**PEP 75 Edited\_Transcription**

[Daniel Hill] (0:05 - 22:30)

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 episode of the official property entrepreneur podcast. We're going to be covering another game changing blueprint today, but I'm very excited to share with you.

Before we do that, I'm just going to give you a heads up, make sure you tune into next Tuesday's episode, where I'm going to be giving you a unique opportunity to join a VIP WhatsApp group for podcast listeners only. We want to say a huge thank you to everybody who's supported us over the last 12 months. We're in the top 10 podcasts in the UK for business and entrepreneurship, and in the top 5% of podcasts in the whole world by monthly downloads, which is just an incredible feat, and we couldn't do it without all of you sharing, subscribing, and recommending these podcasts to fellow high performers and entrepreneurs.

So really, really appreciate that. Tune in next Tuesday, and we'll be giving you the opportunity to join a VIP WhatsApp group where you'll get the first opportunity to join us at one of our summer events. We only run them once a year.

There's only 150 places available, and you'll be getting a unique opportunity to get early bird access, lowest price available, before they go on the open market. So tune in to next Tuesday's podcast for that. So in today's podcast, what are we going to talk about?

Well, it's quite a well-used phrase, joke, tongue-in-cheek comment about business, which says business or entrepreneurship would be a piece of cake if it wasn't for clients and employees. And it doesn't matter how new you are to the game or how long you've been in the game. There is nothing more challenging than approaching the first, not just the first actually, approaching every stage of building a team and getting the first fundamentals right from the off to enable you to have a smooth journey through your progress as an entrepreneur as you start to systemize, scale, build a dream team, and take your business forward.

If you want to be highly leveraged and highly lucrative as a high-performing entrepreneur, you have to have the ability to recruit on board, lead and manage a high-performing team. The reality, however, is most entrepreneurs do not do this properly. Over the next 15 minutes or so, as I explain this to you, this blueprint will ring true.

It will sound very straightforward. It will make complete sense, and I guarantee you it will be the difference between having a high-performance team that run your businesses for you and allow you to work on them rather than in them, and being a micromanager, startup entrepreneur who's in the trenches, looking over their shoulders, and having to check everything at every corner. Most entrepreneurs recruit people that either they like or people that are available, and they just jump in and end up with sometimes a three-legged race where people are actually slowing you down, they're taking up your time, where in reality, they should be freeing up your time, they should be buying back your capacity, and in the ideal scenario, they should be doing the jobs better than you can do yourself. You want to surround yourself with the best people in the best positions, executing these tasks more effectively than you could in doing them on your own and doing them yourself. There's three reasons why this is not working for you, and there's three reasons why your employees keep messing up, and the reality is two of them, two of these three things are actually your fault, and I'm going to take you through this in this podcast.

It's so straightforward, it's so black and white, it's so simple, and when it's in place, it will enable you to have a high-performance team that genuinely run your business for you. I meet my team, my senior team, once a week, absolute maximum, and by that, I mean actually on a Zoom meeting, I'll physically meet them once a month normally, and they day-to-day run these companies, but they can only do it because we have a solid framework in place that enables them to have control, or rather, me to have control, and then lead them and manage the team without actually having to be controlling.

What are the three steps to this blueprint, and how do you actually achieve the same yourself so they can run the business and you can go and do your thing, creating the runway, doing the high-value tasks, working on the business rather than in it, and ensuring the future for everybody looks the best that it can? Well, there's three steps to this blueprint, and it's called Define, Delegate, and Done. And like I say, the first two are your responsibility, and it's these three reasons why your team are not delivering what you want them to do.

So Define is all about the what and the when, Delegate is all about the who, and Done is all about the accountability, trust but verify, the feedback loop to actually audit the performance and make sure that the business and the team are on the right track. So starting with Define is the first thing you need to do before you even worry about recruiting people, giving them tasks, training, and just starting to actually, I mean, a lot of entrepreneurs just chuck tasks over their shoulder and hope for them to be done, don't start, this is a really good textbook case of don't start until it's finished, don't start onboarding your team, don't start training tasks and projects, don't start delegating workload until this first step is done. So the first step is all about defining. So Define, Delegate, Done.

