**PEP 94 Edited\_Transcription**

[Daniel Hill] (0:05 - 36:44)

Welcome to the official property entrepreneur podcast with myself Daniel Hill. We are now ranked top 10 in the UK for all business entrepreneurship podcasts. Last year we were ranked the seventh top property podcast and every month we are ranked in the top 5% of all podcasts around the world by download.

Thank you to everybody who shares, subscribes and supports this podcast. It is literally my life's work in simple blueprints broken down to enable you to achieve everything you want in wealth, health and life by design. I hope you enjoy this next episode and if you're not already joined one of our exclusive and private VIP WhatsApp groups, check out the show notes, come join the party and I'll look forward to seeing you in there.

Remember, success and failure are both very, very predictable. Let's get into it. In this week's podcast, what we're going to do is take you through, know your place.

So there's only four levels in business and the reality is you can't skip the gears. You have to go through each one at a time. Every level has another devil, but you're only going to be able to progress if you know your space.

So in this podcast, this week's episode, we're going to talk about the four levels. What is the core focus at each of these levels? What are the trade-offs to enable you to progress through?

And if every level has another devil, how is this going to affect you? So in this week's podcast, it's know your place, know your space, understand what level you're at and how you move up to the next one. I hope you enjoy.

Hello, hello, hello. And welcome to the next episode of the official Profit Entrepreneur podcast. So we've had a few big episodes recently and hopefully you've enjoyed listening to them as much as we have recording them.

And if you've not listened to the Meaning of Life, that was another record breaking podcast for us and seemed to have gone down really well with a lot of people. And then also the six rounds that I did with Ian Bauer. If you've not listened to that, I highly recommend going and listening to that.

We talk about all things high performance, diet, discipline, targets, life, etc, etc. And it's really nice, fast paced. Recommend checking that out.

What I'm going to talk about in this podcast is about knowing your place and also knowing your space and understanding that we all start at the beginning and we all go on a journey. And this doesn't matter what it is, whether it's business, entrepreneurship, investment, relationships, health and fitness, training, whatever it is, there's a journey to go on and you've got to go through the levels. You know, you've got to start at the beginning.

You've got to experience how things progress as you go on. And then there'll be key, let's call them step changes. On Profit Entrepreneur, we talk about step changes, key step changes as you move through these.

And what I want to talk about today is understanding that as an entrepreneur, you will go through key levels. There's only four levels to being a Profit Entrepreneur and there's very clear stages that you'll go through as you build out your business. Now, what I want to acknowledge here is you want to know your place and know your space.

So know where you are in this journey and know what's important to you, because the reality is everyone I think everyone thinks that as you move through the levels of entrepreneurship, things get easier and definitely they do to a degree. You know, things get easier. You worry about different things.

The problems may arguably get bigger or smaller, but every level really does have another devil. And the problems are very different. The experience is very different.

The decisions that you make and the things you do on a daily basis will be very different. The main thing to acknowledge is you can only play a game at the level that you're tuned into, that you're skilled for, that you understand. And in order to move up another level, so every level has another devil.

There's always going to be something that's more challenging at the next level. You've actually got to learn new skill sets to move up to the next level, which might sound obvious, and that doesn't matter what it is, you know, it could be maths in academia or it could be weightlifting, high performance, business investing, whatever. You've got to learn new skills to move up to the next level.

But also what's required to move forward to the next level is actually to unlearn the things that got you to the last level, which can be as challenging as learning the new things. Now what I'm going to do is I'm going to take you through the four levels. I've been through all four levels and you've probably tuned into over the last few podcasts, me asking a lot of big questions, deep questions, conflicting values about where I am in my journey and what I've realized through lots of things.

We've been doing some work on the board around seven year cycles, talking about different layers of leverage, wealth creation, where we all get to as individuals. And I've actually just come to the realization that I'm just moving to the next level. That's what it is.

And what's required of me at this level is very different to what was required at previous levels. But also in order to move up to that next level, I need to actually release some of the attributes, skills, practices that got me to the previous level, if you like. And this has created some internal value.

