**17 April 2024\_Transcription**

[Adam Goff] (0:00 - 0:12)

I won't show you Bianca's PDP for obvious reasons, but what I would say is there's two things. I'm not gonna, I can't really go into the high performance blueprint.

[Bianca’s Manager] (0:12 - 0:14)

No, I understand that.

[Adam Goff] (0:14 - 2:43)

What I would be doing is this, this is how we do it. So we have annual, and I'm sure you run your bins like this anyway, quarterly, obviously monthly, and then like weekly, right? So I'm gonna zoom in.

Now, this annual will be the PDP. So it's like the conversations we're having, like, right, well, I, you know, win-win. So it's like genuine win-win, win-win-win for the business, win for you and Claire, win for the employee.

Like, where do we wanna get you to? It's like, you know, like manager or whatever. It's like site coordinator, you know, whatever it is.

And it's the objective. And then each, you'd have these phases, like each quarter or phases, like if you wanted more, like six in the year, and each phase would have its own like sub objectives, right, like, so for Bianca, it's like, right, well, I want you to be able to run the blueprints this year in terms of event management. So you need to be trained on it.

Then you need to run a blueprint where, you know, Josh is just managing you. Then you need to run a blueprint where Josh isn't managing you, but you still hit all the, you know, the KPIs. And it's like, it's a phased growth, right?

That would be the objective for this quarter. It also, there also might be objective in there on sales or helping the sales team. Then there might be an objective next quarter for like the super event, the kickoff event, the launch event, or, you know, and every time it's progressing, her responsibility is progressing when she achieves those objectives.

And each like phase has these different like things on the to-do list of basically handing over. And then I'd do like, I'd do like basically a performance review every month. So this would be separate from the SCS.

This would be like one hour, take them out for lunch, different. And like, you're going through the PDP, which is a document I'm gonna show you in a second. Like you are literally basically reviewing these objectives, these sub-objectives, and you create that space every month.

And if you build the document outright, my advice to you would be to keep it simple this year, if it can't wait until next year. And then if, obviously, if you do advance this next year, you'll get the full thing and we'll do it. We actually do it in the workshop with you.

And then you can like get a bit more like fruity and like complicated later. I'd probably just set him up with a basic one that gets you through the next six or 12 months and then promise him that in, you know, in autumn, November, you'll start talking to him about next year.

[Speaker 5] (2:44 - 2:44)

Yeah.

[Adam Goff] (2:44 - 2:50)

And then by the end of March, you'll have a PDP done for him. If he can't wait that long, you could do a little one for him now.

[Speaker 5] (2:50 - 2:50)

Yeah.

[Adam Goff] (2:50 - 3:08)

But like get him to January, keep him in and then promise him a bigger one later. So the monthly reviews were really like this annual conversation around the PDP. And then it's the monthly review where it happens weekly.

I don't really go into the PDP. This is more SCS. It's just like day to day.

[Speaker 5] (3:08 - 3:08)

Yeah.

[Adam Goff] (3:09 - 4:21)

And that's it. And basically like, so that's the framework, which I'm sure you're sort of familiar with or done something similar to. And then the PDP itself is, now this can grow arms and legs.

This is a big document. We start off with, you know, the business's headline strategy. Obviously this is very branded and very polished, but effectively, like it could be as simple as this, this one page, which is basically, and I'm sort of, I'm kind of letting you behind the scenes a little bit on the advanced stuff, but it's like who they are, what their current position is, who they report to, what they want to progress to, like I was saying, manager or whatever.

When does it start? What are these phases? I used quarterly in my example.

What is it called? Like, is it getting started phase and then taking the reins phase? And then, you know, like you might have different phases in your business, but it could be as simple as that.

Or it could be like being the manager is one of Bianca's phases at the moment because she's leading a bigger team. When does it finish each phase? And you know, when does the PDP finish?

I mean, it could kind of be as simple as that. If like, my advice would be to spread this one out and like get some momentum.

[Speaker 5] (4:22 - 4:22)

Yeah.

[Adam Goff] (4:23 - 5:08)

And then each phase, you know, you'd visit each phase. If that was a quarter, each month, you just visit each phase, how you're doing. Obviously KPIs are going to be important.

So you're going to want to, if you can add tangibles in here for them to hit, then it's very easy. If they know if they've hit it or not, like for example, with Bianca, it'd be like, I want you to run the event. We need to get a certain level of NPS score from the clients or I want you to run the event and I want to be in the room and spot that nothing's wrong.