Defining the role and the task is the first step. And what this has got to say explicitly, and I guarantee you the majority of people listening to this podcast will not have done this effectively, before you can even start getting your team to do their tasks, it is your responsibility to define exactly what your team are expected to do and when they're expected to do it. If you haven't got this clearly documented, clearly recorded, clearly illustrated in a way that is not only understood, but is also executed in practice, you will not be able to get to a point where you delegate tasks, because just getting capacity and great people in can create more of a three-legged race than it does a 400 metre relay.

So when we're defining, what are we actually talking about? And I'll give you some key tangible blueprints, assets, key elements to put into place so you can go and do this in practice. Once you've defined what you've got to do and when you're going to, and once you've defined what they've got to do and when they've got to do it, the second is who's going to do it.

So you've got to make sure that if you're going to define it, you then got to be able to delegate it effectively. And this is all about who's going to do it. And this is not only, again, making it explicitly clear, right, we on Property to Entrepreneur, we use a thing called the accountability chart.

You're doing this, you're doing that, you report to these people, that's how it's going to work. This is also about advanced recruitment. So we use a blueprint on Property to Entrepreneur called the talent magnet, which is all about profiling.

And we have another module called the perfect profile, which is all about psychometric testing and making sure that when you're delegating the task, you've got the right person in the right seat, right profile, right experience, right expertise, and they are the best suited person to do those tasks. And also that when you do the distribution of workload, those tasks are grouped by profile. So if it's sales, you know, if we use wealth dynamics, if it's sales, right, these are sales related, business development, networking related tasks, they go to a blaze.

Whereas something like customer service or project management might be for a tempo, creativity, design, innovation, product development, anything to do with coming up with a new best thing, the what would be your dynamos. And then anything to do with admin, legal compliance, attention to detail, statistics, reporting, ops would be your steals. So first is to define what needs to be done and when does it need to be done.

Second is to delegate, who are you going to delegate it to and what profiles you need. And then finally is done, is if you can successfully do those first two steps, which most entrepreneurs won't, it takes work, it takes time, it takes concentration, it takes actually sitting down and working on the business rather than in it. If you can nail those first two steps, then the third step is just a feedback loop, clear visibility as to has the task been done or not.

And if you can nail step one, define it and step two to delegate effectively, step three is then up to your team. And if you define and delegate effectively, it's then up to them. And you can see in black and white key data, ticks and crosses, if they're the right person, if they're doing a good job, and then you can feedback, celebrate, challenge accordingly.

So what do these actually look like in practice? Well, defining is all about getting those documents together, which, you know, entrepreneurs want to be doing sales and scaling and marketing campaigns and creating sex appeal and doing all the exciting stuff. The reality is, if you want to run a business, you need to actually treat it like a business.

And we need to define effectively all of these elements our teams need. And these can be things like job descriptions, you know, in the job description, what is the role? What are the responsibilities?

What are the key performance areas? PDPs, if you're going to use high performers, you're going to create runways. What's the professional development plan?

What's in there for their phases of their contract? What deadlines do they have in individual job descriptions, roles, responsibilities, day-to-day tasks in the PDPs if they're doing business development or personal or professional development? What are the deadlines to achieve those by?

And then all of that needs to be supported by, again, these might sound so boring, but they're so important, ops manuals. And we use a thing called the map, the methodology, the assets, and the people and the performance. Explicitly clear, black and white, binary ones and zeros, what needs to be done?

When does it need to be done? And then a management framework around that to define exactly what the expectations are. You need to do this.

It's not optional. You need to start. Don't start until it's finished.

Get it done before the team member starts working. And then it's written down. It's black and white.

You can create training schedules. You can create an onboarding program. And it just makes everything a lot clearer.

