneur, on occasion, I'll stand on stage and I'll say to our property entrepreneurs, this is one of those things you just need to trust me on. And I'm impeccable with my word.

I don't say things just to hype things up and dramatize it. When I say, trust me, what it means is this is factually black and white, execute this and it will happen. This is something you need to listen to and put into practice.

This is one of those things. If you're in business and you're an entrepreneur and you work with people, teams, have people around you, this is an absolute game changer. And trust me, this is the best way to do this.

So what we're going to look at here is how to start moving up through the levels. So we're all going to start at one point, we want to end up somewhere else, and we've got to go through a journey to get there. Through my younger years, through my teens and 20s, I ran small teams, small teams, band of brothers, little business, great fun.

And you do what you got to do. You club together and you go through it. In 2012, I had my first experience of having to scale up a national business and I was on holiday in Portugal and I took a book that I bought from, I didn't buy from the airport, I bought it before I went, but I had it for a while and I never read it, but I was just sitting there.

It was one of those ones somebody recommended or I picked up, thought it'd be of interest. And on this trip, this AGM it was, we have an annual general meeting, we fly away, do our business plan, this time of year actually, March, April time, end of March. And I started reading this book.

And for that whole week, as soon as I started reading this book, I knew it was exactly what I was looking for. For that whole week, I got up early every morning, crack of dawn, under the cover of darkness and sat by the pool with literally by phone and torchlight reading this book, studying it, annotating it, transferring it into my journal. And over the last 10 years, this is literally 10 years now that I've been using this, I moved through the levels, understood them at every stance and ended up running a national company with a board of directors, senior management team, senior team, heads of departments, team members.

And the only way that I was able to go from that small business start phase into running a big business was under understanding how to go through the levels of leadership, which I'm going to take you through in this podcast. So there's five levels to the five levels of leadership. And this is a model that was originally created by a guy called John Maxwell, you might recognize this book, five levels of leadership, or you might recognize the 15 laws of invaluable growth.

The second is one of our must reads in our culture club dream team rulebook. The five levels of leadership is talking about how do you move through those levels where you can go from being a one man band, where it's hard work, you are the business, to building a small team and running a small team and running a small business, up to having multiple teams, multiple streams, and being a real true entrepreneur and leader at the highest level. This has taken me 10 years to master it.

And I'm going to take you through the academics of the book. I'm then going to talk to you about how to or what to actually do in practice, and then how to actually do that. And this is a lot of the methodology that we teach on Property Entrepreneur.

So the five levels of leadership, as defined by John Maxwell, are the first and if you imagine, if you're a visual thinker, imagine this in your head, if you're a blaze, people person, write it down. If you're a sensory person, just try and think about what it would be like at each level. If you're an analytical person, get the book, get a piece of paper, write down the data, write down the model, however you're going to do it.

If you imagine, listen, feel, write, draw a pyramid that goes from wide at the bottom, like our wealth hierarchy model, to a point at the top, the five levels are going to start at the bottom with the foundation and then work their way up to the pinnacle at the top. And at the end of this podcast, I'm going to give you three clear top tips as to how to make sure that you make the most of these five steps, put them into practice. So step one, at the bottom, the foundation level is what John Maxwell calls position.

The second is what he calls permission. Once you've got there, the next level up you move up to is production. The fourth is people development.

And the fifth is pinnacle. If you're listening to this while you're driving, it might be one you want to come back to or you can have a quick Google and you'll see an image of this. If you're sitting in your office, sitting at your house, grab a pen, paper, as we go through this, I'll try and make it as simple as possible.

So they're the five levels that you move from and up to the top. And I'm going to take you through the academics of it. So the first is position.

And this is basically all about rights. At the first level of leadership, you have rights, which means people do things for you. And this is basically because people follow you in level one at position because of your rights.

People follow you because they have to. They don't have a choice. They don't have the option.

They follow you because they have to. That's level one where people follow you because they have to. Once you've established that and you've got the expertise at that level, we move up to level two of leadership.

And this is what we call permission leadership. And this is about relationships. So if one is about rights, two is about relationships.

And what happens here is people start to follow you because they want to. So number one is they have to. Level two is because they want to.

And this is what we call permission leadership. Once you've established that, we move forward to level three. And one is position.