It will create some internal conflict in values. It will create some practical, emotional conflicts for you as you go through the levels, because basically to move to up to the next level, you've got to learn new skills and also you've got to unlearn the things that got you to that level. So this is what we're going to talk about today.

So there's basically four levels. And if you're familiar with Proper Entrepreneur, you'll know these inside out. If this is the first time you've heard them, then I highly recommend going back and listening to the podcast episode that we recorded called The Game.

And in there, I talk about the actual Proper Entrepreneur blueprint, which is made up of these three levels and how you move, how you move through them as you progress, how you move through them as you progress. The four levels are the Landlord level is the first level. The second level is the Investor level.

The third level is the Entrepreneur level. And the fourth level, which I've actually added now because this is the level that I've moved up to. And this is brand new for the Proper Entrepreneur blueprint that we'll be launching in October.

The fourth level is the Angel level where we'll talk about how things change at that at that level. So the Landlord level is basically you are the business. You literally it's your vision.

It's your job. You go for self-employed for the first time and you literally are the business at Landlord level. You're on your own.

You're doing your thing. You're probably loving it. To be fair, to start off with.

And, you know, you're out there on your own for the first time, but you are the business. If you when you stop the the game stops. The second is Investor, which is when you work in the business.

So Investor level, which is the second level, you move up to the Investor level where we now start to leverage teams, systems, bring additional people in for both bandwidth and expertise. And what that does is it creates capacity. And you're still in the business, but you're very much in there.

You're creating the culture. You're looking after the team. You're sort of if you think about the Landlord is the hot dog stand.

You know, you buy the stock, you stand there, take the money, you cook the food, you serve the clients. You're the one man band there with a hot dog stand outside wherever. The Investor level, level two starts to bring people with them.

So he or she starts to build a team. And this is more like you run a cafe. You know, you might be the person on the till.

You might walk around taking the orders. But you've got a nice sort of, you know, you've got a couple of young lads running around cleaning tables. You've got a couple of young ladies serving the drinks, meeting the clients.

You've got somebody on the grill cooking the burgers. And you start to create that sort of small business culture leveraged team where you're still in it, but you're not it doesn't rely explicitly on you. And you can probably take a week's holiday, a couple of weeks holiday and the world wouldn't end.

The next level is entrepreneur level. And this is where the main shift here is. We start to work on the business rather than in it.

And what we're doing here is starting to leverage scale to introduce additional management levels, additional channels you can afford. So you actually start to compress your margins here because you'll move up to bigger teams, which require supervisors, managers, HR departments, six and seven figure insurance policies. The entrepreneur level is really sort of a dozen people onwards, big national business, national, multiple revenue streams, multiple teams covering lots of bases.

It's your big sort of highly scalable, highly tradable business. And what you do here is you start to work on it rather than in it. So there'll be people in the team you don't know.

You'll be you'll have a HR department that recruit your team members for you and do reviews and reports. And you sort of sit over the top working on things like vision, culture, product development, big picture thinking, partnerships, fundraising. And what you're trading off here is you're out of the operational element of the business, but you're now working on it.

You know, your responsibility is to create enough runway for the business to keep going, but also make sure you've got the right people in the right seats. So the plane doesn't have an accident or experience any casualties. And then finally, you have the angel level.

And this is the level that I've moved up to subconsciously over the last couple of years. And this is where it's more about not necessarily working in the business or on the business, but identifying the right companies and then selecting the right people, choosing the right place, the right time, and then invest in capital. You get to a point where you've got money.

So arguably you don't need to do the heavy lifting. You don't need to do the long miles. You've outgrown a lot of that sort of start up, scale up mentality.

But now you've got the expertise to be able to support other people who've got that burning desire and that drive. And they're at the beginning of their journey, want to go all guns blazing. But they need direction.

They need the expertise. They need the capital. And you can bring all of those things to the table, which is what you're good at.

