**Session 3.wav\_Transcription**

[Rachel] (0:00 - 1:29)

You all look absolutely gorgeous. Welcome back. Welcome back.

Did we have a good lunch? Excellent, that's really good to hear. Strategy sessions.

How have you done with your strategy sessions? Who here has a team? Quite a few of you.

The aim of the game, headline strategy, three supporting objectives. What's more important is getting the team involved, isn't it, Grant? Getting your team involved, getting their buy-in, making sure they're going on the journey with you.

You know what you want to do, but you want them behind you 100%. Really important, especially for when you get to the winter hit list and you're going to give them all these jobs, they need to be 100% behind you. Who's had success with their strategy sessions with team members?

Right. Who's got the microphone? Where's the microphone, anyone?

It's missing. That's it. Go on then.

Good luck. Grab it. I would have done the same thing.

I'm a terrible grower.

[Speaker 11] (1:30 - 1:52)

Okay, so it's just me and my assistant. She came up with some really interesting remarks, which I had no idea. One of them was, one of the things we do well in our business is happy tenants.

I thought, well, I've never ever thought of that. That was one of them.

[Rachel] (1:52 - 1:59)

That's really good. Well done. Round of applause.

Anyone else? Anyone else want to share their experiences?

[Speaker 5] (1:59 - 2:51)

All right, I'll share. I also have a very small team. It's my daughter and me.

Yeah, and she was quite surprised about the strategy session. Why do we need strategy? I mean, let's just do things.

Although she's quite smart and she got a master's degree and stuff. But anyway, it turned out to be a similar kind of experience that she looked at it completely from a different side and she got so carried away with it. She was doing basically, she's in a different country in Holland, so she was basically doing online, sort of filling all the forms and doing my job basically.

And I was like, interesting. So what do you think about that? It was actually very useful and we came up with quite a good strategy.

But what's more important now, we sort of aligned where we are trying to get to at the end of next year and what do we need to do for that?

[Rachel] (2:51 - 3:02)

That alignment, what a great one. Round of applause. That was fantastic.

Alignment. Do you want to give that to me? Yeah, sure.

Let's see if I can catch it. Oh, she did it.

[Speaker 12] (3:02 - 3:02)

She did it.

[Rachel] (3:02 - 8:56)

She did it. I'm terrible at throwing. That's right, isn't it?

Alignment. If you sit down with your teams, you get them on board, then you all become aligned. Yeah, I absolutely agree.

And this came up in the community. What to do if there's only one of you. Who here is a team of one?

Yeah, so quite a few of you, a team of one. But one of the things that I've done this month is I went, you don't have to go to a posh hotel, by the way. You can if you want.

I went to Talkworth Court in Gloucestershire with my property entrepreneur female tribe. That's their image, their photo in the corner there. And we went off together and did 24 hours in a cave, almost, very posh cave, it was lovely, to go through the year of headline strategy and objectives.

And that's what we did. And that's what that first draft that I shared with you in the Facebook group was from, having that session. So we had 24 hours.

We all sat down, went through each other's businesses, and had some critical feedback for each other. And it was fantastic because if you do these kind of things with other people, they question your motives, they question your aims and objectives, they ask you if you've been realistic, they pick out the untruths or the ego that's coming out in the things that you're saying, and it's very, very valuable. And one of my colleagues came up with my year of, which is building the bread brock, and that was not my idea.

But I felt that after everything we talked about, it fitted really well. So if you haven't done a strategy session yet, and you are a team of one, this is just an idea that I'm floating for you. You could get together with some of the PE community, your buddy, and some others, and actually work on your headline strategy objectives or your targets together.

It's great to get feedback from other people. I think that's the sentiment I want to leave that one on. So that's what I did.

And I also had a strategy session with my team too, and just like you, it was very valuable. They came up with so many amazing ideas. I was blown away.

These are my assistants, and we brainstormed the winter hit list together. This is for my property business. One of the things I did do though, and this is a tip for those of you who haven't done your strategy sessions yet, is when we started the session, I actually said to them, whatever's not working in the business right now, whatever's going wrong, it's my responsibility.

It's my responsibility. It's broken because of me. It's not you.

Especially with virtual assistants from the Philippines, it's different culturally. So I took away that worry for them, and that opened the floodgates, and they were able to, we created this amazing winter hit list spreadsheet, and now I've given that task to one of my virtual assistants, and it's her job now to build that spreadsheet. We're getting that spreadsheet, aren't we, Josh?

Yeah. Fabulous. There's the spreadsheet built.

She just has to populate it, and then I'll help her prioritise it. Absolutely brilliant. And I talked about this earlier.

The key things for me are creating schedules and weekly rhythms, because I need a Rolls Royce rhythm in my business next year. So that's what's happening for one of my businesses next year. Right.

That's enough about me. Who's after one of these badges? Who wants an award?

Who wants an award at the end of the year? Come on. Who wants an award?

Brilliant. I love the woohooing, by the way. I'm loving it.

This is all to play for now. We're just about to turn into December, and you've got every opportunity to get this badge. This is going to be great for your credibility.

Think about you can put it on your socials. You can put it on your website. It's going to be a badge of credibility.

You're the entrepreneurs who have this. No other entrepreneurs will. You'll be the only ones in the country that do.

That's a massive credibility and a badge of honour, and it's a win-win, because if you get this, what it means is that you've taken on board the methodologies, you've delivered on them, and you've got the results. That is a win-win for everybody. So what do we have to do?

Just a reminder on what the goals are here. 90% of your Sunday sanity needs posting. Who has posted their Sunday sanity solidly since hearing about the badge of honour?

Yes, marvellous. That's really good. Now, if you haven't, 90%, have they still got a chance to go in with a chance?

Adam? Yes. Hear that?

It's all to play for. Okay. What else do we want you to do?

We want you to attend the workshops, 10 out of 12 workshops, and then we want you to present at the strategy day and the end of the year awards. Now, if you can't make it due to holiday, that's fine. You need to put a presentation in the Facebook community that we can put on the tables at the end of.

All right. Yeah. Okay.

So you're not allowed to life. No life. You're not allowed to life.

You have to just live the PE methodology. That's absolutely fine. Yeah.

So the 3rd of January is when Hugh Moat will be talking to you on midweek mentoring, and that's what that is. And then the 10th of January is the day that you'll be here presenting to your peers a presentation, just to clarify that. So what else do we have to do?

We have to submit six posts to the FB group, so the Facebook group, sorry, and join the GUGB initiative. Now, in the room earlier, some of you raised your hand of being really interested in the get up and give back, didn't you? Who was that?

Who raised their hand and wants to get involved in get up and give back? This is your opportunity. It could be towards your badge, your award that you can wear on your socials and your website.

Okay.

[Speaker 6] (8:57 - 8:59)

Yes, it is.

[Rachel] (9:00 - 11:16)

Yeah. I was just about to say, Grant, I don't think you need to worry about that. But what I'd like you to do, what I'd really like you to do is join GUGB.

You need to put your energy 100% into that. We've got a commitment at the front. We've got a commitment at the front.

All right. Brilliant. Who thinks they're good at hitting targets?

Me. You've got one here. Be honest.

I'm sure Grant's being honest. I'm not telling you. I just put my hand up for everything.

You were the kid in the class, weren't you, when you were little? I'll answer the question. My daughter's really similar.

Right. So who's good at hitting targets? Who thinks they're good at it?

Yeah. Some of you confidently putting your hand up. Some of you like this.

I'm not sure. Yeah. Okay.

So how do we get good at hitting targets? We become masters at setting them. It's the target that you set that makes the difference to how you deliver.

Smart. Yeah. So yeah, smart.

We need to be smart, don't we? I've heard lots of people talking about that today. We've got to get really smart with the way that we choose our objectives and our targets.

So what's it like for most entrepreneurs? They set targets and then completely forget about them, make them lofty and really ambitious, but then don't look at them again until the end of the year. That's not what we want for you.

What we want for you is to set well-considered targets, which are high value and have a lot of meaning for you. You're also very motivated. You want to hit them.

That's what we want for you. And we want you to then get to the end of the year, realise that you've exceeded those targets rather than just hitting them. You've done so much hard work already in the cave.

It's now time to not waste all that time. So it's now time, the time we don't want you to waste it. We want you to put all of the energy and the effort you've put into the cave to come up with some amazing targets.

So we don't want them to be fluffy. We want them to be very, very specific. It's time.

Shall we put our hands together and find out more about this amazing session? Who's looking forward to session three? Woo!

Yeah. I love the woo-hoo. Woo!

Right. Please put your hands together for a massive round of applause. We've got Adam Goff, your head trainer, coming to the stage.

Woo!

[Adam Goff] (11:24 - 11:48)

Woo! Woo! Thanks, Rach.

Boom. Okay. Fantastic.

Living the dream. Living the dream. So we...

I want to say something, actually. I don't think I've ever seen so many people try and set targets in the Facebook group before we've done the session on targets. So I don't know if, like...

[Speaker 9] (11:48 - 11:49)

Yeah, let's do it.

[Adam Goff] (11:49 - 12:55)

I don't know if word got out or something, but all of a sudden, people are like, yeah, but I need help making this more measurable and making it a target. I've got my objectives, but I haven't got any targets. And I'm thinking, we haven't done the target session yet.

So yeah. So congratulations, everybody, because you realise that not only do we need an objective, which is this overarching theme, this direction, this sort of accomplishment, it's quite hard to actually articulate what an objective is, versus a very specific target, something that's measurable, something we can actually hit. And that's...

I think this is going to be the final icing on the cake for so many of you who've got 90% of the way there with their year-offs and potentially their headline strategies and their objectives, but not got the target. So this is hopefully the missing link in the chain that you need, and this is what's going to allow you to fine-tune it over the next 12 days or so before the Affirmation Board deadline, or if you don't make the deadline for Affirmation Boards for Strategy Day on the 10th of January. Is it 10th of January?

[Speaker 12] (12:55 - 12:56)

Yeah.

[Adam Goff] (12:56 - 28:25)

Absolutely. So Rachel put it really nicely when she said, the key to actually achieving a target is to know how to set a good one. And you're already learning this with Sunday Sanity, with Top 10.

Because everybody, to a T, always overexits on the Top 10, thinking they literally are Superman or Superwoman, and in five days they're going to achieve what they haven't done in the last five months. Right? And it's like you learn...

I'll be honest with you, and I hope Josh and Rachel don't mind me sharing this, but it's like when I buddied up with them the last couple of months, my feedback to both of them was you're trying to do too much. There's too much on here. And no one likes to be...

we all want to go and smash the world, because we all bite off more than we can chew, but actually the reality is there's being realistic. So we really want to make sure these targets are actually realistic so we can hit them, and we don't get demotivated, we don't give up, we don't forget about it. And what most entrepreneurs do is they take some of the stuff I'm going to teach you in this session and we've taught you before, and they'll be like, right, I'm going to set up a cash flow business in January, and then a profit business in February, and I'm going to have an asset business by March, and then by August I'm going to be a millionaire, you know, and it's like, whoa, okay, you can't do all of that. So that's what I typically see in the first year, but it's a bit like... I mean, I don't have kids, but it's a bit like...

but I've sort of got Josh who's kind of like my... But it's like, you've got all that enthusiasm of the kid, you know, you've got... keep his mic off, don't let him...

you know, you've got all the enthusiasm of the kid, you don't want to quell the enthusiasm, but you want to channel it. And that's what I'm really saying now, is like, I want you to smash it, I want you to all be in the Property Entrepreneur Hall of Fame, but what I don't want you to do is over-egg it and fail, basically. So the way we do this is by really actually focusing, and what you'll realise is that, for example, like I said in the last session, you know, just getting a cash flow target would be a really good place to get to in year one.