Two is permission. Three is production. One is rights.

Two is relationships. Three is results. And what happens here when you get to level three is you start to notice that people don't follow you because they have to.

They don't follow you because they want to. What they start to do is they start to follow you because of what you've done for the business or what you've done for the organization. And this is level three where leadership by production and leadership by the results you've delivered is why people start to follow you, because you've walked the talk and you've shown that you've added value in the past.

That's level three. Level four, when we move up from that into the next level, is people development. And if four, three is about results, where it's what you've delivered, what you've shown, what you've achieved, four is about reproduction.

And this is where you actually start to magnify your ability, your success, what you've delivered into the ability of others. And what happens here is people at level four, people start to follow you, not because of what you've done for the business, but what you've done for them personally. So as an individual, what you've done for them, they hold that close to their heart.

That's people development. That's what happens at level four, where it's basically reproducing your results. You achieved your results yourself at level three.

And at level four, you start to enable other people to do that. And people then follow you because of what you've done for them. And then finally, if you manage to get to level four, and you want to take it right to the top to level five, level five is called the pinnacle.

And this is the top level of leadership. It's the highest level you can get to. I would highly recommend this is an aspiration.

Either it's an aspiration in where you want to get to, or it's an awareness that you can start to notice in other people. Level five is the pinnacle. It's the top of the triangle.

And this is all about respect. And what happens here, it's not about what you did for the business. It's not about what you did for the people.

It's a level of respect. And it's all about what you basically represent. So at level five, people start to follow you because of who you are, and what you represent, which is completely intangible.

It doesn't necessarily mean you've done anything for them or their business. They could have never even met you. But because of who you are, and because of what you represent, they respect you as an individual, they respect you as a leader.

And at the pinnacle level, they follow you because of what you basically what you represent. So academically, they're the five levels, and you have to go through them one at a time. And what I'm going to do now is I'm going to tell you, I'm going to share with you what to do at each level to understand it, to approach it, to execute against it, and then to actually move up from it.

So you have to go through this one level at a time. You have to build on the blocks. You can't move to the advanced until you've mastered the fundamentals.

And what I'm going to do now is take you through that. So level one, we think about position and people follow you because they have to. This is what you call management.

But this is basic management. If you imagine, if you think academically, or by definition, what a manager is, it's some, they might not have any choice, they might not have any desire. But at level one position, where people follow you because they have to, all that's about is management and your ability to get other people to do things regardless of their desire.

So it's not actually leadership, by definition, it's actually management. So to accomplish level one, you need to become a really good manager. And I'm going to tell you how to do that.

But what you need to do is become a good manager. Once you're a good manager, and you know how to get people to do things, even if they don't want to, we then want to step up to level two, where we get people to do things because they want to. So not only are they doing it, they actually want to do it.

And this is where we shift gears from management into leadership. A level two permission, where people follow you because they want to, is about relationships, and relationships are about leadership. So level two is leadership, how to become a leader, how to have leadership qualities, how to make people feel either inspired or empowered, and what them physically want to do it because they want to do it for you, they want to follow you, they like working with you, they want to make you proud, they want to do a good result, they want to, they have that those softer side of things.

So level one is management, and level two is leadership. Once you've got those two things, that's all well and good. But if you don't have the, maybe not contextual, but if you don't have the applicable experience and results to back that up, you could be a great manager and a great leader.

But if you can't walk the talk and pull the trigger, you're not going to get the same level of following as somebody that can. If you think about the people that you look up to, it's normally because they've achieved what you want to achieve, they've been where you are or want to go, and that's why, and we're thinking here about leadership, that's why you want to follow them. So level one is management, level two is leadership, level three, which is production.

If you remember, this is all about the results that you've done, it's about people following you because of what you've done for the organization. Level three is all about execution. You need to have executed and proven that you walk the talk, you know how to get things done.

You basically want to become, if you want to get to level three, where people follow you because they want to, it gets them to get results, and they have that level of confidence and, yeah, basically confidence in what you're doing and what you're saying. You have to have executed and walked the talk, you have to have earned your stripes, and basically, you want to become, think about the person you know who, when they say they're going to do something, they're going to run a marathon, they're going to start a business, they're going to do a weight cut, they're going to make a million pounds. You know certain people who, when they say it's done, the outcome is inevitable because they're one of those people that just executes relentlessly.