And it's highly leveraged. And it's the enjoyable bit. And then you've got other people who, for them, it is life or death.

You know, they are the startup entrepreneurs, the big passion. You know, they're the ones with that energy to go out there and make things happen, which was very much me up until probably the last couple of years. So they're the four levels.

And when we think about what's the actual, you know, what are you actually looking at? Well, in that startup phase, when you're getting going for the first time, it's all about fun. You know, you want to do, it's got, it's going to be fun.

It's going to be exciting. It's sexy. You would work seven days a week on it.

You just love it. And it's, and it's fun at landlord level. And you're getting started.

The sort of next step up as we go to investor level is if you think about the landlord level as the startup, the investor is then about the scale up is all about getting in there, rolling their sleeves up systems team, starting to scale it up, but balance the books at the same, at the same time, entrepreneur level. If you're entrepreneur level, you've already established those things. You've got teams, you've got products, you've got systems and you're like, right, well, what we're going to do now is grow and go from that sort of band of brothers into the dream team.

And what you're looking for then really is sweet spots is it's all about the right people at the right time, forward funding. And you're looking at, right. I know that we make money at 200 units, 500 units and a thousand units.

They're the sweet spots. My responsibility now is to drive the business through expansion, partnerships, fundraising to get to the sweet spots and make sure the culture stays intact as it goes through the levels to step change through those. And then at a board level or angel level, it's just about sustainability.

So if you think about landlord is startup investor is scale up entrepreneur is the sweet spots. You know, where are these next landing spots that we need to get to where everything's commercially balanced? And then finally, angel is about sustaining it.

You've made your money. You've got your freedom. You've got your reputation.

You've got your industry contacts. It's like, right. How do I now not go, how, if you're playing snakes and ladders, how do I now not slip on a snake and end up back at the beginning?

How do I invest my capital? How do I partner with the right people? How do I protect my reputation?

How do I stay highly valuable and highly leveraged? And you do these things that sort of at sort of arms arms length. You also change your role through this.

So if you think about who you are as you go through the levels and you can't skip the gears here, the reality is in order to do this effectively, you've got to have earned your stripes. You've got to have gone through the motions. You've got to have gone through the levels and your role will change.

So at landlord level, if you want to know your place at landlord level, you're the worker, you know, you'll turn up, you're doing everything. You're, you're cooking the food. You're serving the customers.

You're going to the cash and carry like you are the worker. You're doing everything in property. You're sorting the deals, dealing with the solicitors, raising the money, doing the refurbs, emptying the toilets, chasing the rents.

You literally, you are the worker. When you want to move up to investor level, you need to stop being a worker and start being a manager. And it's just about management expertise, management framework, management expertise, starting to leverage a system, a rhythm, starting to get some rhythm basically into the business to manage your team.

SCS start up, set up check-ins, sign-offs, reports, KPIs to a degree, start to get the basics of the sort of systems and the management and you turn into the manager. Once you've built out enough to scale and you've got your scorecards, you've got your dashboards, you've got your SCS framework, your management framework, your leadership framework. What you can then do is scale up to the point where there's enough money for other people to manage the business and manage the teams.

And you move up to the sort of CEO level and basically here you want to be a leader. So at leadership level, it's all about vision, culture, product development, brand, partnerships, taking it to that next level. And you really want to step into the leadership seat.

How do you engage and encourage and excite a team whilst going through difficult, difficult step changes and times to get to these sweet spots? So you want to be leading the business at this time. You don't want to be caught up in the weeds of management, HR, recruitment, you know, they're management jobs.

You want to be leading. You want to be out there taking this thing forward and making sure that you've got high performers in the right seats and you then basically step to lead behind, you get behind them. They start to then run the business and take things forward.

And your responsibility is if you've got the right people in the right seats, then you need to make sure there's enough runway to keep that, that plane going. You know, talent flows through or out of a business. You know, it'll flow through the business and keep coming with you.