It makes everything a lot more professional and ensures that there's an explicit understanding between everybody involved in what needs to be done and when it needs to be done by. That's step one. That is all your responsibility.

The second, we talked about delegating. So right, we've got that. It's defined.

It's black and white. This is what needs to be done. Now it's all about who do we need.

Select the right profile, distribute the workload accordingly, and then create a framework and structure where you can see exactly who's required for the individual tasks and then go and recruit accordingly. And the two things you need to be able to do within delegating is within the recruitment side of things is the first is to make sure that you're getting people with the right experience and the right expertise. That's the first thing, especially if you want a fast growth or a high performance business.

The first is expertise. Do they actually have the necessary experience and expertise to delegate these tasks or to execute these tasks that have been delegated? And then the second is capacity.

Now, the double-edged sword with high performers is they'll want to impress you. They have the ability to do a great job. But because they're high performers and they want to impress you and they want to take on loads of work, they overcommit.

They overpromise. They say yes when they should say no. And because we're ambitious and we're driven and all we can dream of is having a team of people who take work off us, we gladly keep passing over the desk.

We keep piling it on. And the reality is, especially in the startup and scale up phase, we end up with a team who may well have the experience and the expertise, but actually they're at capacity or they're over capacity. And whether that's you or it's your team, that is never a good place to be if you want ultimate world class and high performance.

So you need to be able to delegate effectively, make sure your team have the required experience and expertise and also the capacity to do a great job. And then finally, it's just about getting it done. If you've defined it and you've delegated it to the right people with the right expertise, sorry, expertise and capacity, the outcome should be inevitable.

And then all you need there is a clear feedback loop where you can trust, you know, you trust your team, you like your team, you've got a great culture, everyone's on the same boat, band of brothers banging the same drum. But you have to have a feedback loop. If nobody's checking, why would anybody bother?

And you know this in your own life. If you're supposed to do something, your whatever it is, your properties need certain, what would a good example be? Anything really.

Things that you know you need to do on a regular basis. If somebody asks you to do it, you might do it for the first week of your own accord. You might even do it for the first month of your own accord.

But if you did it for weeks or months on end and nobody ever checked it, nobody actually came back to see if you've done it, how long would you keep doing that for in the same capacity, in the same standard? And if nobody else is holding it in high importance, why would you? And this is why we need to have trust but verify in place and a clear feedback loop where in black and white we can see, is it being done?

Is it being done effectively? And is it recorded? And then you know that it's being done.

You've got the confidence that it's being executed, but also your team know that it's being checked. And then they'll register it as important. They'll categorize it as high value and that it needs to be compliant.

And if it's visible, it is a value and it will keep these things being done consistently. It will show you when there's problems before they become emergencies and it will give you the clarity you need to know, has this task actually been done the way that it needs to be done in the timeframe that it was required? And this is pulling out some of the things from the key documents when we're defining.

So whether it's the job description or the PDP or the roles and responsibilities or the deadlines, this is your KPIs. This is your data dashboards, your scorecards, your weekly one-to-ones in your SCSs. I'll do an SCS podcast at some point, but all property entrepreneurs use the SCS management model.

In those one-to-ones, in your reviews, your monthly game changer reviews, your PDP reviews, your QGMs, and then your reports. How are you reporting this? What documents are you using?

How are you recording it? How's it being shared? And how are you using that framework where you can set it, forget it, but make sure that everybody appreciates what's important and what's not.

If you can define what needs to be done, delegate it to the effective expertise and capacity, the outcome of it being done is inevitable and it will show you in black and white, is it your fault? Is it your fault that it hasn't been defined or it hasn't been delegated to the right person with the right capacity? Or have you done all of that and actually it's an issue with your team?

And then you can have those conversations, explore it accordingly and resolve to get the results you want. I guarantee you 95%, unless they're on property entrepreneur, 95% of people listening to this podcast will not have this in place. And equally, I guarantee you these are the only three reasons why your team keep messing up.