They've got the mindset, they've got the energy, they deliver results rather than reasons. They execute over coming to the table of excuses. At level three, if you want people to follow you based on results, you have to execute and show that you know what you're doing, you walk the talk, and remember, everybody talks a good game.

Level three is you know how to manage, you know how to lead, and you can actually back that up with your own results to show if you were to get in the trenches, roll up your sleeves, you can do this as well as anyone, and you're now leading by example. So that's level three, production results. Level four is all about people development, and when we talk about reproduction and going from your own results to other people's and people following you because of what you've done for them, what you need to be doing here is investing.

So level four is about investment. It's starting to think about you've earned your stripes, you've got what you were hoping for, you've crossed the line, you've won the medal, do you now go home and celebrate your successes and get high on your own supply, or do you actually take that experience, that credibility, that learning, those lessons, and now you actually want to reproduce, you want to share it, you want to take other people with you, you want to share the experience.

At level four, you need to flick your mindset from investment inwards to yourself to investment outwards into other people, into your team, and the mindset here really is what you want to be doing is if you want people to follow you because of what you've done for them, you need to have the mindset that the people around you, your team, your stakeholders, your clients, your mindset is that you want them to be the best they can be.

That's what you need to be thinking. I want you to be the best that you can be, but not just thinking it, you need to actually mean it as well. In your head, you're looking at people around you and thinking, I've been where you are, I've achieved what you want to achieve, now I want to help you do it.

I know how much of an engaging journey it is, I know how challenging it is, but I know how good the fruit tastes at the end. I want you to experience and achieve the same. At level four, it's all about investing in others.

Whether you want to look at it academically, or practically in practice, or spiritually, what you give you shall receive. When you move up to level four and invest in others, all of that investment you put out will, it might be slightly delayed, there might be a tailwind to it, but what you give you shall receive. Whatever you put out into the universe will come back to you.

Whether you think about it in practical academics, spirituality, or even just the laws of reciprocity. Level four is about investing in others, allowing them to then reproduce, and you have a team of people around you who are then becoming successes in their own right because you've invested in them. Then not only do they become more able, not only do they become more successful, but they, where was I going with that?

Not only do they become successful, but your ability and experience from level one, two, and three are then multiplied and reproduced at level four. If these people are your team, they're your employees, they're the people around you, their success as individuals, then the result is greater than the sum of the parts at level four. Then level five is once you've got that and people are following you because of what you've done for them, you've got your own results, you help them to get their results, you've then got this huge momentum and inertia from your leadership and moving things forward.

After that, and again, you can't skip the gears, you have to go through the levels, you then arrive at level five, which is the pinnacle. This is about respect. This is people like you, they know you, they respect you, and they follow you because of what you represent.

This may not be your team, it may not be your employees, it may not be the people who follow you directly that you know, this could be people further afield because you've got to that pinnacle. Not many people get here. This is long-term thinking, it's investing in the long game.

For me, this was a decade on top of a decade. I've been in business for 20 years this year, and the first 10 years was obviously small business, startups, learning my stripes, getting my degree, doing all those sort of things. The next 10 years was putting into practice.

You can't jump up to this level out of nowhere, and you have to be consistent to get there. Level five, when you get there, is not necessarily just about the people who know you and work for you and follow you. It's about the wider, basically the thing about pinnacle is respect, it's also your reputation.

What you need to do through this whole process of all five levels is build a reputation. What you're looking to do is basically have a clear definition, consistent understanding of who you are, what you're known for, what do people say to other people about you, and also what do people that you've never met. This is really level five stuff is what do people, not just what would people say about you, or not just what people think of you, it's what do people go and say to other people about you, and what do people that you've never met and people you don't even know, what do people you've never met think or know about you.

This is the pinnacle level. You think about people that you follow, whether you listen to their podcast, or you watch them on TV, or you read their books. Some people you want to follow, you gravitate towards, you like them and their reputation precedes them.

Level five is all about establishing a clear, defined, consistent reputation to enable people to have that level of respect that they want to follow you just because of what you represent. That's the five levels academically. That's the five levels of what to do at each level.