You know, just hiring a VA, just getting your finance sorted so you're not doing the bookkeeping anymore. These sound so small and significant when some people are doing millions of pounds of deals, but they all had to start with those small steps. You can't do what Dan's doing unless you have gatekeepers, your house in order, systems, you just can't...

you basically can't skip the gears. So this is what it's all about, and I love this quote, and I stole it from Lululemon, because on every one of my Lululemon vests, on the inside hem it has this, you cannot score without a goal, and it's great. Because if we don't know where we're going, we sure as hell ain't going to get there.

So now that you know you've got a direction of travel like growth, or rhythm, or profit, or starting, it's like, okay, that's great, we've got the direction, but actually, where's the end point? And this is hard to do. This is actually...

some things it's really easy to do, some things it's honestly quite difficult to do. So let's get into this and let's make sure we do it. So we want to...

to go through this, we're going to track where we are in terms of the market cycle, I'm going to take you through that. Then we're going to talk about how we allocate our time this year, which is one of the questions from Ian earlier on. Then we're going to think about the returns that we're going to make, how we factor in growth, and making sure that everything is pointing in the same direction, because if we try and achieve everything, we'll achieve nothing.

And then actually getting into the tangible target part. And this is mainly going to be based, I do admit, around the businesses, but the same principles apply to us when we're setting our personal targets too, because remember, we've got to do a year of with targets and objectives, and we've got to do a headline strategy with objectives and targets. One's for the business, and one's for us.

So right, so let's think about where we are on the track and the four stages. So remember this from last month? Okay, so hopefully you've all decided where you are in your businesses.

It's quite clear. Sometimes in a business, you know, you might have, for example, we might have two programs, one program might be really normal perform, but we might have just launched a new one, in which case it's in storm. So something I realized this strategy session season was that you can be in different parts, depending on, with different products, which is quite normal.

So yeah, hopefully you kind of know where you are, and this is going to determine the direction of travel and what you're setting. So you've heard this a few times today, like you can't skip the gears when it comes to this business cycle. We all want to go straight to perform.

We all want to go to where the money is, but if you haven't had the growth, it's unlikely that you're going to have the profit. So you've kind of got to go through these different stages in the business. You can't just suddenly skip from one to the other, and these are the four stages, right?

So if you're starting, who was I talking to earlier who's starting? Someone over here. Ravi, exactly, yeah.

So Rav, so you know, you're starting, this is a form stage. So you're going to be really focusing on like, what is your business model? So in other words, if you did it in property, what strategy are you going to use?

If it's HMOs in Leicester, okay, well, what does that look like? What do I, you know, I'm going to make some assumptions, like how much a property costs and what I can rent it for and what the management charge is going to be in the voids. You're going to make those assumptions, and then in year one, what you're going to do is test them.

You're going to either take a property or you're going to pay someone who can show you their numbers of theirs, and you're going to firm them down, and actually year one is just figuring out, well, that's my business model. This works. I like it.

I can do it, and potentially taking your first property, taking your first couple of properties, and working out, okay, that's them. All those assumptions are right. Some of them were wrong.

When I started my first Rent2Rent, I thought I could get away with five rooms. I didn't make any money at five rooms, so I had to split the living room into two. Then I had six rooms, and I was making the money that I needed.

It took me about 10 months to figure that out. That is the form phase. If it's a business, what's my margin going to be?

That's where you're at. If you are at form, these are the kind of things you're going to be setting as objectives and targets. This is what you need to nail in order to move on to the next phase, the next gear.

If you have established that, and now you're like, I'm ready. I'm going. I want growth.

I'm hungry. I need to fuel this. I'm sick of doing the viewings.

I need growth in order to pay for team, for example, then you're now thinking sales. If form is dynamo energy, creator energy, which makes sense, right? It's the spark.

The storm is the fire. It's the sales. It's the blaze.

That's when you bring the Adams in, because they've got the big mouth. They're going to shout about it, sell everyone on it. They can magnify what you're doing, and they can turn that spark into a forest fire.

This is where you have targets like tearing down trees, hitting sales targets, and it's all about revenue. It's all about number of houses, number of sales, number of locations, number of clients. You might be buying businesses.

You're just literally in a land grab phase where you're just going for it. The answer is yes. What's the question?

I'm just going to get revenue coming in the business. Then once you've been through that phase, then you start to focus on service, because when you're in mad growth mode, you're upsetting tenants. People are leaving.

I remember in capital living, it was like people used to say to me, God, you've got such a good business, but if you can just look after your tenants better, then surely you'd do even better, because as many tenants wouldn't be leaving. I was thinking, I don't care. I've got a waiting list of tenants, so you can go, because at the moment, I'm in growth phase.

They were right, but I wanted more houses. I didn't want to focus on service and getting that and retention. I was too busy growing.

Once I'd grown enough, then I was like, right, well, now I can flip the switch and go, okay, well, customer service, good reviews, making sure people stay longer than a year. They stay for two years or three years. That's when you start focusing on reputation, or you do things like NPS scores that we do when we text you every month.

If you were in that phase, that would be a good example of something you could use for headline strategy or objectives. It's been all crazy, and you know you've had service failures. You turn your attention to service, and when you feel like you've got that rhythm and you're doing a pretty good job, then you go into the fun part, which is the perform stage.

This is where the steel ... If norm is tempore, then perform is definitely steel. This is where you're thinking, right, okay, well, I'm going to drive by the dashboard.

This could be my headline strategy, or my objectives could all be around profit, around performance, going from good to great, driving those little margins that actually make a huge difference to the bottom line. You'd make it very stats-based. It's a performance business.

It's good to great. We were talking about it at lunch. Good to great is a good one.

Actually, this is where all the money is made. That gives you a bit of an insight about some of the things you could think to do. As I said, examples of this, examples of my previous headline strategies, good to great.

I definitely had a business that was norming, and I didn't want my team to think they were doing a bad job, but I realised that rather than growth now, it was actually about making profit. This was the year that I increased my profit by 40% by not taking on any more properties. Growth stopped, and it went into performance, and it was like, wow, if I just bonus everyone on filling those five empty rooms we have a month, that's five grand extra a month.

That's 60 grand extra a year on the bottom line, and all I've got to do is pay a few thousand pounds in a bonus. It's like those little tweaks make a huge difference. That's a great headline strategy for those people that are in that scenario.

You just milk every single margin you can go for. Sharpening the axe was probably more of a storm phase. Basically, I explained that I had to reinvent the team, and it was going to be a shedding-the-skin moment, we had to reduce costs, and actually losing team members can throw you into a kind of storm phase, so sharpening the axe was a good one.

This is an example of a norm where we went back to service. We had all that stress, we had all the change, and then it was finding our flow, which my head of ops came up with it in South Africa, and she said, look, you hired these three new heads of department. Actually, that's been quite traumatic.

What we need to do this year is just everyone needs to get their feet under the table and get a nice rhythm going, because you want to grow again next year, but actually, I wanted to grow. My strategy session started with, I want 100 houses, and the feedback I had from all my heads of team was, we're not ready. It was like, okay, cool, you're right, I'm ready.

We went into norm phase. I did have something in there, learning to grow. These were my three objectives, by the way, back in 2020, so very normy service, five-star service.

You can borrow that one. That's a really good objective that at least Josh and Dan have borrowed a couple of times. One team, one dream.

I know a few people have borrowed that. That was quite good, because I had remote team members all over the place, new team members, and then learning to grow was the kind of trial for what was coming next, which was growth. That was a very norm headline strategy.

Hopefully, that gives you a bit of inspiration. Okay, so we've only got so many hours in the day, so how are we going to allocate our time to get everything we want this year? Well, without a doubt, the key to success is to go an inch wide and a mile deep.

If you try and catch two rabbits, you will catch none. This is about focus, focus, focus. The reality is that most entrepreneurs will give up way before they strike oil.

The longer you're in business, you realise the harder and harder it is to strike oil, especially now we're in this international, I almost said worldwide web, but it's like we're in a global environment now. For some of us, we're competing on a global level, so whereas 10 years ago, 20 years ago, we could have success relatively easily, just like 100 years ago, you only had to dig so far for oil, now if you want to find oil, you've got to dig 10 times deeper than you had to dig 70 years ago. In business, it can be a bit like that now.

We've actually got to go longer, harder and deeper than we've ever had to, because we're competing with people from all over the world. Because of that, we have to be even more focused on what we're doing. We can't afford to half-ass anything.

It has to be one, follow one course until successful. That's how we're going to achieve, basically move the needle forward this year. You may remember this from the blueprint, the distribution of focus.

What's this? Is that the donations? Oh, fantastic, excellent.

And feedback, excellent, fantastic, yes. What we do is we use this blueprint called the distribution of focus. This is going to be how we stay within the rails, and we make sure we keep an inch wide and a mile deep.

This is basically the way you're going to have to live your working life this year. You are going to have one primary focus, one. And that is going to take up 70% of your working hours.

Now, if you work five days a week, it doesn't matter if you work three hours or 23 hours, that would be three and a half days of your working week. Three and a half days to focus on your one primary thing. Your secondary focus was 20% of your working week, which would be one day if you worked five days a week.

And your tertiary focus, or your third focus, is 10%, which is 0.5 days. And that means you can have three things to focus on, and that's it. That's it.

There's no space for anything else. It's those three things. So you've got to think about this diagram and think, what am I going to fit into this diagram?

Who's got three things now that they know would go ... Katie, yeah?

[Speaker 18] (28:25 - 28:25)

Yeah.

[Adam Goff] (28:29 - 28:35)

Cool. So you've got your electrical, property management.

[Speaker 18] (28:35 - 28:37)

And scale and development.

[Adam Goff] (28:39 - 29:30)

The development business. Yeah. Nice.

That's pretty good, isn't it? What's nice about that is that's assets, cash flow. Assets and profit, sort of.

Assets and profit. Yeah, nice. Okay, that's interesting.

Yeah. Cash flow and assets. Is that worth something?

Could you sell it? Could you sell your electrical business, maybe? You could sell it, wouldn't it?

But you could sell it. I mean, someone would buy it, no? Someone would buy the client list.

Ashley would buy it. He's looking for more clients. There you go.

I've just done a deal. I only charged 10%. I'm getting a little bit off piece here.

Property management, what's that? Cash flow. Cash flow.

Okay, cool. That's interesting. I'm just adding that layer on.

So look, Katie's got three things there that she's focusing on, or potentially her and Josh are focusing on, or potentially her, Josh and Jacob. I'm not quite sure. Do we cut Jacob into this bit?

[Speaker 12] (29:30 - 29:30)

All of it.