The whole event, you know, there's not been any sort of issue at all. It's been like world-class, in which case I keep a scorecard and I give her feedback every month, you know, things like that. So, yeah.

Do you, like conscious of time, do you have any questions on this?

[Bianca’s Manager] (5:08 - 5:49)

No, that all seems to make sense. It's, like I say, it's something that's important to the individual. The individual is someone that's important that we develop and we keep in place.

And this is just the first time we're trying to do it in a neat and tidy way, but there will be more. I already know, I've already got, I already have a mental picture of several people who's like, this is something that we do need to work towards. So, I have an urgent requirement for this one.

So, let's make sure I do it right rather than setting off bad practices, which we've probably already done in the past anyway.

[Adam Goff] (5:50 - 6:26)

Yeah. So, yeah. I mean, you've kind of already lost a little bit of leadership control by the fact that he's prompted it.

So, what I would do to everybody else, just remember the blueprint. The blueprint is really important when we're managing our team in our business because they need to know that things in the business now happen in a cycle and they don't happen when they want. So, it's like the blueprint is we talk about strategy in autumn, right?

And that's when we have bigger picture conversations. That's like, where do you want to be in five years? Where do you think the business should go?

That's when you have them.

[Speaker 5] (6:27 - 6:27)

Yeah.

[Adam Goff] (6:27 - 7:07)

Then you kind of agree a direction of travel. And then it's like, winter is like the detail. So, that's when you would actually be building out the PDP.

You'd be like, okay, right. What are you going to do? When?

You're like, okay, you want to be a manager. That's the bigger picture conversation. Like, you want to be, great.

So, what does that look like? What are you going to need from me? When?

Like, how long is that going to take you? How do we know you've been successful? You build it out.

Then you sign it. And then it's like, spring, it's just new package, new packages. Everyone's pay has been agreed over winter.

Everyone's packages have been, contracts have been re-signed. And then everyone can just not talk to you about packages until at least autumn.

[Speaker 5] (7:08 - 7:08)

Yeah.

[Adam Goff] (7:08 - 7:19)

Because you are now in the delivery season and you're not talking about career or anything else until like October or November, whenever you call your first strategy meeting.

[Speaker 5] (7:19 - 7:19)

Yeah.

[Adam Goff] (7:20 - 8:36)

And that's it. And that's how you manage your team with things like pay rises. You're like, we don't do pay.

And so, my advice to you now would be, if you're kind of behind the eight ball, do enough to tie you through to autumn. I would be doing something like this. I'd be like, okay, look, how about we do this?

How about we give you this target? Like, what do you want to do? Whatever.

We give you this target. You know, maybe there's an enumeration review in three months or six months. Like, let's get to September, October.

And we can like, we can look at something or we can change your job title or whatever. Like if you hit these little KPIs, but then I promise you, if you do that, if you do that, if you get to that, I promise you in November, you and I will sit down, you, me and Claire, whatever. And we'll have a proper conversation about the next three or five years at the organization.

That buys you like a little bit of time. You don't have to commit into this crazy plan. You say, and we'll build you out a PDP.

But like, we're actually not in PDP phase right now. Like I want to build these PDP phases out over winter. So like, how about we give you this checkpoint?

If you do everything you can, if you deliver this project for me, if you show me you're stepping up, if you, whatever, X, Y, Z. I promise you we'll have a conversation in the autumn with a goal of having your package completely reviewed, rewritten, a PDP, signed, sealed and delivered by the 31st of March. Yeah, yeah.

That's probably what I would do.

[Bianca’s Manager] (8:37 - 8:37)

Okay, cool.

[Adam Goff] (8:38 - 8:39)

It buys you a bit of time.

[Bianca’s Manager] (8:40 - 8:40)

Yeah.

[Adam Goff] (8:41 - 8:45)

You know, which is, which is what you want without like setting a precedent and.

[Bianca’s Manager] (8:46 - 8:51)

Yeah, I mean, you don't want to be, you don't want to be held to ransom all the time.

[Adam Goff] (8:51 - 8:54)

Yeah, yeah. No, you're absolutely right. Good.

[Bianca’s Manager] (8:54 - 8:56)

Okay, thank you very much, mate. I appreciate it. Great.