What I'm going to do now is let you know how to do it. In practice, academically, that's good, it sounds good. There's a load of, what's the word?

All the letters start with the same letter. That's ironic. My English is not fantastic, but is it literacy?

No. I don't know. That thing.

There's lots of that. It sounds clever. It makes sense.

Absolutely. I can tell you now it's bang on the money. I've studied it literally page by page academically.

I've practiced it blow by blow, blood by blood, tear by tear to work my way through those levels and understand how it works in practice. This is what I'm sharing with you now. How do you actually achieve that?

All of us want to move through the levels. Maybe you don't want to go all the way to the top, but in order to be productive, to be highly valuable, and to be leveraged, you need to move through the levels. How do we actually do that?

Well, level one, position, people follow you because they have to, is about management. What you do here, this is black and white, it's binary, it's structured. You put in a management framework.

The management framework we use on Property Entrepreneur is SCS. If you've not already heard me teach here or been to one of our events, ask some of the property entrepreneurs, they'll explain it to you. The headline, SCS, is set up, check in, sign off.

It's binary, it's academic, it's black and white. It doesn't matter whether you like your manager or you don't, it's a case of going through the motions, filling in the blanks, and going through the process. It's quite steel, it's quite detailed, or it's quite steel, it's quite structured.

That's it, it's black and white. A management framework and the ability to use that blueprint and execute it is all you need at level one. Once you've got that, people will do their jobs if they have the mental and physical capacity to do it.

That's number one, management framework. Get the management framework in place. People know what they're doing, it's defined, it's delegated, and then it's done.

That's it, SCS management. That's level one, get management nailed. Once you've got that in place and everybody's had their roles defined, they've had the capacity and expertise efficiently delegated around your team, and then the work should be done, it should be executed, that's level one complete.

That might take you six months, it might take you six years, it depends how good the blueprint is and how well you're executing it in practice. Once you've got that and people are doing it because they have to, we then move into leadership. If you want to develop relationships with people and you want them to follow you because they want to, what you need to do here is adopt a solid, consistent, effective leadership strategy.

The one I would recommend for you to do here is to lead from the back. We have a whole module on Property Entrepreneur called Lead from the Back. What this means is you're not a manager dragging people with carrots and sticks, kicking and screaming, getting them to do their job.

You're making it clear, you're setting the runway, you're managing expectations, you're all aligned, you've got a win, win, win setup in place. If you've not used the win, win, win blueprint before, go back to the podcast called Everyone's a Winner and it'll explain it to you. You build a solid leadership environment to lead from the back where you set your team up, you give them clear frameworks and then you move out of the way and you cheer them on from the sidelines.

You want to be able to control your business with SES without being controlling because you're a good leader. This is basically developing, we have a blueprint on Property Entrepreneur called the Culture Club and it's a framework we drop in, which is an annual rhythm to the business, annually, quarterly, monthly, weekly, daily. It's a Culture Club framework, still binary and academic in framework, but it's the softer side of things to create an environment where people want to thrive, where people feel invested in, where people are enjoying what they do and they're performing for you and doing what you want them to do because they want to do it.

They want to follow you, they like it. Little things here would be, no pun intended, the little things here would be, or some of the things here would be like the small things. It's the small things that make the biggest difference in leadership.

You might think they're going to give someone a £2,000 pay rise or a £500 bonus a month. That's okay, that's cool, that's going to land in the bank, but from a leadership standpoint, and you need to make sure money's off the table, don't get me wrong. You want world-class people on world-class packages, but in the Culture Club space where you want to create an environment where you can be a leader, you can lead from the back and you've got a culture that will facilitate high performance.

It really is the small things that make the biggest difference. This is everything from public recognition. If you've got WhatsApp groups, Slack groups, having public recognitions that you do randomly or Friday successes, weekly wins, thank you gifts, support when they need it.

It's not HR, you're going to speak to HR because they've got a problem. This is taking time to talk to them, listen to them, whether this is emotional issues or financial issues or professional issues, actually genuinely having a sense of care and a sense of duty for looking after your team and then investing in them and looking after them and genuinely wanting the best for them. One of the mantras that we've come up with recently on one of our incubator businesses, which we've now rolled over to the proper entrepreneurs is you want to make this for your team, make it a journey, not a job.