[Adam Goff] (29:31 - 39:03)

You sure? That's an all of it. Sorry, Jacob.

You're not family, so it's kind of... Blood's thicker than water. Right.

The point is, is that, perfect. Spot on. Cash flow's the main focus right now.

It's a noisy thing. It's taking 70%. This is 10%.

But bless you. But as the years change, the fact that they've got three interests means that they might, at some point, they might exit this. But they've got the confidence to get rid of this, because actually this is now going to become their 70%.

Or, because they've got their cash flow nailed so nicely from this, they want to spend 70% of their time on the developments, which then leaves space for something new. The next thing. Whatever that is.

And what we find is that things go up and down, this distribution of focus, year to year. Year to year. Any questions on that?

Is that all you're doing? Hand on heart. Scout's honour.

Is that all you're doing? Good. Just checking.

Okay, so that's what we want to do. So that's your homework. That's your homework.

And this idea of having three things is a very useful ... What do I want to say? A tripod is the strongest shape.

So to have three things and not 13 things ... There's two schools of thought here. One is someone's got 10 things going on, and one is they're just doing one thing.

And I'd rather they just had one thing than have 13 things. The point of this is to stop the people that are doing six or seven different projects. This was my distribution of focus.

I dug this up because I just wanted to show you how it's changed. So Capital Living, my noisy rent to rent business. This was back in the day.

This is the advanced branding from a long time ago. That was taking up a lot of my time. That was very noisy.

It was my 70% focus. Property Entrepreneur, I was doing one day a week. We weren't doing that many events, or whatever role I was doing was relatively light touch.

And then my 10% was I was portfolio building for people. So that was a nice distribution. And another way to look at it as well, so for those people that are just wanting to do one thing, this is quite good for.

But also you can use this if you think it applies to you, is to split the three things between the type of work you are doing in the business. The type of work you are doing in the business. And there are three types of work.

There's business development work, which is on the business, not in it. The stuff you're doing now. There's management, which is managing people, people reporting to you, SCS's accountability.

And then there's delivery, which is like what I'm doing now. I'm standing up here and I'm delivering this presentation. So I know some of you, and I take, actually I think it's not a bad plan.

Like I said, I have to be careful with the advice I give because it's different for different people. But for some people, going all in, in year one on one thing is actually quite good advice. Because ultimately it's inch wide, mile deep.

So if you really want to achieve success, the more you put into one thing, probably the higher chance of success you've got. And sometimes it's a bit of a luxury to have a 20 and a 10. So yeah, for example, within Capital Living, I would try and, when I was tracking my time, I would say, right, well I only, I want to spend 70% of my time on the business.

I don't want to be in the noise. That's where I'm adding the most value. I'll spend one day a week managing the team.

So I'd do all my SCS's on a Monday. And then inevitably I'm going to get dragged into some delivery. I'm going to have to do something.

Unfortunately, I'd have to do some work probably. So I'd split my time up within Capital Living into those three things. So in Toggle, I'd have three Capital Living projects.

There was Capital Living On, Capital Living In, Capital Living, well no, what would it be? Not On, In, and Development, Management and Delivery, basically. And then I could see how that changed and Toggle was very useful because then I could see actually how I was spending my time, how I was splitting it up, what was dragging into delivery and then I could delegate it.

So distribution of focus is an amazing tool. It's a really amazing tool to see where your time's going and hold yourself accountable to the commitment you've made to make a lot of progress in one really thin area, one really specific area. And I'm going to talk, I'm going to, I am going to train you guys on time tracking.

There's already been some conversations about it in Facebook. But get yourself ready because in Jan I will do a session on time tracking. Almost certainly.

We haven't quite finalised the schedule yet because we're always trying to improve it. But almost certainly I will do something on time tracking. So feel free to start now.

But from January you'll be able to put this in place. And the data doesn't lie. The data does not lie.

These are my working hours last year. So I pulled this out specifically for this because I'm normally, I'm a bit of a militant when it comes to how I spend my time as lots of people who have known me for a long time will know. And what I, this was 31 projects.

And what I did was I just tagged the projects that aligned to my 20%. My 20% last year was pretty much just sales for PE. So I had like 70% delivery, 20% sales.

And I tagged all the projects. As you can see it all happened during the summer. But 189 hours, give or take, say 200 hours is about 18% of my time.

Can you see the bottom right? See the time? So total hours, just over 1,000.

Hours spent on my 20% sales, just about 200. So I ahead of time, because I time track so much, I know how much time is spent in summer doing our blueprints and stuff like that. So this time last year I was already planning how I would spend my time and where it would go.

So that's the type of clarity you'll get from time tracking. It's unbelievable. And then obviously you can work out hourly rates based on that.

And then you can see where your hourly rates are coming. The gold is there in the time tracking, honestly. The gold is there.

So yeah, that just shows how, and every week I would, I review my toggle. But I don't do it so much now because it's kind of intuitive now because I've been doing it for so long. But when you start time tracking, you'll be able to see each week when you review your Sunday sanity where your time's gone.

And actually if you're really applying your 70, 20, 10, or if it was just, you've really mishit it and you're nowhere near it. And there's all these other things you forgot you had to do and you need to adjust. So there's normally some hard truths that happen in the first couple of years.

The reason I pushed Katie so hard, and if there was a fourth element, a secret boyfriend that she hadn't told anyone about, is because we all have these mysterious lovers in our lives, in our businesses, these extra projects that we forget exist. But then actually they come out of the woodwork and they take time. So I really, this is where you have to be really honest with yourself about what your top three is.

And the reason I've got this picture up here is because it's a story, I'm not going to mention their name, but someone I work quite closely with. And I noticed that they were pretty busy, putting on a bit of weight, looked a bit stressed, and not engaging that much in our communities. I twig into these things, because I've been there, and I sort of asked them, I said, look, I've noticed these things.

How are you getting on? Let's have a chat. And I sort of asked them, okay, what's your 70-20-10?

And they had about five things on already. And I was like, okay, well, you're overdoing it. Huge goal, like unbelievable financial fortress goal, which, to be fair, surprised me.

I was like, wow, that's a lot. That's a really big goal. And then I found out that actually at the weekends that person was building their own home extension.

And I was like, well, where's that in your 70-20-10? Well, it's not in there. That's my passion project.

I was like, no, mate. You know? No.

It's like, you've overdone it, right? You've overcooked it. You think you can take over the world.

And to be fair to them, probably can. High performer. Lots of us can do it.

But at what cost? Health, losing time with kids, not being able to go away. Like, he was talking about breaking into the kids' bedrooms because he had to do a certain bit over winter.

So, in the middle of December, he has to take the wall off the house and the kids are going to be without a wall for a week in winter. And I was like, why? Why are you doing this?

You know? And it's like, well, it's always been my dream to build my own house. Yes, I know.

But. Right? And I would say to that person, they didn't do a good enough job in strategy to really get clear on how they were going to spend their time.

And they did what we all do, which is they say yes to lots of things and think they can do everything. And the rubber hits the road when you're putting on weight, you're tired, you know, your missus is complaining because you're never home. And at weekends, when you're supposed to be recharging, you're building a house extension.

[Speaker 12] (39:04 - 39:04)

All right?

[Adam Goff] (39:04 - 53:53)

So, it's like, there's only so much we can do. And it's a marathon, not a sprint. So, this is a surefire way to burn out.

Yeah, I'm making a big mistake or breaking a relationship. All right? So, when we are doing our Sunday Sanities on Sunday, we've got to be careful what we wish for.

Because whatever we put in our diary in our top ten, we'll end up doing. Because we're savages. Yeah?

When we set our targets for the year, we have to be even more cautious. Because if we really overdo it, then we are going to put ourselves in a hole. And I'm not saying you shouldn't.

By all means, go for it. By all means, work yourself to the bone. Do the stuff that I've done, that Dan's done, that Josh has done.

By all means, like, go for it. But understand what you're getting yourself into. Make sure you've signed a contract with yourself that that's what you're going to do, and you're happy with it.

Okay? That's my, I'm being quite serious here, but it is quite important. Okay, I've said this already.

So, I've said this quote a number of times, and I always remind myself to just think about the logic of this. This is actually impossible to do, isn't it? If you try and chase two rabbits around a field, you're actually going to catch none, right?

I mean, I know it's tongue in cheek, but this is all about having some nice, solid wins in year one. It's not about trying to bite off more than you can chew and completely failing. So, if you want, so, you can't have everything.

So, if you decide that you're going to get in shape this year, then you probably can't go chasing, like, the bucket list and traveling around the world. Or you can't have the freedom to eat what you want. Like, you can't have both things.

You can't grow your HMO portfolio and then also go on a development course and learn to be a developer. They are two big things you're trying to do, and that you're just probably biting off more than you can chew. So, I want you to really think about that.

So, when we come to setting our finance targets, we've already covered the wealth hierarchy, but you want to be setting targets for each of these as well. So, is it that you're at the point where you actually have to set your cash flow target? This is part of the homework.

You haven't got the clarity over what it is, and you need to set it, and you need to hit it, because maybe you're not there. So, are you there? Steady, regular income.

Or is it that you've got your cash flow sorted, and like Gary's doing this year, this year is about profit. It's about making the tills ring. He's got the base, and actually by doing relatively little work compared to what he's done already, he's going to hopefully make the till ring this year.

Like, it's all there for him. He just has to push, because he's done all the hard work. He's hired the team.

He's got the momentum, and actually there should be a lot of surplus coming this year, because he's really getting to that perform stage in the business. Or is it that you are acquiring assets, or you're paying down debt, and actually you want to increase your balance sheet? Maybe it's a combination of these things.

Maybe you're doing all three, but focus is what it's all about. So, setting targets. Can you set yourself a financial target?

Do any of these fit into where you might go? And I've said it again, and I'll say it, I've said it before, and I'll say it again. Start from the bottom up.

If you don't have your cash flow target sorted, if you are even thinking about money every month, then you don't have this sussed. I never, ever, ever worry about the amount of money I'm spending. It's just not a question, because I have PCM set up.

I have this amount of money in my Revolute, and I know what I'm spending, and I spend it, and if it ever runs out, that's my warning, well, I've overspent. And it's very, very rare that it runs out, and I'll top it up. Very rare.

So, I don't have to fret or stress about cash flow and money, because it's automated. So, that's where we want you to be. As we've said earlier, these are the three levels.

So, how did it work for me? Well, this is basically how I built Wealth. So, capital living was obviously cash flow.

That produced a lot of profit, which would go into assets. Property entrepreneur became my profit play, which was like an extra bolt on, which didn't create lumps of profit unless we were in sales season, in which case it would just be a surplus profit every month, and it would all go into my financial fortress. It was going into the properties that I was buying, the number of properties that I bought to achieve my financial fortress target.

And obviously, by building capital living, I was also building an asset that I could sell. So, every year, I was pretty clear on it. That was how I was going to do it.

It produced enough surplus to basically fund the fortress. And then once the fortress was funded, sell the asset CL, which added more money to the pot, which gave me more freedom to diversify my investments and things like that. So, that's pretty much how I did it.

I guess this is what it looks like now. So, for me, my cash flow is being the head trainer at property entrepreneur, and my profit would be when we have ... We could do no sales next year for property entrepreneur, or we could do 200 sales next year.