[Adam Goff] (8:57 - 9:20)

Absolute pleasure. Absolute pleasure. Andy Ip, are you online, my friend?

So I know he's traveling. I know he's in Japan. Cool.

No worries. Gabby, I think has also pulled out. Has anyone?

Oh, Steve's got a question. Great. I've got time for two more, two more questions, guys and girls.

So if there's someone else listening who wants to ask a question.

[Steve] (9:22 - 10:05)

Yeah. Go for it. Steve.

Yeah, sorry. Hi everyone. Nice to see all you again.

What's a GBA? General Virtual Assistant, apparently. I should add that to my training.

Jack of all trades, I imagine. Okay. So mine's on that theme, really.

So you asked me a question on Facebook, Adam, and I told you that I've whittled it down to probably one. And she meets or has experience of the three items that I want them to do at a broad level. And I think you might've covered this in the last workshop because I was on holiday and I'm still catching up with the recording.

[Adam Goff] (10:05 - 10:06)

Please don't worry, Steve. Ask me anything.

[Steve] (10:07 - 11:48)

Yeah, sure. So what I did, I got a VA last year, but I wasn't ready. Nothing to do with me.

I just wasn't ready. I just didn't know what to give them and just a waste of money. So I don't want to make that mistake this time again.

So I've got a really, what I'm looking for is probably a refresher and sort of just testing my logic of the next steps from here. So I've got this one person who I think ticks a lot of boxes. What I want to do is sort of a final interview to sort of provide some scenario-based questions to see how she responds, see if that works.

So if this happens, how would you respond? I want to do this. How would you suggest we do it?

Et cetera, et cetera, things like that. Then there's the reference check-in, which I didn't do last time. I just trusted Vavavu.

So we've got some references from a US real estate she's worked for before and she's been a PA for someone before. So I just test that. And then it's, this is a through, I forget the name of the company, the people find the people find them on way.

So it's not like Vavavu, it's an agency. You're actually recruiting this person. So I want to make sure that the agreement is right in terms of hours.

And we've said that it's going to start small and grow essentially. So that's all the sort of pre-employment, should we call it, stages. Beyond that, I'm then thinking of an onboarding stage whereby I obviously need to train her.

You mentioned earlier, and I think this is one of my downfalls last time, not to overwhelm them and me. So if we're going to start with one section, do that properly. So using Loom, using the training medium, et cetera.

Then there's all the set up in terms of emails and access.

[Adam Goff] (11:48 - 11:59)

Hang on, Steve, one second. That's cool, I just had to mute someone. Sorry, just say that last bit again.

I don't want to miss it. So onboarding.

[Steve] (12:00 - 12:31)

So onboarding, we're not going to overwhelm each other. So if I wanted to do email management first, let's get that right, do a Loom video, et cetera. And then we can do sort of the blueprint that I've set up for sourcing.

Introduce them to SCS. So this is the managing expectations. We'll do this, the SCS.

And then just around how we manage time using Clockify. So that's the sort of logic I've gone through in my head. I mean, does that sound logical?

Have I missed anything? Is there a certain process or?

[Adam Goff] (12:32 - 12:54)

Yeah, I'd say you're on the right track. You've obviously got experience hiring people and stuff to like add a couple of other elements of detail. The scenario-based questions are cool.

Is that a task you're going to do live or is that before the final interview or after the final interview or what?

[Steve] (12:55 - 13:12)

So I've interviewed three, I'm going to choose this one. I've not really sat and thought really about is it just a case of here's an exam question, come back in 24 hours or whether I just pose it to them live. I've not really thought that one through yet.

So any suggestions on that would be helpful.

[Adam Goff] (13:12 - 14:09)

I mean, if it was me, I would definitely set them a task and I'd definitely give them a timeline. I'd also ask them questions in the interview. So for me, even though there's a final interview, I still kind of do these other kind of like debriefs.

So like if you're actually hiring this person, it's a bit different to Mark and Mila. Like you're sort of, you're creating a relationship. So you want to make it work and all you're doing is de-risking all the way along.

So I like setting them a task because you just see the quality of their work and feel free to pay them. And if they're a Filipino and they're earning pittance, I don't think it's fair. Like Neeraj said at the workshop.

Equally, if they want the work, they'll do it. So I'm not saying you should pay them, but offer it or potentially. I like getting their work because I like to then give them a debrief and offer them feedback on the work to see how they take feedback.