It's not a job, it's a journey. Take them with you, let them enjoy it, invest in them, lead from behind. What you'll find just by default is people will follow you because they want to, not because they have to.

When the gear shifts there, it's a very, very, very powerful thing. We've got the management structure in place. We start to create the culture club, get the softer side of things going, start to establish ourselves as a leader, someone who's consistent, someone who looks out for others, someone who's reliable and is actually going out of their way to help them.

Then we're going to move to level three where, okay, you can get people to do stuff, you can be a nice person, be a nice woman or a nice guy, but can you actually walk the talk? With regards to level three of production results, when we talk about execution over excuses, you can't switch this on and off. This is a case of being clear.

It's a case of being consistent. It's a case of getting to a point where you've got the experience and the expertise to deliver consistently. You've got a track record of hitting targets.

You've got a track record of doing what you say you've got to do. You're impeccable with your word. You're consistent in your delivery.

You have the ability, the delivery and the discipline to get things done. People know that you're going to get things done. This is both a tangible results thing.

You're that sort of person. You know you're going to deliver. You pull the trigger.

You prove to your team. You walk the talk. You're the first one across the line.

You raise the stakes. You up the ante. You put your head on the block.

This is a new level of leadership when you're out there leading from the back but performing from the front. This is both a tangible results thing but it's also a mindset. This is the mindset of failure is not an option.

Think about the leaders, the people you look up to who've achieved loads of things. It's because they pulled the trigger. It's because they execute.

That is always so much easier said than done. Everybody's optimistic. Everybody thinks that they can...

In fact, I'm not going to say that because it's not true. Everybody's optimistic and positive. That's not what we're talking about here.

We're talking about execution, cold hard results and that mindset and attitude that failure is not an option. Whatever it takes, the outcome is inevitable and you get things done at level three. That's production.

That's results. That's execution. You're managing your team well.

You've now got a culture. You're leading them and you're out the front delivering results, showing them how it's done, hitting the target, blowing the bullseye, doing all these things, pulling the pin and dropping the hammer. Once you've got that and you've got all three levels of that, you've then got to think, right, well, we've got good management.

We've got good culture. We're getting good results. How do we take this to the next level?

At level three, you're leading the way with the results. You're leading the team from the back with the culture, but you're doing the proof in performance. You're out there walking the talk.

If you want to take this to the next level, true leaders breed new leaders. True leaders breed new leaders. You need to actually now be able to step out of the way and not rely on your team, not rely on you being out there banging the drum, pulling the bow, blowing the bullseye, but you actually investing in your team to ideally, well, to perform as well as you, but ideally exceed you.

What we're looking at here is that people development level, level four, where at level three, you're producing results. At level four, you're reproducing results. You're now getting your team to deliver the results and you're not out the front making the sales, banging the drum, waving the flag.

You're not only leading from the back, but you're also investing from the back. You're starting to invest outward rather than inward, not into your own performance, but into your teams. The things you want to use here are, well, one is a mindset shift.

You want to move from a scarcity mindset where this is me, I'm the man, I'm getting the results to an abundance mindset where it's I want everybody else to do well. I want people to be better than me. I'm confident.

I trust myself. Now, I want to put that confidence and trust into my team. The things we use here is stuff like PDPs, so professional development plans, investing in your team, taking them on a journey, moving them through the levels, and clearly and concisely building confidence and competence to take your team through the levels.

Also, knowing when to stop. There's nothing worse than promoting people. One of the dangers here is promoting people to a level of incompetency.

You've got a great salesperson. You go, one day, you're going to be the area manager. You get a great ops person.

You say, one day, you're going to be the ops director. Just because people are world-class football players, you'll know from history that more often than not doesn't mean they're a world-class football manager. What you've got to do here is have the expertise, the experience, the ability to identify talent, to move it through the levels, to know where to start, know where to stop, and use things like PDPs to play the long game, move your ego and your scarcity mindset out of the way, and put others first, basically.

Start to think, you work for your team. I genuinely feel like I work for my team. I'm there to serve them.

They're at the front. They're running the businesses. They're telling me what to do.

They're holding me accountable. I feel like I'm serving them. This is what happens at this level.