And if we do 200 sales next year, that's a bonus, isn't it? Because it's a lump of money. It comes in, and then it goes away, and it's not guaranteed.

So, that's profit. And then obviously, again, excess profits, surplus going into the financial fortress and investments that I've made, diversifications away from property. So, yeah, and also probably a bit of a 70-20-10 as well.

So, that's probably a 70-20-10, 70% being the trainer, 20%, as I've already shared with you, in the summer season when we're doing sales, blueprint events, and 10% managing my investments. My financial fortress, very, very light touch, but it's something. It does count.

It's something there. All right. So, growth.

So, growth targets. When we're going to set ourselves these targets for growth, the same thing with the 10K a month, bless you, the same man's with the 10K a month, nothing should ever be arbitrary. I don't want you to be picking round numbers.

This is when you know you've been a little bit lazy, and you've just gone for the easy money, and actually, you really want to give it some thought. So, we have this belief on Property Entrepreneur that actually, things happen in cycles. They don't happen in a linear fashion.

So, you know earlier, I was talking about my cash flow business and how every year, I just wanted to get bigger, and it was like an escalator. It was like five houses, 10 houses, 15 houses, 20 houses, 25 houses. Well, that's the way that I always thought I should grow a business, but actually, since then, I've been showing a different way, which is a secular way of growing, which is where you try and do a lot of your growth in a very short period of time.

So, for example, in Property Entrepreneur, we will try and do all of our sales in the summer season. So, we're not selling all year round, and if we were going to launch a new program, then we would launch it in summer, and we would do all the sales really quickly, and then we would go back to just delivering the program. That is how we cyclically grow.

If you had like a rent-to-rent business, you would try and take on a number of houses in the summer. When the market's hot, people are moving in and out of houses, the summer is definitely the time to pick up properties. Would you agree?

In lettings, that's the time when there's most activity. If you try and pick up 10 houses in the winter, like no one's moving. Everyone's asleep or whatever.

It's winter. So, what you want to try and do in your business is not think in a linear fashion. Think in terms of the seasons, and I'm going to have a step change, and that brings me on to the next point, which is the pain of trying to grow slowly, and how hard it can be, versus the jump in a step change.

So, for example, Tom's got, how many pet shops have you got, two? Two pet shops. So, a big step change for Tom is like taking on another pet shop.

That's a big step change. A bigger step change, but the problem with three is that he might need another manager, or he might need now more of a head office function. Actually, it might be easier for Tom, or make more sense for him to go to five shops rather than just the second or the third shop, because actually the overheads he needs to manage two or three actually means he could probably manage five, and they're the same.

So, he could grow slowly two, and then three, and then four, and then five over, maybe he says I'm going to open a shop a year. That takes him five years. This is all hypothetical, because it depends on everyone's business and funding, but perhaps a smarter way to do it would be to go from one to five, and take some money, and in one year actually grow by 500%, because then the business reaches the next sweet spot, where actually it's covering all its overheads, and it's actually making a lot more money.

To open a second venue might mean he's making less than he was on the first venue, because now he's got to pay someone to go between. This is just hopefully a fairly loose example of a step change in a business, and what you've got to try and do is identify in your business where those step changes are, and then use this cyclical versus linear growth to try and jump you as quickly as possible between the sweet spots. We touched on it earlier.

Ed talked about dropping down. He dropped down to another sweet spot. It sounds like about 1,000 rooms is his sweet spot, whereas he was at 1,250, because actually at 1,250 maybe he needs to be more like 1,500 or 2,000, and actually dropping down means no, everyone's comfortable, I don't have a tiny more team, we're not stressed out anymore, and actually this is kind of easy money, so I'm quite happy just to live here.

This is really quite groundbreaking news for a lot of us, because a lot of us just think that bigger is better, but there's nothing wrong with having a really nice small lifestyle business that works, that's profitable. You don't have to take over the world, so your job really is to identify where those step changes are. In my rent to rent business, it would be 10 houses one person could manage, but then as soon as I had to hire a second person, I actually needed more like 15 or 20 houses, so there was that, actually one person running around doing eight to 12 houses is very doable, but the moment you want like a 13th or 14th or 15th house, now you need someone else, and so you have like an increase in overhead, and actually potentially your profit goes down. I'm sure we've all experienced that. We call these things sweet spots, and the other word we use for it is commercial balance, and commercial balance means when, a bit like what I was talking about with Ed, where everything is in balance, so people have got a little bit of capacity, but they're not underutilised, they're not overutilised, so they're stressed out, they're leaving, you're getting service failures, and you haven't got half the office that's unused. You're basically at the sweet spot of productivity in your business.

Everyone's busy, but they're not overdoing it, and that's where we want to find. We want to find our commercial balance, not just some random number that we've picked up because we've suddenly decided we want five pet shops. That's arbitrary.

We're like, we haven't done any numbers around it. We've just got it in our head that we want five, because Tom's been to a pet shop convention, and he's met this guy he went to school with, and this guy's got five, and his ego's kicked him. He's gone, bloody hell, if he can have five, I want five, and he just says the thing, I'm getting five.

Okay, cool, Tom, go for it. He hasn't done the background numbers, the checks, to actually figure out what that means. Typical entrepreneur, just go, I probably will go and get five, but actually, is it going to work?

Start-up lifestyle or performance. You've got to decide whether you've got this start-up business, like Property Filter, starting up, big ambitions, raising money, trying to take over the world in their space, or potentially you're just starting up, and you're like, Ravi, and you're starting up, or whether you want a lifestyle business, which is what probably most of us are after, which is a small team, enjoyable, able to take holidays, investor level, very lifestyle, relatively easy, low stress, pretty low risk, but lucrative, or whether we want a performance business, where we're very dashboard-driven, potentially we're going to be scaling up.

This would be more along the lines, it doesn't have to be, but you're starting to talk about entrepreneurial businesses, where these things are serious, people are taking it pretty seriously. It's not just a group of people on a bit of a small mission. This tends to be a bit more serious.

It can be a very small team, don't get me wrong, but you've got to decide what type of business you are, and as I've said, that really is about the three levels. Do you want to be the landlord? Do you want to be the one managing the 10 rent-to-rents?

Is that where you really want to be? Do you want to be the investor level, the small team, where you're a manager, and it's rewarding, you're close enough to the customers that you're not doing the heavy lifting, but you're getting the reward. Equally, they do come to you, you are the manager, and you are still in control, or do you want to have this entrepreneur style business, where you are back from the front line, you've probably got a series of gatekeepers, it's honestly like a lot of fun taken out of it, depending on what you find fun, but this is where it's very organised, like an organisational chart, there's policies in place, and you're building something that's probably multiple units, like multiple locations, which is why you need all these kind of corporate things.

So, you've really got to just be clear about what you want. Ultimately, the business that you build will determine the life that you lead. So, what do you actually want?

And when you're setting growth targets, you're signing yourself up to one of these three things. So, you have to be really, really clear about that. Did you want to get a photo of that?

Absolutely, just give us a second. So, you've got the three levels, and this is what we're deciding right now. We are deciding this.

I'm sure we can post this in the Facebook group, if you'd like that. Would you like that?

[Speaker 12] (53:53 - 53:54)

Yes, please.

[Adam Goff] (53:54 - 53:55)

Good quality. Bianchi, would you?

[Speaker 12] (53:56 - 53:57)

Good quality, no crap.

[Adam Goff] (53:58 - 1:04:15)

Alright, that's great. Thank you. Do you want my jumper as well?

Well, good quality. I know what you're going to say, and I'm going to stop you there. Listen, the exact thing.

Close to my size. Yes, we'll make sure that we get a good quality image in the Facebook group. Good feedback.

Okay, so, right. So, we're setting targets. The most important thing is that everything is running in the same direction.

We can't have freedom to have all the desserts we want and get the six-pack body. It just doesn't work like that. We can't have an easy life and loads of free time and go and conquer a whole new city.

It just doesn't work like that. These things have to all fit together. So, you get what you focus on, so choose wisely.

Now is the time to make those big, big grown-up decisions about what you want. If you want growth, your service levels are going to suffer. If you want to have five, 50 five-star reviews and NPS scores through the roof, then you're probably not going to grow.

Okay? That's just the reality. So, choose what it is that you want and then go for it and then just accept that you're not going to have those things that you're not going to have.

So, everybody in their business needs to have one key KPI. You want one number that's going to determine your success this year. What's that number going to be?

That's the number that everyone's striving for. That's going to be the primary focus. For a property entrepreneur, it's probably going to be something like, we like to use this a lot, selling out every single programme.

We're a small company. We want to be oversubscribed in every single programme, full. That's a really nice place to be as a business because you're turning customers away.

You can close your doors. You can get on with focusing on the programme. We're not trying to fill up empty seats now in December.

We're focusing on delivering a good product. So, we like that and we'd rather stay small and full than grow and potentially risk that or have to focus on sales when we don't want to. So, for us, more than likely, it's being oversubscribed in every programme every year.

That's our big thing. That's our primary focus. Of course, if we do a great job, that will happen.

So, that filters down on everything. Yeah, this will obviously relate to your headline strategy. So, whatever headline strategy you decide, the number is going to fit in really well with that.

Again, start, sales, service, stats, what phase are you at will determine that one number, that one KPI, that one thing that you need to do to make sure you've had success. Starting is establish the business model. Sales is 100 houses or 1,000 pounds, 100 grand in revenue, a million in revenue, 10 million in revenue.

Service is 50 five-star Google reviews. Stats, performance, profit, net margin, X number of pounds, that's what we need. They're the kind of things you're going to be setting.

And then once you've decided the number, the KPI, then you tile the walls with it. It becomes everything that everybody is focused on. For Multilet for a long time, that number was 1,000 rooms.

I'm sure for Ed it was the same. When he had 100 rooms or 500 rooms, he was probably going for that 1,000 rooms. Sounds sexy, doesn't it?

It's like a big number. And it's a hell of an achievement, let's be honest, because that's hard to get. Not many people I know have actually managed to get to 1,000 rooms.

That's really difficult to get to. So, fair play, Ed. That's hard.

So, that was obviously growth. And the way Dan did it is buying businesses, taking on clients, anything he could do to get to 1,000. His ego kicked in.

He had to get to 1,000. It was like, I've got to get to 1,000. Because he had all the overheads of a business that could run 1,000 rooms.

And the business for a long time was making less money than it was when he had 250 rooms. Because at 250 rooms, it was just a few people and a small team. Once he got a head office model, then he had to have 1,000 rooms to be making so much more money that it was worth the effort.

A couple of years ago, we decided to make world class our headline strategy. Everything had to be world class. We'd had the growth before Bianca joined and things were really organised.

Our service, to be honest, probably wasn't where it should have been, actually. We probably had service failures. We weren't as on it as we are now.

I know we're not perfect, but people get replies to things pretty quickly. There's lots of things we do now that are much better than we've done. We decided to make NPS scores our thing.

We would send messages to every single client every single month. The green is the world class score that NPS works out whether you get. We got world class every single time.

The stat became the NPS score. That was our stat. It was like, okay, that's how we know we've been successful.