[Speaker 5] (14:10 - 14:10)

Yeah.

[Adam Goff] (14:10 - 16:08)

So I think that's like a little nuance thing that I always do. If I'm happy with the way they've taken the feedback and then maybe ask them a couple more questions like scenario based, then I really try and talk them out of it. So I just agreed to hire someone else today and it was like, look, I'm not being funny about this, but you need to be ruthless.

Like I'm not interested in being nice. This is a sales position. I was really like, if you haven't got the time, don't bother.

Like, please don't even like, just be straight. Like I was really, I was like, this is going to be difficult. You're going to be doing it at weekends.

No, I'm in. I'm fully in. Okay, well, I'm going to put you on a four week trial and after the four weeks, I might walk away.

That's fine. You know, it's like, if they're still, if you present the worst thing about the job and they still like it, they still say yes, then I think, you know, you might have your candidate. I mean, I'm a, you know, I'm a mess.

I might give you too much in the onboarding phase because I just like to get everything off my desk. And they're like, don't worry. That's fine.

I like, like, tell them, like, tell them, you know, tell them, you know, you fart in your sleep. Like tell them now, do you know what I mean? So they don't find out later.

It's like, just say it. And if they're happy with that and they still want to get married, it's like, cool. Well, you know, you know, you know what you're married.

So I like to set expectations. And then, so that, and then obviously, yes, references, legal spot on, then that ends as far as I'm concerned. There's a new process we call the onboarding process and that's 10 steps.

And I will, as soon as I'm, yeah, so probably, I've started a precedent now, so I'll do it again. But let me pull up the advanced deck from last month. Cause I think we covered it last month.

I should know cause I delivered it. I may have put these in the Facebook group already. So we basically follow this, this is the onboarding.

[Meena] (16:08 - 16:47)

I don't know. It has been, as I said earlier, it has been a bit, lots going on and it's just, I don't know, personally, I've been quite down for the past week because juggling between the 28 day challenge, keeping that going, I mean, it's all good. You know, everything is like, we are moving forward.

I take what you're saying there. But I don't know, I'm struggling to kind of say, right, I am progressing. I am doing an hour in the morning.

I'm doing an hour in the evening. I am moving forward. But this month has been, after the session, because it has been, you know what I mean?

That I'm going with.

[Adam Goff] (16:47 - 17:20)

Yeah, trust me, you're not the first person to say this. So, well, there's like, I think it's really good to bring it up. I think like for you, you're working full time.

So it's incredibly hard in the morning and the evening, the morning, probably a bit easier, but like, you're really like on the edges, you know what I mean? Like, you got to remember, like, you're really like, you're trying to do it on the edges and you're giving your best hours in the day to the bank.

[Speaker 5] (17:20 - 17:21)

Yeah.

[Adam Goff] (17:21 - 20:43)

That's the reality. And so I think one of the bits of feedback I often give people that I work with is the, and this is what I was trying to say at the end of our session just now was like, you're already doing better than you were yesterday, the week before, the month before. You don't need to be as hard on yourself.

Like there's a fine line between like sitting still and not doing anything and like overdoing it and like never being happy because you never get where you want to get to. Like you need to be annoyed enough to take action, but you also need to remember that you are moving forward and high performers get impatient and they get a bit down and they get a bit annoyed because they're not making all the progress they want to make. And I would say that it just, it doesn't always go your way, but you'll break through.

And I don't think there is a lot. And the other thing I was going to say is there's just, there is a lot on the programme. There's a hell of a lot.

You're learning it all for the first time and you're trying to implement it. So it's very, it is very taxing. But equally, we've got to shift and change you in the same way that Mark's now left his job, which is awesome.

It's like, we've got to shift and we've got to get this information in you. Because if we don't, it will take longer than it needs to. So I'd say, for you, I would say, pick the most important things.

Like the 20 day challenge is like, it's there to make you feel better and lose weight and get like, you know, just like get in shape. I'm not saying to lose weight, please don't misunderstand me. But it's like, you know, it's there to like trim you up and make you more highly productive.

It's supposed to help you achieve your goals. If you're finding that it's like, it's the thing that's knocking you out, I think you need to self-select what's going to move the needle forward for you because you only have such limited time. So just focus on the battles you can win.