You put others first. You feel like you work for them. You put their interests before your own.

Think about the results of level two, where at level two, people are following you because they want to. What you do now at level four is allow that to then reproduce. People are following you because they want to.

You can then invest that trust, that experience, all that trust, that connection, those relationships, in investing in them further to allow them then lead and go on to the next level. Now, this is playing the long game. It is investing.

It's a lot easier said than done, but when you master it and you've got the right people and you get the blueprint and the experience, it's fundamentally game-changing because it's a win-win-win for everyone. It's a win for you because your team are out there now getting the results themselves, reproducing the success that you've experienced. It's a result for your team because they're empowered.

They're being progressed. Financially and professionally, they're moving through the levels. It's a win for the business because the business is getting better results.

You can focus on strategy, vision, culture, banging the drum, and your team can go out there and deliver the results and take it on to the next level and reproduce all the successes that you delivered through levels one, two, and three. You can't reproduce your results until you've achieved the results at one, two, and three, but then when we shift gears from results to reproduction at level four, that's when the things start to change really, really quickly, and it's very, very powerful. It's an absolute game-changer.

Then finally, the last shift is at level four. We've got people development, reproducing the results that we've had before, and people follow you because of what you've done for them. Level five is the pinnacle, top of the pile.

It's all about respect, and people follow you whether they know you or not because of what you represent. How do you do this? This is all about trust, and it's all about playing the long game.

It's about being consistent, and you've basically got to earn it. This is a decade or a lifetime's worth of work of being clear with who you are, being clear what you're going to do, and then consistently executing, delivering, not letting people down. What you're doing here is if you want to get to level five, it's all about trust, and the only way to get there is to earn it.

There's no shortcuts. There's no fast track. You have to be in the game for long enough, and you have to execute consistently enough that people trust you.

To enable you to get that trust, you want to be really clear on a few things. The first thing is probably values. You need to know in your heart of hearts what your values are.

What do you value in life? Are you militant? This can be anything.

You can be – I don't want to – I won't name any names, but you could be any one of the leaders in the world, leaders in business, leaders in whatever field that you're in. Your values can be anything. It could be that you're – yeah, you know what I mean.

Your values can be fast-paced. It can be that you're slow. You could be a monk in a monastery, or you could be a takeover-the-world capitalist.

You just want to be explicitly clear. What are your values? What are your values, and then be consistent with those.

You also want to be clear that you're authentic, and this takes years. I actually had a conversation with somebody the other day who I've known for the best part of a decade. I've worked with them.

They've been a client. I've done business with them. I've mentored them all the way through their business journey.

We were talking about – I don't know how it came up in conversation, but basically talking about confidence and when you have the business you and then the personal you. Eventually, if you stick it out for long enough and you develop the business you and develop the personal you, they end up meeting at a cross-section in the middle of equilibrium where it all matches up and you are just one person. This is all about authenticity.

Who are you? Who do you want to be doing all of that work on personal development about your authenticity, aligning that with your values, and then having the integrity and the consistency to do it day in, day out, whether anyone's watching or not. That's the only way you're going to earn your trust by earning your stripes, doing it consistently, being clear who you are, and then doing it for long enough that everybody else knows what you're about.

You think about the people that you've never met who are pinnacles who you respect. You follow them because of what they represent. You could say what their values are, what they like as a person, their personality, what they like, what they don't like, what turns you on about them, what turns you off about them, or what turns you off about other people.

That's all about values, authenticity, integrity, and dependability as well. You want to become, at the top level, a dependable person. You may be listening to this podcast.

In fact, thousands of you are listening to this podcast who I probably have never had the opportunity to meet. For whatever reason, you're listening to the content. If you listen to somebody and follow them for long enough, you don't even have to meet them.

If you can depend on the content you're listening to, hopefully you listen to these podcasts, and you can rely on the fact that the content is going to be consistent. It's going to be delivered in a certain way. There's no spikes and troughs.

There's no highs and lows. There's no where's he coming from this week. It should be consistent.

It should be in line with my values. Hopefully, I come across authentically. If you met me down the pub or you met me public speaking, I don't think I'd be a hugely different person.

It's all about having that sort of consistency. Basically, it's like, who are you? What do you stand for?