Everybody thinks we're world class. Perfect. If you're building your financial fortress, then it's quite an easy one.

You know your number. Your number, which is what I shared with you earlier, it can be the amount of equity you've got and the ROI you need. You're going to work that out as part of your homework.

As I gave you that sneak peek from advanced earlier, how much of your financial fortress income is covering your cash flow target? That could be also a really good number if you're setting a little headline strategy for your financial fortress company. I'll give you a little bit of an insight as well.

This is what some people on advanced do. Let's just say you've got five houses and they're HMOs. Do they count as financial fortress assets?

If you manage them? No, they don't do that. What some people do is they say, okay, cool, I'm managing them now, but if I lease them out to operators, what would I get?

Then on that basis, how much of a percentage of my cash flow target would I make? Because there's a time to flip the switch, isn't there? You're not going to flip the switch now when you're in hustle mode, because you're not going to say goodbye to a few grand a month to give it to someone else.

You're thinking, it's my money. I can do it. At some point, you're going to want to flip the switch.

You can get a benchmark for what you think you could get from an operator, whether it's a housing association or a rental operator, and then you could use that number. That's kind of how I do it. Otherwise, that number might be zero, even though you've got five properties, which doesn't really make sense.

Does everyone understand what I've just said? It's a little bit beyond. Do you understand?

Yeah? Okay, cool, because these are important numbers to have. We need clarity.

Okay, so some other targets then. Just some thoughts as well. Hope for the best, expect the worst.

When it comes to target setting, yes, we want to absolutely hope we're going to smash it. We hope we're going to get two new sites. We hope we're going to sell out all our apartments.

We hope we're going to take on three employees and take over the city, but actually, we might not. The sales team might be really motivated by this really hard target, but in our minds, when we're doing the numbers and thoughts and things like that, we're actually planning for the worst a little bit. Once you've got your headline strategy and you've got your one big number, which might be, for example, NPS scores, then you're going to have to set your three supporting objectives, and each of them need targets.

Each of them need a target, because all those objectives and all those targets should help you get to a world-class NPS score, if that's your stat. If your KPI's growth, then your objectives are going to be things like generate leads, master our market, and it's like all those things are going to get you to where you want to go, which you've already covered. When it comes to KPIs, keep it simple.

Only have three. Three very simple, trackable KPIs. I've seen people with 20, with 30 KPIs.

It's really not that valuable. Sometimes it can be, but generally, as a rule, less is more with KPIs. Keep it simple and only have three.

You get what you focus on, choose wisely, so pick targets that reflect exactly what it is that you want. Literally, this is your opportunity to get everyone focused on exactly what it is that you want, whether it's growth, profit, service, performance, the size of the business, the amount of clients you've got, the margin. Whatever it is that you've identified that you want, you make it a target, and everybody knows it, and everybody can focus on it.

Not just you, so you can get it out of your head. Everybody can go for this target. Then these KPIs will become your dials on the dashboard.

This is how you'll know you're on track to success, because if one of your objectives is lead generation, and you've set a target of 30 new leads a month, and you start hitting it, then great. You know the leads are coming in. Then one of your other objectives could be sales closing conversion rate.

Well, I'm generating the leads. Now I'm closing the sales. It's like you're building up your growth by doing that.

Did you have a question? Great question. Key performance indicator.

There's no such thing as a stupid question. Thank you. Please ask.

What you want is a series of these in your business. You want one for your company, and then you want a series of these supporting numbers to help you get to that one big number. Yes, go on.

[Speaker 6] (1:04:18 - 1:04:33)

It's not really a question, but just a suggestion for anyone that doesn't get it, that wants to look into this more. If you read the book Measure What Matters by John Doerr, it talks about objectives and key results, and it's exactly this.

[Adam Goff] (1:04:33 - 1:04:34)

Oh, nice.

[Speaker 6] (1:04:34 - 1:04:47)

It just explains it in its whole entirety, if you want a little bit more explanation of it. What's it called again? It's called Measure What Matters by John Doerr.

It is available on Audible, and I'm not promoting it. I don't get any commission or anything from it.

[Adam Goff] (1:04:47 - 1:04:49)

Measure What Matters, nice. We might make that the book club next time. That's good.

[Speaker 6] (1:04:50 - 1:04:56)

It is a really, really good book. Google adopted it in their early stages, and that is how they got to where they got to.

[Adam Goff] (1:04:56 - 1:14:38)

Nice. This is all about ... Yeah, exactly.

It's ... Thank you. Do a full service.

This is about ... I see it just so much with entrepreneurs that they're not clear on what they want, and therefore their team has no idea how to also give them what they want. A lot of this stuff might sound quite simple, but actually clarity is hard, and getting it out of your own head and onto a bit of paper and onto the team strategy day, and then getting everyone's bonuses focused around this one KPI that you want means that you will get what you want.

That's how it works. Let's talk about personal objectives now, because this stuff has been mainly focused around the business, but we need some help with the personal stuff. We'll do questions at the end, all right?

Is that okay? Something else we deal with you on advance is we really make sure that when you're setting your personal objectives ... Not all of you, but a lot of you need to listen to this, because I'm not actually going to name names.

That would be a bit harsh. Some of your objectives and your targets are not tangible. Your mission now is to digest this session, especially this next bit I'm going to say, and then make sure that when you come back in January, because we don't get you to put the target on the affirmation board, that your target is tangible and it can be hit.

A really good way of testing whether it can be hit is to be able to take a photo of it. Next year, when you come with us on advance, this is the thing we'll be making you do. A before and an after.

If you want to lose weight, it's a pretty easy one, actually. You take a photo before, looking like a fat bastard, and then you take it after, looking a bit skinnier, all right? Yeah?

That's what you do. I couldn't resist, guys. Come on.

That was me in 2001. Things have changed since then. Hi, Bianca.

Pipe down, pipe down. Two years, getting cocky. When you're doing your year of, you want to show people the journey you've been on.

You want to show a starting point and a finishing point. This is why this stuff's really important. Sarah Lloyd from advance, she won advance last year, absolutely smashing it, and she's in her early 20s.

She came up with karma credits as an objective and a target. She said, I'm going to have, I don't know, 100 karma credits or something. She started with an empty jar, and every time she did something for someone, she wrote it in a karma credit and put it in her jar.

That's how she made it measurable, because it's tangible, it's there, and I thought that was absolute genius, to be honest with you. She took something that was hard to do and made it tangible. The before and after body shot is actually easy.

That is world class. No wonder she won. And then Tony Rigby, you know how he split his time.

It's like, right, 70-20-10, boom. How'd you do it? Toggle.

Toggle. It's like that was one of his objectives. It's like militant with his time.

I'm going to follow the 70-20, because he's got a lot on, and he needed to be focused and not get distracted, and the toggle doesn't lie. So there are, your challenge, and by the way, this is not easy. In fact, even this year, I've had to sack off a couple of objectives, because I can't figure out how to make them tangible.

So we're all in this with you. It's not easy, and I'm not saying you have to do this. This definitely will be something we make you do on advance, but what I'm trying to get you to do is, for those people, the invitation is, for those people that want to take it, is to make sure those targets are very tangible in their personal lives.

So your mission over December is to try and figure out how to turn what you've got into something you can hit with a barren arrow. It's got to be like that. Okay, some top tips, and then we'll wrap it up.

So when you're setting these targets, you want to get everybody involved. This is not just you alone, unless you're doing your year off. When it comes to headline strategy in companies, you do the strategy sessions.

You're going to have a strategy. You ask them. You ask for their input about where they think you should focus and what you should be tracking.

Creative collaboration. You don't have to come up with all the answers. If you've got a team, especially if you've got a team of high performance, it's actually pretty easy.

When you're setting targets, less is more. So I don't mean the hope for the best and plan for the worst. I mean it's much better to have one than five.

So just pick one number that everyone can get behind, especially if it's your first year. If you bamboozle them with six different KPIs, none of them mean anything. If you just have one number that everyone focuses on, that's plenty.

I would definitely consider, when it comes to distribution of focus, definitely consider time tracking. Maybe have a play with it now. Some of you are already doing it.

I think Pat, you're already doing it, aren't you? I know Neeraj is already doing it. Consider having it, but also potentially make it one of your objectives, because I'll be teaching it to you in January.

So you're going to get the full insight on it in Jan. So potentially you could make that one of your, if productivity was an objective or execution, then the measurable aspects of it could be time tracking. You treasure what you measure.

So if you want to make money this year, don't bother setting a growth target. If you want profit, it's not about reinvesting. It's just not going to happen, like they're conflicting.

So just make sure you get very clear about what it is you actually want. Leave the ego at the door. And then yeah, hopefully I've driven this home now.

These things must be tangible. You've got to be able to hit them. And in business sometimes it's easier than in our personal lives, but they must be something you can hit.

Final sentiment, like a sixth top tip, is you can achieve anything, but you can't achieve everything. You can achieve anything, but you can't achieve everything. Basically pick one thing at a time to do, do it well, and then move on.

Cash flow target. Hiring a VA. Delegation.

Growth. Profit. Making the till ring.

Getting out of the business. Getting my time back. Peace of mind.

Pick something that you want. Go after it an inch wide and a mile deep this year. Achieve it, and then next year set a whole other game and go and achieve that next thing that you want that's on your list of wants right now.

Don't pick the five things that you want and try and do them all in year one. Pick the one thing that you want. Absolutely nail it.

Come in sailing home at the end of the year, giving a presentation that you're proud of because you've achieved everything you said you were going to do and you're so hungry you're already on to the next thing. Don't over egg it. Bite off more than you can chew.

Fail and realise that actually at the end of the year you didn't really do anything that you wanted to do because you overdid it and you're going to have to start. You've learnt some tough lessons, but you're going to have to start again next year because both of those will happen, so you've just got to pick which camp you're in. Some resources to support another podcast for you, which in the back is called Hold My Pint.

You love that one, yeah? It took me a while to understand what this means. It's episode 73, but I get it now.

This basically means it's the accountability you sometimes need to actually make something happen and the joke is like, I bet you can't do 1,000 press-ups. Hold my pint and watch me. So you're telling someone else that you're going to do something.

That holding of the pint is watch me as I go do this and when you're setting these targets on strategy day and in front of your team, what you're really saying is hold my pint because you're putting your head above the parapet. There's an accountability. That feeling you get in your chest, where you're like, oh, I'm going to have to do it.

It's like that's what you're doing by setting these targets. I'm actually going to have to do this. I'm going to commit to this and my mate's holding my pint and he's watching me and I'm going to have to do it, so that's the power of this group.

It's fantastic. Hugh Moat, who's going to do one of the midweek mentorings, he used this to great effect in his strategy day presentation last year and he told me that he was going to quit his job by the end of the year and he poured a pint on stage and asked me to hold it and I thought that was absolute genius. As you can tell, I'm overwhelmed with joy.

I thought it was hilarious. Honestly, I've never seen anything. It was very, very funny, but it was just a great sentiment.

So, yeah, Hugh will be doing the midweek mentoring around strategy day. What a great guy to give a presentation on that. Any questions?

Any questions? Katie, did you have a question? Okay, or an observation?