If you create enough runway or it'll flow out of the business, people will get disengaged, exhausted, bored, the road stops, and they're off to their next opportunity and they're taking all of their talent, experience, value add with them. And then finally, at the angel level, you're just the investor. You know, you literally are the money man, the consultant, the non-exec.

You're sitting there bringing the right tool. If you've read Stephen Covey's, um, if you read Stephen Covey's seven habits, highly effective people, they talk in there about value and moving. If you've not heard me talk about this previously, go back to the podcast episode called raise your rate, where I talk about, um, going from the market rate to the expertise, right.

To the value rate. And what you want to be doing here is looking at the value rate of your job is if I can make you 10 million pounds, will you pay me 2 million pounds? There's very few people that would say no answer.

No to that question. How much value can you add? And Stephen Covey talks about the guy, the machine breaks, the factory shuts down.

No one can do anything because this machine's broken. They ring the engineer, turns up, brings a toolbox, gets the right hammer, gets a hammer out, hits the machine in one place, and then charges him in the book, I think it's 15 K in real terms is probably 150 grand nowadays. And you know, he charged 150 grand for basically getting a hammer out of a bag.

Now it's not, he's not charging for the a hundred. He's not charging for the 15 minutes. He's not charging you 150,000 pounds for the 15 minutes.

He was there hitting the machine. He's charging you because he had the right toolbox. He knew which tool to use and he knew the exact place to hit the machine at the exact time to get it going.

And at board level, angel level at investor level, you know, that's the game you're playing. You can get on a call and say, you know, don't send that email or do this like this, or let me introduce you to so-and-so or there's a red flag coming here. I need to tune you into this.

Cause if we deal with it now, it's going to be cool. If we don't, the proverbial is going to hit the fan. How do I know that?

Because I've done it three times, five times, 10 times before. How do I know that? Cause it cost me a hundred grand when I got it wrong.

And here's 10 seconds worth of information to save you a hundred grand, 500 grand, whatever it is. It's that top level where you're moving into that investor sort of mindset. I just wanted to jump in to give you a quick update on the three day grand finale blueprint events.

Unfortunately, three weeks ahead of plan, all places have now sold out. So unfortunately, if you did not get a place, you have missed out for all events of 2022. If you secured your place, congratulations, enjoy the grand finale event at the end of August.

And remember success and failure are both very predictable. If you missed your spot and you want to join the cancellation list, please send an email to the offices. Otherwise congratulations on securing your seat and let's get back to the podcast.

What's the general sort of trade offs as you go through? Well, the good thing about landlord level is you're on your own. You know, you've got complete control over what you do.

You don't have to worry about other people, but you want to go to investor level. You buy back your time, you get more capacity. You can probably make more money, but you've now got the responsibility of being a manager.

You need to understand how to manage people. You need to understand that people throw sickies on a Monday and that people come in late for work and that people come in and they've had an issue at home. You know, it overflows into work.

You just need to understand that that's what happens. That's, that is the trade off when you want to go to from management manager to leader. You've got to, and I, even the trade off is you will gain a full.

Structure where you don't have to worry about the day-to-day running of the business. You can lead it. You can do the great exciting things.

The problem is you've now got to empower. You've got now got to learn to step back away from the business. And even if you've, you're looking at your management team and think they're going to make an incorrect decision, you've now got to trust the fact that they're going to make the right decision.

And you've got to relinquish all control to move up to leadership level, to allow them to manage so you can lead. And then from leader to investor, it's as a leader, you'll probably still be banging the drum. You'll probably still be wearing your badge of honor.

You'll still be tied into a team, a culture, a vision, and to go to the next level outside of that, you've got to sort of disconnect from it really. And appreciate that you no longer have to be banging the drum. You no longer have to be leading by example.