What are your values? You've got to earn it. When you get to that level, people will respect it, but it doesn't happen overnight.

This is one of those, it takes 10 years to become an overnight success. It really is about clarity and consistency to get through those levels and get to the top. Hopefully, that gives you an insight.

When you're putting this into practice, the first thing I'd recommend is understanding loosely each of the levels, but there's a time and a place for everything. You don't need to study this and master it like I did straight away. I spent a whole week reading the book, studying it, annotating it.

I wasted 70% of my time. I should have just looked at the level I was on. What do I need to do?

Master it, execute it, and then be aware of what's next, but then worry about it when I get to it. Think about where you are now. Are people following you because they have to?

Are they following you because they want to? Are they following you because of what you've done for the business? Are they following you because of what you've done for them?

Or are they following you because of what you represent as a person, who you are, what your values are, and your reputation? Why are people following you now? Why do you want people to follow you in the future?

Go through this blueprint, listen to this podcast again, take some notes. If you want to go into it in detail, read the books or watch some of the YouTube videos. It'll help to add more meat on the bones.

On Proper Entrepreneur, we take people through these blueprints. We give them the PDPs, SCSs, lead from the back, culture club, all of these things you actually need to execute and practice. In the absence of that, if you're not on one of our programs and don't get a place this year, read the books, watch the YouTube videos.

It's all out there. I would highly encourage you to make this part of your plan, highly strategic, highly deliberate, highly intentional, and I guarantee you, trust me, highly valuable and highly, highly leveraged. I hope you've enjoyed that.

Make sure you join us next Tuesday for the next podcast. I'm going to give you a couple of top tips to finish. The first is you cannot skip the gears.

You can't go to being a pinnacle who everyone trusts, follows, and respects if you haven't done levels one, two, three, and four. You cannot skip the gears. Don't try and break it.

Step by step, work through the levels because you have to achieve those things as you go. The second is talk is cheap. Whilst this is academic and you can talk about it and you can learn it, you say, yeah, I really invest in my team.

I respect my team. I believe in them. I lead in them.

I look after them. Talk is cheap. Everybody talks a good game.

The only way you'll get through these levels is to earn your stripes. That is years and years and years of work. I would encourage you to, people that are at different levels, speak to them about who they follow and who leads them and what their experience is like.

Speak to any of our property entrepreneurs, whether you follow them on social media or you see them at networking events or online or speak to any of our teams in any of our businesses or our incubators and ask them about the different levels. What works well? What doesn't work?

What have they experienced? What bits can they see from the experience they've had working with us in different capacities? Talk is cheap.

Everybody talks a good game, but you've got to walk the talk. You've got to earn your stripes. Execution really is everything with this.

With that in mind, the third is self-awareness. The board must get sick of me talking about self-awareness. Self-awareness is the biggest personal development trait you can get and then having the ability and the appetite to get feedback and take it on board.

Have the self-awareness to look at where you are, look at where you want to get to, do self-appraisal and self-critique to allow you as an individual to then progress through it. It's the only way you'll get there. Self-awareness and you're going to have blind spots, so ask people you like, ask people you know, ask people you trust to show you that blind spot.

It's going to be really hard because people have all sorts of agendas. Some people won't want to give you feedback, some people's feedback won't be accurate because it's driven by ego and they just want an opportunity to tear you to shreds. You've got to find that circle of trust of people that can give you true, honest, unloaded, non-egotistical, valid feedback that you can take on board, consider, appraise and then execute.

Five levels of leadership. Absolute game-changing. That has changed my life over the last 10 years.

It has changed my businesses. It has changed the lives of all of the teams that I've built and even now with businesses that I've sold, I still get messages from team members thanking me for the investment I made in them, the belief I had in them, the environment I created for them to thrive in. Business is not about carrots and sticks.

It's about building a framework, having a strategy, creating a blueprint and then creating an environment and a runway where highly talented individuals have the appetite and the ability to go out and thrive and deliver world-class results in world-class environments and businesses. Five levels of leadership nailed. I hope you enjoyed it.

Tune in next Tuesday for the next podcast. If you like this podcast, please click subscribe, share it, follow me on social media and I look forward to seeing you on the next podcast next Tuesday. Until then, remember success and failure are both very, very predictable.

All the best. 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.

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