[Speaker 4] (1:14:39 - 1:15:31)

So, it's just to do with working out your personal finance, so I don't like spreadsheets, never have. I got in a bit of a tangent last week on Google where I was meant to be doing work and ended up on Etsy, but I found... LAUGHTER I found a pre-made budget spreadsheet, monthly spreadsheet.

I paid £2.54 and it is all, like, automated, so you literally put your numbers in and it gives you everything that you need to know about your monthly budgets and then you can fill in every time you spend something. You just type in the number and it gives you, like, all sorts of diagrams. You have every month and then you have, like, a total annual thing as well, so anyone who doesn't like creating spreadsheets, if you go on Etsy, they have, like, habit trackers and they're all, like, £2.50 and it's all done for you.

[Adam Goff] (1:15:31 - 1:16:07)

Great insight, thank you. If you remember, when I did PCM on the Blueprint, I said the best way to track your spending is get a Revolut card or a Monzo and it's put everything you spend on that because all the charts, all the budgets can all be done in the app and that's free. We'll also be teaching you PCM over winter with finance, so I know it's a little bit late for this, and we'll give you a spreadsheet, but absolutely.

I mean, like, yeah, I mean, if you can't wait, get it done. If your target is personal spending, then for sure, get it done. Any other questions?

Yes, OK, so we've got some questions, right. John?

[Speaker 10] (1:16:09 - 1:16:23)

Thank you. Adam, you talked about targets and then you said supporting objectives. Yes.

As usual, you are giving it a load of that. I'm trying to write feverishly and then I've missed something, so give me a clue. What's a supporting objective?

[Adam Goff] (1:16:23 - 1:17:36)

Cool, so you need a headline strategy. Thanks, man. You need headlines for your company.

You need a headline strategy. I know it's just you, but you'll probably set one for your company and then you'll have three supporting objectives below that. So if the headline strategy is world-class service, then the supporting objectives will support what's going to help you get to world-class service.

So it could be like customer retention, lifetime, what are the three things we go with? Do you understand? Do you get my point?

Like Google reviews, things like that. So if you did those three things, then you're going to have created this world-class service environment, pleasing every customer every time, things like that. And it's the same with your year off because in your year off, you've got three personal objectives and three professional objectives.

So you're actually going to set nine objectives, six within your personal year off and three within the company. And each one of those needs a target. And then your business needs one main target, like if your growth number of customers, if your profit margin.

Does that answer the question? Yeah, thank you. Pat.

[Speaker 9] (1:17:38 - 1:18:04)

Just something I picked up on what you said. You said if you want to make money, you don't set a growth target. So if you're in the storming phase, one of your targets definitely shouldn't be like, oh, you want to make so much profit.

It should be more like I want to sell so many deals. Is that what you're trying to say? Got you, yeah.

Okay, I like that. And the other one, how many targets per objective? One.

All right, okay.

[Adam Goff] (1:18:05 - 1:18:07)

Less is more. Yeah, one target per objective.

[Speaker 9] (1:18:08 - 1:18:12)

And that's for professional, personal and all your business as well, just one per?

[Adam Goff] (1:18:12 - 1:18:12)

Yeah, absolutely.

[Speaker 9] (1:18:12 - 1:18:13)

Yes, sorted.

[Adam Goff] (1:18:13 - 1:18:14)

Yeah, yeah, absolutely.

[Speaker 14] (1:18:20 - 1:18:35)

Mine is about the strategy presentation things. Obviously mine and Matthew's is kind of the same. Can we do it joint or is like, how does it work?

You know, because we're going to be doing it all together. Yeah, that's fine.

[Adam Goff] (1:18:35 - 1:18:45)

Yeah, so, Rachel, you're doing the setup for strategy day now, aren't you? Yeah. your year of's aren't the same.

[Speaker 12] (1:18:46 - 1:18:46)

Yeah.

[Adam Goff] (1:18:47 - 1:18:52)

So, Rachel's going to run you through it now. Only a couple of minutes will be about the business.

[Speaker 14] (1:18:52 - 1:18:52)

Right.

[Adam Goff] (1:18:52 - 1:18:54)

The rest of it will be about you personally.

[Speaker 14] (1:18:55 - 1:18:55)

All right.

[Adam Goff] (1:18:55 - 1:19:08)

So, listen for the brief and then if you've still got questions, absolutely jump on the mic then. But we're going to talk you through it now. Any other questions on targets?

Is everyone clear about targets?

[Speaker 12] (1:19:08 - 1:19:09)

Yeah. Yeah.

[Adam Goff] (1:19:09 - 1:19:11)

Is everyone clear about targets?

[Speaker 12] (1:19:11 - 1:19:11)

Yeah.

[Adam Goff] (1:19:11 - 1:19:13)

Good. Has that filled in the gaps?

[Speaker 12] (1:19:14 - 1:19:14)

Yeah.

[Adam Goff] (1:19:15 - 1:19:20)

Okay, good. Yes, Ian. Let's get the mic for Ian, please.

Oh, is it already gone? Where's the mic? Yeah.

[Speaker 8] (1:19:24 - 1:19:59)

I have a target that's slightly off topic, but can I ask everybody in the room for some help if they wouldn't mind? Absolutely. On Christmas Eve, 23rd December, we're doing a 31 mile hike starting in Bewdley and ending up in Malvern.

So, it's cross-country, so it's up and downhill. There's about six of us taking part. We're trying to raise money and donations for the Children of Worcester Cancer Trust.

I've got a JustGiving page. We're trying to raise £4,000. I didn't want to just put it in the group, so I just wondered if I could share that in the group, if everybody in the room could dig deep and support us, if that would be much appreciated.

[Adam Goff] (1:19:59 - 1:20:13)

Absolutely, yeah. No worries. Let's give Ian a round of applause for doing that.

Sounds good. I like that stuff. All good getting in the get-up-and-give-back spirit.

Any other questions? One more question. Yes.

[Speaker 7] (1:20:20 - 1:20:52)

Thanks very much. Just a quick one. With the targets, if you can just have one target per objective, that's kind of stumped me a little bit.

So, I think one of my objectives has probably changed to just do it, which is things I've kind of wanted to do, but just put off. Say, learn to play tennis or whatever, and there's loads of things like that. Would it be reasonable to then make a list in advance and then kind of say, if I've ticked off 90% of these, that's a target?

[Adam Goff] (1:20:52 - 1:21:17)

Yes. Is that cheating? No, not at all.

Obviously, you have to manufacture these a bit. Some people do 12 in 12. Let's just say they want to go away on holiday because they do 12 holidays in 12 months or something.

So, if it's like, just do it, and there's six things you want to just do, or five things, it's an easier mass, 20% through, 40% through, 60%. It's like a scorecard, isn't it?

[Speaker 7] (1:21:18 - 1:21:24)

Yes, I'd probably sit down in advance and then say that these are things I've been meaning to do for more than a year. So, it's not just on a whim.

[Adam Goff] (1:21:24 - 1:22:05)

You worked it out, and then it's a scorecard. The scorecard is how many of those things have you done that you wanted to do. Yes, and that makes it just the one target.

That makes it a target, for sure. Good stuff. Okay, so Sarah Lloyd, like I said, the winner of Property Entrepreneur Advance last year, is going to do a mid-month mentoring on targets.

She's a steal. She set some fantastic targets. She had a spreadsheet.

It's unbelievable. Very, very good. But success and failure are very predictable, and it was all about small actions leading to big targets.

So, she absolutely killed it. So, 20th of December for that mid-month, mid-week mentoring. And that is it from me.

So, that's it from me. So, we're going to invite Rachel up on stage now. Are we clear on targets?

[Speaker 12] (1:22:05 - 1:22:05)

Yes.

[Adam Goff] (1:22:06 - 1:22:14)

Put them in the group. Let's get some feedback. Let's make sure these things are absolutely nailed, because nothing should ever be arbitrary.

So, without further ado, let's give Rachel a big round of applause, please.

[Rachel] (1:22:16 - 1:22:26)

Thank you very much. Wow, that was amazing. Thank you, Adam.

Enjoy that?

[Speaker 12] (1:22:27 - 1:22:27)

Yes.

[Rachel] (1:22:27 - 1:30:13)

Good, good. So, on Property Entrepreneur, it's not about having the biggest, baddest business. It's about setting goals and objectives that mean something to you, and that you are motivated to achieve.

And the targets you choose this year for 2024 will make or break your year. So, choose them wisely. I think Adam's made that very clear.

It's very important to choose them wisely. And a sentiment he, Adam brought this up, nothing should ever be arbitrary. So, as you go back into the cave in December, what I want you to do is have this in your mind.

We talked about how it's important to make the measurable, specific, achievable, and giving yourself tangible proof. Have all of those thoughts in your head. Think this statement.

Go into the cave, go deep, and work out what those targets need to be. What evidence are you going to have at the end of the year that you've done what you've set out to achieve? Sound good?

Yeah. Awesome. Who's enjoyed workshop three?

Who's enjoyed workshop three? Come on! Woo!

Right, it's now time to get stuck into the month. Who's looking forward to December? Yeah?

You've got Christmas. You've got lots to do. You've got loads of homework.

Yay! Come on! Woo-hoo!

You have got your wealth hierarchy. So, what money strategy are you choosing for 2024? You now know how to do your winter hit list.

You've got a brand new strategy. You're going to build a brand new business around it. And now you know exactly how to set your targets.

So, where are we headed to? We are heading to strategy day. Now, strategy day is going to be a 10-minute presentation in front of your peers.

So, take a look around. Everyone have a look at each other. These are your peers.

These are who you're going to be presenting to. Now, for your business, it means that you'll be booking your strategy day in with your teams. But for the purposes of right now, what you want to know about, you want to know about how to handle strategy day on Property Entrepreneur, don't you?

So, that's what we're going to talk about. I'm going to break it down and make it as easy as possible for you. And I'm going to answer all of your questions.

If I can't answer it, Adam and Josh will answer it. So, that's what we're going to do now. We've even provided you with a slide deck template.

So, you're going to get in the WhatsApp group and the Facebook community. Bianca, have you done this? It's on Facebook already, so you can have a look at it.

And you're going to get these sent out to you. And it is a deck, fully loaded, ready for you to use. So, if you don't have your own PowerPoint presentations or your own branded slides, then you don't need them.

We've created something for you, okay? And remember, who's sitting here feeling slightly overwhelmed? Got a few people feeling overwhelmed.

I hear you. Remember this, that you've already done most of the hard work. You've been in the cave.

By the time you finish your homework, you'll have set all of your year of, your headline strategies and your objectives, and you'll have done all of your targets. That's all that you need to have ready for this presentation. Okay?

Let me walk you through. Before we go into the detail of what the deck will look like, what I want to do first is just give you an idea of how the day will work, because you've not done this before. So, in the morning, when you come in to Property Entrepreneur, you will present your 10-minute presentation in front of your peers.

So, as if it's happening now, you guys will turn around, one at a time, you will present your presentation. Then, when everyone's finished their presentations on the table, the table will then vote for the best presentation that they saw at the table. The winners from each table will then come onto the stage here and present their strategy to everyone.