I'd rather you like, I'd rather you just nail a couple of things really well than like try and chase two rabbits around the garden and don't catch any rabbits. Like feeling a bit overwhelmed, it's also okay to take a little bit of a break and just like put the pens down for a bit and just go, I need to get my motivation back. Even if it's just a day, you know, if you're feeling a bit like it's constant, you know, you're a blaze.

So if your fire has gone out, you need to like give it a bit of air to like get it back. Do something that you like that isn't work. You know, do something that lights you up.

Don't, if it's feeling heavy and like the fire has been extinguished a little bit, I know how that feels. I'd go and like, I'd spend the day off my phone. I'd go, you know, I'd go to nature.

I'd just have a day with people and I just wouldn't think about much and it normally works. So I'd, if it's that, that might help. And just being a bit more realistic with your, like, I know you guys are on, you're on a mission and it's very hard to tell people we're on a mission, calm down.

But I'm saying like, you can stop at the water station, you know, and get a drink. You don't have to stop running the marathon. It's like, you're allowed to stop for water.

It's like, it's okay. You know, you've had a change in seasons. I would normally have some sort of break at the end of every quarter, like a weekend or something like, it's like how you manage yourself.

[Meena] (20:44 - 21:19)

Yeah, I mean, I think it's partially in my head, I think, because we did the winter hit list well. We thought spring, I think probably I thought the spring will be better, but we did Josh's book. You know, we read Josh's book and we had a review with Josh.

So our objective from being visible in digital has become now build a world-class finance function. So that then became a load of actions. And then weekends we are doing the monthly, weekly reviews of finance.

It's just like constant. And I think, yeah, probably I think we just need to take a week.

[Adam Goff] (21:21 - 21:41)

Yeah, so what I would say, yeah, I would say you don't really wanna be changing your strategy after January, no. Like, this is what I guess what I was saying. I gave this feedback to someone in the mastermind.

It's like my video around putting the winter hit list down, but I put in Facebook, did you see it?

[Meena] (21:41 - 21:43)

I saw it, yeah, I used it, yeah.

[Adam Goff] (21:43 - 22:58)

It's like, at some point you have to accept that this car is the car you've got for the race. And you've got to like, stop trying to fix it. You got to get it out on the road.

And if you start changing objectives now, now it's like, well, it's a bit late because we're like, we're in execution zone now. Like we spent winter like figuring it out. And now we just like, we've done what we've done.

The race starts in 10 minutes. We can't change the engine again. Like the race is starting in 10 minutes.

It's kind of like put the spanner down, get your helmet on, like we're going out to race. And it might not be the perfect car, but it's going on the race. And I think like, I think you're sort of falling into this trap of like constantly adding to your plate new things to do, which is why you feel a little bit like overwhelmed.

Like now is the time to, like you've done what you've done over winter. Now's the time to like get the help, the capacity, the team on board to help you deliver on hopefully the systems that you've been building. And now is not the time to start building finance systems.

Like it's not. Winter is the time to build finance systems.

[Speaker 6] (22:59 - 23:00)

All right, okay, yeah.

[Adam Goff] (23:01 - 23:30)

So like follow the blueprint and just like, you know, now would be the time to get you some more capacity and have a VA making a sales brochure for your apartments and getting the website sorted. And like, you want to get into, you success is selling those last two units and having a brochure. It's not having like an amazing P&L.

It's like, you're now in, you know, you've got to focus on your big goals, which is revenue, I think. And marketing now. Think, like from what you've told me.

[Meena] (23:30 - 23:34)

Yeah, yeah, yeah. I think you hit the nail on the head, isn't there? Yeah.

[Adam Goff] (23:35 - 24:45)

Well, that's good. Just know that no business is perfect. Even our business, like I'm not a hypocrite, like we've got problems.

We've not, I haven't, so our objective is world-class finance function and I've only half solved it. Like I haven't, I didn't manage to hire the person I needed and I haven't hired them. And I had to make a decision a couple of weeks ago.

I was like, what am I going to do? Am I going to like, what, like literally, what am I going to do? Because we're going into like summer and I've decided I'm just not going to hire this person.

I'm going to run with the existing team. They are not perfect. There are going to be problems.

But if I spend my time hiring a finance person now, like it's too late because we start our championship season and like we're started basically almost. I'm just not going to get it done. So like I've had to make a decision and it's like, it's not perfect, but it's something.

And it's like, I'm just not going to do it. And I might do it in autumn, but it's probably now going to happen next year. That's just the way it goes.