You no longer have to be out there driving an army of people forward. There's other people that are now going to do that, not necessarily on your behalf, but they're going to fulfill that role and you've got to unlearn all of the skills that came to be a great leader, like driving a million miles an hour, banging the drum, being completely committed, dependable in the trenches when required, and you've got to unlearn all of that and start to take a new seat where the teams that are being led probably don't even know who you are because you're a non-exec, you know, you're on the board, you're an investor. I've got businesses that I've been an angel investor in and I couldn't even tell you, I couldn't even tell you where the office is.

I couldn't tell you the name of one employee that works there because it's the different skills that we take at these, at these different levels. Every level has another devil and is always going to be a trade-off as we, as we go through it, probably like closing sentiments is what's the sort of probably two, two closing sentiments. One is what's the mindset at each level.

Now, if you're a landlord level, it's all going to be new, fresh, exciting, sexy, and fun, and if it's not fun, you know, the motto is if it's not fun, you're not doing it. The operator, the investor, the technician, when you start to bring people in, systemize, bring a team in, you're trying your best to lead the way and bring some leadership skills to the table, but essentially you're a manager who's managing a team and you've still got the hangups of being a worker. So your mantra really is if it's going to get done, I'll have to do it because there's nobody else going to do it.

I'll do it. Watch this, watch me. And yes, you will turn up and you will do it in half the time.

It took somebody else. Yes, you will do it, in your opinion, better than anybody else would have been able to do it, but it's a trade-off, you know, that is going to be the, it's the double-edged sword. It's going to be the success and the failure of you as you go through the next level, but if it's going to get done, I'll have to do it.

You know, it all falls back to you eventually in the worker mode as a manager, when you're the backstop. Entrepreneur level, leadership, it's all about data. It's literally just about data, scorecards, measure results, change, repeat, like look at what's happening, make an adjustment, make a tweak and let it run, manage it.

And it's creating that leadership energy in the business where the manager, it's got the rhythm to the company and you're basically providing the direction and the focus areas based on what you're saying, you know, what, how's the P&L looking, how's the scorecards looking, how's the NPS scores looking, getting that data, advising the team, the managers to make tweaks, make changes, re-measure and then, and then go again.

And the mindset is, is basically measurement, results change, and then repeat the thing again. And then angel level is the sort of, the mindset really is about, is one of wisdom and patience. What you'll find is at angel level, you start to work with the young guns who are really, they bring the envious energy, drive, determination, life or death attitude that's required to be successful in business because it is a battleground.

And you've also got the experience and understanding that there's a time and a place for everything. And the motto here really is like, let's get excited. Let's shoot for the moon.

Let's go for the stars. But like not so fast, cowboy is slow down. Let's look at this.

Let's think about this. Let's not move a million miles an hour. You chase, chase two rabbits, you catch none.

And it's managed, it's, it's tapering. And what you want to do is get your businesses you work with. You've got two options as an entrepreneur.

You are going to launch one rocket into space and land it on the moon and then come back and do another one, which is the best way to do it, but the most uncommon, or you're going to fly five kites around your garden and eventually one of them may of its own accord, take off and do its thing. Or the fact that you're chasing five rabbits, you catch none and you actually never really break through out of that management role into a leadership role. Cause you just don't have enough focus.

You don't go deep enough. You don't go inch wide, mile deep. You don't have the, you have, you haven't committed the resources.

It's all about focus really. And you take as a, as an angel or at that angel board investor level, it's about taking that enthusiasm and that drive and that magic that would not exist anywhere else, and then pointing it in the right direction, tapering it down when it's required and making sure that rather than flying five cars around your garden, you're launching one rocket to the moon and then come back and you can, uh, you can go again. Hopefully through that, you've, you've got an idea of where you are and where you go in, um, every level has another devil, I guarantee you, you know, there's always a new problem equally to move through the levels. There's a trade off.

You need to learn a new set of skills, but you also need to unlearn the skills that got you to, uh, to where you are and whether you're a landlord, investor, entrepreneur, or moving up to angel, you just can't skip the gears. Like you need to earn your stripes. You need to have the experience.