And two of them are your responsibility. Define, delegate, done will be the highest value blueprint you can put in place if you want to create a genuine structure, a portfolio of assets that are scalable and have a high performance and world-class team that can actually run your business day to day while you're working on it, doing the high value activity that you're better at. You're adding more value and the likelihood is you enjoy it and your team will enjoy it even more.

A few top tips just to take this forward. The first is keep it simple. I've riled off a load of documents, a load of assets there and you might be sitting there thinking this is boring.

I'm not doing that. You can do all of this on half a page of a Word document. You can do a scorecard in one number or three numbers.

The first thing is to keep it simple. The second is less is more. If you write 150 page Ops manual, you will not even remember what's in it by the time it's finished.

Whereas if you use the map blueprint that we use on Property Entrepreneur, Methodology, Asset, People and Performance, you could do that in a four letter word. A four letter word that describes somebody's whole job that they do 40 hours a week with one or two KPIs to keep it accountable. Less is more.

The hardest thing is to keep it simple. Draw it down to the basics, make it high value, but then execute relentlessly. The third is this model only really works if you're going to bring in world class talent and put them on, in many cases, world class packages.

If you want senior team members, high performers, people to actually run forward with your business, your responsibility is to make it explicitly clear what's required and make sure they've got the right expertise and capacity to deliver it. And then the outcome, as long as you're looking after them, you've got a good culture, the package remunerates them effectively for their roles, responsibilities and the value they add, then the outcome will be inevitable with world class talent on world class packages. And then finally, the ultimate one is lead from the back.

If you want to be a genuine fast growth entrepreneur, you want to have multiple businesses, multiple streams managed by multiple teams, you really need to understand how to put these fundamentals in place. And it will enable you to then step to the sideline, cheer your teams on from the side and actually lead from the back rather than using carrots and sticks to try and motivate people to do things they don't want to do. They don't understand what they're doing and you just get exhausted, burnout and lose the enthusiasm and energy to go on building a team.

And then finally, if you take nothing else away from this podcast is high performance management. This is all it comes down to is clear expectations, which is the define clear expectations and challenging conversations. That's it.

If you want to be a world class manager, you want to be a world class leader is back to basics is defining what's got to be done, delegating it effectively and then having the data and the feedback loop to be able to clarify has the team actually done what was required of them. Clear expectations and challenging conversations. Proper entrepreneurs, there's going to be lots of value in there for you that you haven't yet applied.

I would recommend start from the basics, keep it simple, one step at a time. But next time you go to recruit, don't start until it's finished. Define what needs to be done, recruit the expertise and capacities effectively and then make sure you've got your reports and your reviews in place so you can see, have your team done it or have they not?

And that lifelong question, that doubt, that gut feeling you got the wrong person or they should be performing and they're not will be very black and white. You can park all the doubt and success and failure in this capacity will be very, very predictable. Spring is the time for being on board in teams recruitment.

We started last month. This month, we're looking on proper entrepreneur, all about leadership and taking it to the next level, creating a world class culture for the world class people where people love working there. They love performing.

They drive it to the highest level. And I guarantee you, not only will this be fun, not only will it be the entrepreneurial magic that you get in that startup and scale up phase, it will be black and white. It will be high performance and it will make your life as an entrepreneur and employer so much more high value and so much more highly leveraged.

Proper entrepreneurs, join me again next Tuesday. I hope you've enjoyed this podcast. And like I said, next Tuesday, we're going to be giving you the opportunity to join a VIP private WhatsApp group.

I'm going to be in there as well, where we can give you VIP access to one of our three events taking place this summer. But unfortunately, there's only 150 places available. If you've tried to get one of these events in the last few years, you know that these sell out in record time.

And not only are you going to get first chance to get a place, we're also going to give you the lowest price available to anybody as a thank you for listening to this podcast. Ladies and gents, success and failure are both very predictable. Have a fantastic afternoon and I look forward to seeing you on the next episode.

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. Please give us a review and let us know what you think. Follow me on social media, Daniel here 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.