Yeah? And then, so the finalists will be on the stage presenting, and then everyone in the group will then vote for the best presentation. And then you guys in the room will decide who the winner is.

Does that sound good? Everyone following? That's the layout of the day.

One of the things that you don't realise now, but you will after you've finished it, you will get so much value from the session. I remember the first time I did it, I was really surprised how much value I got from listening to other people's presentations. You will pick up an awful lot.

It will be a really, really valuable day. So that's how it's going to work. Now, as I said, it's a ten-minute presentation, and I'm going to walk you through what that's going to look like now.

But before I do, take it seriously. So what we want you to do is put in the effort, practise it at least five times. You have ten minutes to give this presentation.

It will be on a timer, like I am right now. On a timer, you've got ten minutes. Go through the presentation.

Make sure it only lasts for ten minutes. Can we all do that? Excellent.

So let's go through what to expect in the deck. So when you get this deck, the first part of the deck is going to be on you personally, and the second half is going to be on you professionally, which is your headline strategies. So the first part, in the first section, you're going to have either the long game or year of.

You can have the long game first if you wish, if you've done a long game, and then you can spend half a minute explaining your year of. Your overarching theme for the year. What's that going to be?

It tends to be more personal, but it does need to be aligned with your headline strategy. Everyone clear on that? It's your year of.

Then your personal objectives and your targets for those personal objectives. So about two minutes on that. And then two minutes on your professional objectives and the targets you've set for those.

You can see there that's quite personal. Your long game could go in there as well. If you do add your long game in, you need to take some minutes from somewhere, and I'll give you some ideas in a second on where you can take some extra time if you really want to present your long game.

That's fantastic. And then the second part of the presentation, the next five minutes, will be on your headline strategy and your business objectives. Now, if you've got more than one business, so who here has got more than one business?

There's quite a few of you, isn't there? Are you setting headline strategies for all of them? What I suggest here, you've got three minutes.

You might want to bring them up on the screen, but you might want to focus on one or two. Adam talked about this in priorities, didn't he? You're going to have something to focus on, so please cover that.

If you've got five businesses, please don't try and cover them all in three minutes. That's not going to work. So think about what you're going to cover and why it's relevant in that three minutes.

And then this is where you can steal some time back, distribution of focus and wealth hierarchy. If you're doing a long game, I would suggest that you spend half a minute or you join these two together, half a minute on each, or you can, if you're not putting in the long game, you can spend a minute explaining your distribution of focus and a minute explaining your wealth hierarchy. And then finally, when you have smashed your targets out of the park and you've exceeded them, shoot for the stars and reach the moon, that's where we all want to be, what's your reward going to be?

Now, I want you to think of the reward not as something you might do if you hit your targets. You are going to hit your targets, get this booked in, what is your reward going to be? So spend half a minute explaining to us the gift that you're going to give yourself or your family for all this hard work.

How does that sound? Good? Is everyone clear on what the strategy deck needs to do?

I can see I need a, where's the mic? Anyone know where the mic is? I can see questions.

Oh, there it is right in front of me. Behind you. Pat, behind you.

[Speaker 17] (1:30:14 - 1:30:19)

Just on the wealth hierarchy, is that explaining what part of that you're going to be working on for that year?

[Rachel] (1:30:19 - 1:30:50)

Yeah, absolutely. Your wealth strategies. We've talked about it today.

What's your wealth strategy going to be? Your focus? Is it cash flow?

Have you already got your living expenses covered? Is it profit? Are you focusing heavily on purchasing properties for your financial fortress?

Is it an asset player? So it's about your wealth strategy, the money strategy behind everything that you're doing, basically. Does that make sense?

Anyone else got any other questions on how the presentation should run or what you should be covering? Are you all quite clear? Oh, it's just there.

The catch box is just there.

[Speaker 13] (1:30:52 - 1:30:57)

Hi, Rachel. Does it have to be in a PowerPoint? Can it be something that we print out?

[Rachel] (1:30:57 - 1:31:07)

So what we're providing is we're giving you a slide deck presentation, so a PowerPoint presentation, but it is only a guideline. If you'd like to do it differently, then you're welcome.

[Speaker 3] (1:31:07 - 1:31:09)

But don't print anything out, please.

[Rachel] (1:31:10 - 1:31:11)

Yeah, there you go. But don't do it.

[Speaker 13] (1:31:14 - 1:31:23)

Okay, so PowerPoint on a USB stick. Am I bringing my laptop?

[Rachel] (1:31:23 - 1:31:26)

Yes. Yes, the answer is your laptop. Yes.

[Speaker 13] (1:31:26 - 1:31:29)

Okay, I'm bringing my laptop. Thank you very much.

[Rachel] (1:31:29 - 1:32:02)

Yeah, yeah. Gabby, you're absolutely right. You're just thinking of the practicalities there, aren't you?

You're completely right. Bring it on a USB stick or bring it on your laptop, and then we'll load it up. Declan's very good at these things.

Aren't you, Declan? Very good at putting these presentations onto the screen. You'll be absolutely fine.

That's how it'll work. Okay, so remember what I said. Practice it five times.

It is 10 minutes. Make sure you have got it down to a T before you present it. Okay?

Any more questions? We're all good. Looks good.

Oh, no, there's one. Ralph, where's the...

[Speaker 13] (1:32:02 - 1:32:03)

We've got one here as well.

[Speaker 15] (1:32:03 - 1:32:14)

Oh, sorry. Can I just... Just picking up on Gabby's question.

So when we do the morning, though, just around our table, do we do the PowerPoint presentation to our table peers as well?

[Rachel] (1:32:15 - 1:32:58)

So how we start it off is you do it to your peers around the table. So you present to them. They listen for 10 minutes.

You present. And then it goes around the table, and everyone presents, and everyone listens to the presentations. And then once that's done, everyone goes away, votes for the best presentation on their table, and then the winners from that come onto the stage in the afternoon.

They present their 10-minute strategies to everyone. Is there six finalists usually? Six to eight?

Depends on the attendees. Yeah, depends on the attendees. But then all the finalists will come up.

They'll present, and then everyone in the room then gets to vote who they think was the best presentation on the stage, and that's the overall winner. We give them a huge round of applause. They win a beautiful, beautiful award.

So remember, there's awards up for grabs today.

[Speaker 5] (1:32:59 - 1:33:00)

What should I wear?

[Rachel] (1:33:02 - 1:33:10)

I would come suited and booted and looking gorgeous. Sorry, Rav. Go on, throw it.

Go on. Oh, that's a great throw. Yeah.

[Speaker 16] (1:33:13 - 1:33:21)

It sounds like it's going to be chaotic with all the tables doing it at the same time. What's it actually like?

[Rachel] (1:33:21 - 1:34:07)

You're right. It is noisy, but you will not notice because you'll either be sitting there sweating, waiting for your turn. Everyone's deeply listening or actually presenting.

So I think you might not... I never seriously noticed a huge amount of noise. It's not like the speed networking.

Yeah, but I've gone through the process quite a few times, and I've never really noticed the noise. I'm sat there waiting for my turn, and I'm trying to tune in and listen to what people are telling me. And remember the value you're going to get from listening to other people's presentations.

It's phenomenal. The things that you pick up and the things that you learn from other people, I think you're going to be in the zone, to be honest. Does that sound all right?

Does that answer the question? Anyone else? Grant?

[Speaker 6] (1:34:10 - 1:34:15)

Will the tables be picked beforehand, or will we all pick the tables?

[Rachel] (1:34:15 - 1:34:30)

Yes, we will pick the tables, I think. Thanks for that. Who else?

One final question, and then I'll move on, and you can ask us in the networking session.

[Speaker 10] (1:34:31 - 1:34:44)

Thanks, Grant. What are we voting on? The clarity of the- Good question.

Well, is it the clarity of the presentation? Is it the aspirations of the person presenting, or is it their style?

[Rachel] (1:34:45 - 1:35:26)

I think it's a combination. What I would say is everything you've listened to on Property Entrepreneur up to this point in the whole of the autumn season, you know what makes a good target, don't you? We've talked about making it tangible.

Strategy, we've been talking about it for the last three months. Does the year of and the headline strategy sound aligned? One isn't growth, and one isn't smell the roses.

Make sure there's some alignment there, that there's clarity in the whole thing from the year of down to the headline strategy. Does it sound like the targets are right? That kind of thing.

Josh, do you want to add anything in here in terms of what they should be looking for?

[Speaker 3] (1:35:30 - 1:35:57)

Yeah, so obviously you can vote however you want. Your vote is your choice. You can vote however you want to vote for.

But really, if we were going to say the criteria, it's like who's got the most clearly defined, well-considered strategy? Who's really nailed this, really put the effort, put the cave times in? Who's created a strategy that actually means something that's very important to them?

That's generally the ethos that we go for with the voting.

[Rachel] (1:35:57 - 1:36:18)

Also, just one thing to note on that point. If the person who's presenting it, if they present it well, you'll understand that it's on par for them, that it's life-changing for them because of what they've explained. Remember, when you're setting up the personal part, you're really setting the scene for why you want this and why this is so important to you.

Does that help?

[Speaker 10] (1:36:18 - 1:36:19)

Thank you.

[Rachel] (1:36:19 - 1:37:00)

Really good question, that. Just a reminder, all I can think of is hold my pint now. Hugh Moat is in week four, the 3rd of January.

He's going to be walking you through how to nail your presentation, so your strategy day presentation, how to nail it like Hugh did. That's coming up, so make sure you tune in for that. Now we're going to look at your homework.

If you can turn to the back of your book, I think it's page 50. We're going to just review a summary of what you've got to do this month. First things first, is everyone on page 50?

[Speaker 12] (1:37:00 - 1:37:00)

Yeah.

[Rachel] (1:37:01 - 1:37:22)

Great. The first thing to do is populate your winter hit list. Prioritise the tasks, allocate them and then, once you've done that, book a New Year's Eve party.

Is everyone clear with those who've got teams what a New Year's Eve party is? Or even you can do it with your partner. It's dinner out, it's something to mark the occasion, but you need to book it in the diary.

Is that all clear?

[Speaker 12] (1:37:22 - 1:37:23)

Yeah.

[Rachel] (1:37:23 - 1:40:11)

Then you've got your strategy session. If you haven't completed your strategy sessions, you need to complete those. Book your strategy day with your team.

That's when you're going to present the strategy that you're going to do for 2024 to your team. It's booking it in. Then you want to finalise your headline strategies and finalise your supporting objectives and finish anything you've got to finish off for your year of, your personal and professional.

Formalise all your targets. You now know that you need to make sure you've got tangible proof. Then work out your cash flow target, living and lifestyle costs.

I can't tell you how important this is to make sure you understand what your living expenses are so that you can work out what your cash flow target needs to be. Then work out your financial fortress target, your equity value versus ROI, and your ROI. Then finally on your strategy slide deck, complete the deck.

We're going to make that as easy as possible for you. Complete the deck, practise it at least five times. Before the strategy day, obviously there's a 10th of December deadline for getting your year of, your personal and professional objectives in.

If you want one of these for January's workshop to pick up when you come to do your strategy day presentation, it's going to have your year of at the top. This is in the big writing and then your personal and your professional objectives and an image. You'll need to provide an image that encapsulates what you're trying to achieve for the year.