You need to go through them, but equally you need to have the maturity, the self-awareness, the direction, the education, the guidance, the encouragement, the confidence to actually go out there and, um, and push yourself through. Cause most people will get stuck at investor level. They'll get stuck at, um, lifestyle business level.

Now this is not a bad thing. And by stuck, I I'm talking about it critically. Most people will get to investor level.

They've got a few people in the business. They turn into a manager that's running the business day in, day out. And actually they're half worker, half manager, but they never actually break through to get the margins.

Now I would say the sweet spot, the best level to be at is investor level, you know, that going from investors to entrepreneur can be a huge roll of the dice. You are going to be talking about seven and eight figure investments and risks, not, you know, four or five, six figure. And it is, it is destined like the, the odds are stacked against you to break through.

Cause you really do have to, it's not just organic growth. You have to step change. You have to start taking on investment.

It's definitely not for the faint hearted, but for the 5% that go on that journey and actually succeed, obviously it's highly, highly lucrative. I'm not, not disputing that, but it's, it is, or it's full metal jacket. You know, you, you're in all the way in, most people will get stuck in investor level that said investor level is probably the sweet spot, small team, great culture, low overheads, high margins, have a couple of weeks holiday and the world doesn't end.

It can be a really, really great sweet spots being really, that's where, that's where I would recommend most people spend their time. That said, if you want to go to entrepreneur level, massive scale up multiple, you know, national, international multi-million pound organizations, if it's in your blood and in your brain to want to do that, nothing I say is going to talk you out of it. And it's just a case of getting you in there forewarned to try and get the best result.

You can really close this element is how do you know when you're going to switch gears? Everything will start to feel awkward. Everything will feel different.

You're not locked in. You're not engaged. You've achieved a lot of things you wanted, but some of the stuff doesn't feel right anymore.

And this was the most recent thing for me over the last three to 12 months, probably if I'm being honest, three to 12 months, a lot's changed in my life. Uh, the size of my businesses has changed the size of my teams have changed the focus of my investment. You know, I've done more and more investments at arm's length, you know, in businesses that I'm not involved in, in a non-exec work, you know, what's sitting on a board and advising directors and.

Lot one, lots of stuff's come out recently, but it's in the meaning of life podcast. It's in the podcast I did with Ian Bauer six rounds last week, I think it was. And what I realized was actually the things that I am now doing more actively at the angel level investment strategy, lead leadership by leadership.

I mean, non-exec sort of executive non-exec direction rather than leading, leading other entrepreneurs to support them. But then what I'm losing is I'm getting the idea of doing beast mode anymore and getting up really, really early and smashing out of the park and going into masochist mode and really, you know, really taking it to that ultimate level that I have done for the last like 10 to 20 years really has become less appealing. And I've felt like I need to do it, but also felt like I don't want to do it.

Now that's not uncommon in high performance. We all know, you know, sometimes you don't want to go for a run, but you know, you have to go for a run. The reality is that mindset was probably holding me back because back in the day, I knew I had to get up at four or five in the morning.

I knew I had to have a beast mode day every day for 12 weeks during the championship season. I knew I had to do X because I was running a national company. I was running multimillion pound organizations.

I was taking big six, seven figure risks that had to be well managed. That was part of breaking through. But now over the last sort of year to two years, as I've come out the other end of that, the game starts to change.

And I'm just going to finish what you'll find is when you're searching, and this is all about self-awareness, like know your space, know your place. It's all about self-awareness. And then when you know that something's up, you go search him.

What will happen then is you'll just tune into things. You'll go back to old books and you'll read them in a way you've never read before. You'll see quotes that you just feel like the universe has delivered for you.

And you're like, wow, that completely applies to me. You'll start talking. Hopefully you've got a community of friends, connections who are on your journey and you start to talk to them, start to seek with them, ask big questions.

And then at some point it will eventually land. If you're seeking, there's a solution and it's just a case of sticking out for long enough and not settling. The worst thing you can do as an entrepreneur, as a human being really, is settle for anything.