So you've got to make these kinds of like decisions because you can't do everything.

[Speaker 6] (24:46 - 24:47)

Yeah, cool.

[Adam Goff] (24:48 - 25:17)

So pick what's going to move the needle for you forward the most. And it sounds like getting help, your VA sorted is a big one. Being able to give them tasks would be huge.

You need to do some marketing efforts. We need to figure out how you're going to those last two units. What are you going to do about the next development?

The phasing we talked about at the supper club before the AGO, like that for me is like, that's going to move your needle forward. I think, yeah.

[Speaker 6] (25:19 - 25:19)

Yeah.

[Adam Goff] (25:20 - 25:23)

Steve, I know you've inputted something. Did you want to add any closing sentences?

[Steve] (25:24 - 26:26)

Just to add my 10 pennies worth there. I'm a bit like you Meena and Mark. I have a rollercoaster, especially when you've got a sort of job as well.

And the way I find inspiration is think about why I came on to Property Entrepreneur and what sort of keeps me focused there. And then things, people that sort of inspire me, like I'm really inspired by Adam and Josh, but also Chris. So I'll just listen to Chris's Retire at 31 podcast interview with Josh.

And it just keeps you sort of motivated, I think, things like that. And then other things to listen to is the art of, I forget the name of it, Jim Roanbuck, the art of exceptional, I think is it called. Exceptional Living, yeah.

Exceptional Living, yeah. That's a fantastic audio book for me. And I only need to listen to an hour of that and it gets me going again.

So I think keeping that sort of anchor point to keep you motivated has always helped me. So that was one piece. And the other thing you just touched on there, Adam, which I think I know the answer, but just for my benefit and maybe everyone else's is, if you've not got things done in winter and you're trying to look over your shoulder, you just leave them there, do you?

[Adam Goff] (26:26 - 26:34)

And it goes, next time you go around the track, it's back on the winter hit list to try and- Yeah, just to put them down now, like I've probably added like 25 things to our winter hit list in the last two weeks.

[Speaker 5] (26:36 - 26:37)

I thought I did well with that.

[Adam Goff] (26:37 - 28:10)

Because if it's not broken, like you can't fix the roof unless it, like you can't see where the roof's broken unless it's raining. Like I know these things are broken, but we are not gonna fix them now. So it's like, we're in our campaign, our first blueprints on the 3rd of June, like we're in it, like it's that or die.

So it's like a gun to you, it's like you've got to put the guns here. So yeah, so put it down, stop tinkering, unless it's mission critical, don't fix anything. Just go as you are.

Like it's never perfect. Even our business is not perfect and we teach it. It's just like, it is what it is.

But for what it's worth, that's such sound advice to Mina about reconnecting with your why. Chris Moss has done just an amazing job. You know, came on with a business but no financial fortress and he smashed it.

So yeah, like getting inspired, right? Like the why inspired Jim Rohn. I mean, I only have to listen to five minutes of Jim Rohn, I get inspired, it's ridiculous.

But yeah, so I think that's really sound advice, Mina. Like take a break, you remember you're a blaze, you need variety to glow. Get off the screens, get into nature, do something that lights you up, whatever it is, you know, whatever that is.

Like just go and do it. And then stop trying to like, yeah, don't change your objectives now, save that for autumn. Because it's literally six months, I'm going to be giving you a new journal and saying, right, what's next?

It's like literally six, like less than six months.

[Meena] (28:11 - 28:11)

True.

[Adam Goff] (28:13 - 28:13)

Yeah?

[Meena] (28:14 - 28:16)

Yeah, perfect, thank you. That's been helpful.

[Adam Goff] (28:16 - 28:42)

All right, good. Good, good, good, good, good. All right, excellent.

Well, I've always loved these sessions. Thank you to everyone that was here. Thank you for your participation.

I'll see you in a couple of weeks. Grant's got his soup. I can't believe what Grant's just done.

There's always such an attention seeker, aren't you, Grant? Never, no. Why did you say no?

I love it, very good. Well, on that note, we'll end.

[Speaker 6] (28:43 - 28:44)

Thanks, Adam. Great advice.

[Adam Goff] (28:45 - 28:51)

Thank you. Cheers. Cheers, Adam.

Very, very welcome. Cheers, guys. Thank you very much.

See you later.

[Meena] (28:52 - 28:53)

Cheers, everyone. Thank you, bye.