Everyone clear on the homework? Yeah? Happy with the homework?

Know what you're doing? Great. Any questions?

All good. Mid-week mentoring. There's lots of support for you.

You've got the Facebook community if you're struggling and you want to ask a question, add it into the community. Also, mid-week mentoring sessions. Please tune into each one of these.

These are really non-negotiable. You want to go the distance next year and smash your targets out of the path. There's lots and lots of help and support on these.

We've talked about some of them already. The first one is Winter Hit List on the 6th of December. This is John Woodman.

He is one of the cleverest guys I've ever met. He's a long-term advanced board member. I'm sorry.

I thought you were out of the room. I didn't think you were there. Damn it.

I got caught out. He really is a clever guy though. Wait till you hear Winter Hit List.

I promise you. It's one not to miss. He's a board member now.

He's been on advance for a really long time before that. Tune in to John on the 6th of December. Then you've got Adam.

He'll be doing the 13th of December mid-week mentor session. He's going to be helping you with your strategy sessions or helping you nail your slide deck, nail your strategy deck presentation. If you've got anything, book.

Who haven't booked a slot yet on mid-week mentoring? One of you guys. I want to see you.

Promise me you're going to book onto the slots. You can do that with Bianca or you can do it as soon as the Facebook post comes around.

[Speaker 3] (1:40:12 - 1:40:13)

Can I just make a point on that, Rachel, as well?

[Rachel] (1:40:13 - 1:40:14)

Absolutely.

[Speaker 3] (1:40:14 - 1:40:26)

So far, for both the mid-month mentor sessions, myself and Adam, it's just been the same people who have booked on. We now know who's going to achieve this year. These people will go the distance.

[Speaker 9] (1:40:26 - 1:40:27)

Do you want to be dead fast on the Facebook?

[Rachel] (1:40:28 - 1:40:29)

Fair point.

[Speaker 3] (1:40:29 - 1:40:34)

Do it now. Raf's just booked himself on. Who wants to book themselves on?

[Rachel] (1:40:34 - 1:40:39)

Quick, book yourself on now. Quick, do it now. Do it now.

Don't listen to me. Do it now.

[Speaker 3] (1:40:39 - 1:40:45)

Okay, who comes? Yep, that's good.

[Rachel] (1:40:46 - 1:40:47)

I like that. That's great.

[Speaker 3] (1:40:56 - 1:41:21)

Just to make the point, the people that do well, the people that smash profit on the part, the people that get the results, the people that show up to mid-week mentoring, book onto mid-month mentoring, come to the supper club, come to the days, they've set up their winter hit list group and they're told to set up their winter hit list group, do the homework. It's not actually hard. You've just got to do what we do with this stuff.

You've paid for it, so what are you all doing? Book on, make the most of it. There you go, enough said.

[Rachel] (1:41:22 - 1:45:31)

Right, do what Josh has said. The more you engage, I think the sentiment there is the more you engage with the things that we offer you and the things that we put on for you, the more you'll get from it, the more successful you'll be. So Sarah Lloyd's doing week three on the 20th of December.

She is exceptional and very creative at hitting targets and the way she sets them up. So you're going to have, that's going to be absolutely fantastic. And then as we've mentioned, we've got Hugh, he was the award winner last year.

He's going to be doing the strategy day presentation, planning for you on the 3rd of January. Sound good? Yeah.

Are we all going to get onto those mid-week mentors? Yeah, brilliant, absolutely. So just a few pieces to finish up with, Sunday Sanity.

Who's going to do their Sunday Sanity this week? It's not a trick question. Yeah, yeah.

Pat, Pat, you've got to get this nailed. Come on, Pat. Come on, Pat.

We're all rooting for you. Right on the back of a receipt. Have you got a V.A. yet? You do? Gosh. Oh, really?

Oh, that's so funny. Oh, no, I'm not keeping up, am I? So we've got a break over Christmas.

So I think the Sunday Sanity, the last one, you do get a break. It's the 17th of December, and then the first one in the new year is the 31st of December. So keep an eye out for that.

You will be distracted that day. Maybe do it a bit earlier. But we're tracking this, as you know, every week by Monday at 10 o'clock, we know what's happening.

So do your Sunday Sanity. Another podcast for you to put on your action list is podcast episode 53. This is Dan's My Xmas Gift to You.

It's asking you to do an exercise. It's his gift to you for Christmas, and it's called The One Word, and it's really a lovely summary of your year. It's a great one to end on.

It's a great one to do between Christmas and New Year, actually, like a quick review. You've done a lot of this in the Cave Times, but it's a really nice way to summarise your year up with one word. So tune into that.

And then deadlines. I've talked about this already. 10th of December.

It is a Sunday. It's not a trick date. We want you to get your Affirmation Board orders in by then.

There's an order form. It's a QR code in the workbook that you can click link onto, and then Bianca will put it in the Facebook community, and she'll also put it on the WhatsApp groups. Yeah?

You do that, and the board will be ready in January. Okay? Sound good?

Good. 28-day challenge this month. Who's got their...

Hold up your handful of habits, please. Can I all see? Has everyone got theirs?

Yeah? Can we see it? Where's yours?

Is it over there? Right, great. So make sure you pick up your handful of habits and don't walk out without it, or don't walk out with somebody else's.

Yeah? So your 28-day challenge is to do your handful of habits. While everyone else out there is going crazy, drinking too much, getting into bad habit season, you're going to be getting your steps in, ready for GUGB.

You're going to be doing your fit and healthy habits, and you're going to end up in January on your AAA game. You're going to go into the new year on a high, feeling raring to go. That's where we want you to be.

Marvellous. Right, who hasn't done... Who hasn't done their buddies?

Anyone here who hasn't actually done their buddy? A couple of you? Right.

Do you know who your buddy is? Do you want to go see... John, your buddy doesn't want you.

David, do you know who your buddy is? That's the really funny one. William...

Can we finish off? Who needs to join up? Right, so who is your buddy?

Do you want to have a look at... Bianca, have you got... How have we done the last ones?

There's a few stragglers.

[Speaker 3] (1:45:33 - 1:45:34)

Yeah.

[Rachel] (1:45:35 - 1:46:05)

Right, so go see Bianca at the end. Right, okay, so do you want to call them out, or should we just send them to you, Bianca, and you can help them, show them who it is? Yeah, we need a matchmaker.

Okay, we'll do that. Yeah, go see Bianca at the end. If you haven't got a buddy allocated, it should mean that you all meet together, and you can then get your buddy.

Sound all right? Yeah? Sounds doable, doesn't it?

Right, fabulous. Grant, you're actually in the way.

[Speaker 5] (1:46:07 - 1:46:08)

I wasn't reading them.

[Rachel] (1:46:08 - 1:46:41)

No, don't worry about it. Right, now it's time to get your phones out. This is the point where we let you get your phones out.

Please take the time to rate us out of 10. Also, give us any specific feedback that you can. We want this event to be the most life-changing event that you've ever been on.

Yeah? In order to do that, we need to get the feedback from you. Please tell us how we've done.

All the good stuff? Any bad stuff? There's obviously no bad stuff.

Adam's Christmas jumper, yes, and the... Yeah.

[Adam Goff] (1:46:45 - 1:46:47)

So, please be honest.

[Rachel] (1:46:48 - 1:46:53)

Yeah, what we're saying is, yeah, be honest. We do want the honest feedback.

[Adam Goff] (1:47:04 - 1:47:20)

Ladies and gents, if I see WhatsApp on your phone, I will kick your phone out of your hand. You. You.

It's simple. It's simple.

[Rachel] (1:47:21 - 1:47:24)

Feedback only, please. We're nearly at the end.

[Adam Goff] (1:47:35 - 1:47:37)

Really appreciate your feedback, guys.

[Rachel] (1:48:40 - 1:48:58)

Has everyone done the feedback? Put your phones down if you've done your feedback so I can tell whether you've finished. Is that all right?

Wait. Wait, young man.

[Adam Goff] (1:49:04 - 1:49:11)

Not at the SMS, just raise your hand. Anyone missing a text message? OK, Louis.

Yes.

[Rachel] (1:49:12 - 1:50:29)

In networking, definitely. I love it. I know, I'm quite impressed.

Are we all nearly done? Can you put your hands in the air if you've finished the feedback? I know, I kind of like this.

So, guys, hands in the air if you've done the feedback and you're finished. Everyone finished the feedback? Right, brilliant.

OK, let's move on. Thank you for that. We do, as Adam said, massively appreciate your feedback.

It all gets taken into consideration. Right, drinks at the bar. We're nearly there.

So don't forget, networking with drinks in the Lichfield for your area. So that's happening next. Remember, your net worth is your network.

All the people that you need are in this room, so please spend the time getting to know them. This is a great community. I have to say, you guys are absolutely fantastic, so make the most of this.

And now it's time to open your gifts. Open your gifts. Woo-hoo!

Are we doing the card first? Are we doing the card? Now you're going through it really slowly.

Oh, my God.

[Speaker 13] (1:50:33 - 1:50:35)

Oh, wow, Josh.

[Speaker 12] (1:50:40 - 1:50:45)

Oh, Grant.

[Rachel] (1:50:45 - 1:50:46)

Grant, shh.

[Speaker 12] (1:50:51 - 1:50:51)

He's laughing.

[Rachel] (1:50:59 - 1:51:19)

Yeah. Has everyone opened their gifts? Not yet, not yet.

You're my pleasure. Grant, you're making it worse. Right, has everyone opened their gift?

[Speaker 9] (1:51:19 - 1:51:20)

Yeah?

[Rachel] (1:51:22 - 1:51:32)

Yeah? Good, good. Yeah, yeah, of course you can.

Right, guys. That is our little gift to you for Christmas. Merry Christmas, everybody.

[Speaker 12] (1:51:33 - 1:51:34)

Merry Christmas.

[Rachel] (1:51:34 - 1:51:39)

And that was your book club for the month. Yeah, there we go.

[Speaker 12] (1:51:39 - 1:51:41)

It's a gift on us. No excuses.

[Rachel] (1:51:41 - 1:51:48)

No excuses not to read it. It's The Millionaire Next Door. It identifies the seven common traits, and they're not what you would expect in wealthy people.

[Adam Goff] (1:51:49 - 1:52:18)

Honestly, ladies and gents, this book is... This is based on actual studies of millionaires. So this is, if you want to learn how to become a millionaire, the key to accumulating wealth, all of the gold is in this book.

It's like a timeless classic. It's been republished about ten times. It really is, like, very, very interesting, and it really fits in line with our values and how we go about building wealth.

So, yeah, I really would recommend it. Like, that book, you can get a fantastic ROI on. So enjoy.

[Rachel] (1:52:19 - 1:52:53)

Brilliant. Right, no problem. And that's the book club.

Right, guys. That's it. What an incredible day.

Have you enjoyed yourselves? Love it. Well done, everybody.

Success and failure are both very predictable. What we want you to do now is go out there, pull the trigger, get all of your homework done, and just enjoy Christmas and enjoy writing your presentations and setting your targets for next year. Can we finish on a huge round of applause?

Yeah? Whoo! APPLAUSE