And the quote that landed for me was actually sent to me by a very, very good friend of mine. And it said, who I've been talking to about this, talking about, I don't know if I want to be a masochist anymore. I don't know if I want to grind anymore.

I don't know if, you know, I'm looking at the people that I work with, himself included, who've got that life or death, in for a penny, in for a pound, masochist, beast mode, burnout. They're right at the top of their game where I used to be. And I look at them and think, you know what?

That is exactly what you need to achieve what we're doing here. The reality is, where I am at the moment, I don't have that, which is good because, or which is one of the reasons I'm on other people's boards, not going all guns blazing for myself at the minute. Now, that might come back, it might not, you know, we'll see.

It's one of those things. But this quote, just to finish things off, was one that landed for me. And it was a tweet, I believe, shared by somebody called Youse.

I've never heard of him, but he screenshot it and sent it to me. And it basically says, grinding and work ethic is a terrible edge. Plenty of hyper insecure masochists will always outwork you.

Derive an edge from swagger, leverage, risk tolerance, authenticity, style, and social skills. Grinders cannot compete with that. You'll get 50 times their results with a fraction of the effort.

Now, my interpretation of this, when I read that, I was like, this is absolutely bang on the money. Now, my interpretation of this is, I used to be the masochist, the grinder. It would be very, very hard to out-compete me with smarts and strength.

You know, I would give it everything. And that's what's got me to where I am. But now I'm moving from entrepreneur level into angel level.

I can take my experience, reputation, resources, expertise, connections, anything that I've got, all the stuff that I've got, I can now take that. And through using leverage, working with other entrepreneurs, whether I invest in their company or I sit on their board, I can now use those expertise and that experience, which grinders, and if I was to talk about hyper insecure masochists, I would say that was probably me to a degree, you know, it was life or death for me, it had to be done, wherever the word insecure applies, I don't know. Probably if I'm being critical, it probably did in various capacities, but it's no work, I can't go out and compete with those guys anymore.

However, if I can bring the swagger, the leverage, the expertise, the risk tolerance, the resources, everything that's required to the table and partner with a high performer masochist hard worker, what you've then got is somebody that can work really, really hard, partnered with somebody that can work really, really smart, and obviously the only thing that better than working smart than working hard is working smart and hard.

And then what you find is that trumps all. And at that level, it's, it's the way to go. So I thought I'd share that with you.

Hopefully you got some value from that. There's four levels. You're going to step change through them in due course.

You can't skip the gears. Hopefully that landed well for you at the moment. And my closing sentiment would be figure out where you are, figure out where the next step change is.

Have a consideration over whether it's one that you want to take. And if it is figure out what do you need to learn to operate at that level? And then second, what do you need to unlearn as you go through the transition?

And based on the experience I've had over the last probably three months of really playing this out and last probably a year or two years of starting to move, like starting to shift gears, that is where, um, that is where I would, I would encourage you to, to focus your efforts. So slightly more academic structured, uh, podcasts for you there. Hopefully you got a lot of, a lot of value from it.

And obviously this is the blueprint we use in property entrepreneur to take people around the track through the levels as they progress from the program to advance to incubator and the board, et cetera, et cetera, et cetera. Thank you very much for joining us. Uh, remember every level has another devil.

Know your place, know your space and success and failure, especially when you understand things like this are very, very, uh, predictable. So I hope you enjoyed it. Tune in again next week for the next episode of the official property entrepreneur podcast.

Until then success and failure are both very predictable and I'll catch you on the next one. Take care. I hope you enjoyed this episode of the official property entrepreneur podcast.

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And if you're not in one of the private WhatsApp groups, maximum of 20 people in each group in the show notes, type VIP podcast and send it to the number that's in the show notes on WhatsApp, and we'll get you added to one of the private VIP WhatsApp groups where you can request your own podcast. It will be dedicated to you and your business. And every Tuesday I'm in there answering questions, giving you one-to-one direct support, and we don't know how long we're going to keep these open for.

Success and failure are both very predictable. I will see you on the next episode.