**TBP 147 Edited v2\_Transcription**

[Daniel Hill] (0:05 - 29:25)

Welcome to the Blueprint Podcast. In these episodes, I'm going to share with you my life's work boiled down into simple blueprints that I used to build a 10 million pound portfolio and retire with financial independence at the age of 35. You can listen to these podcasts in any order, and I guarantee you that when you execute them in practice, you will see that success and failure are both very predictable.

Let's get into the next blueprint. Deadlines get things done. In this podcast, I'm going to take you through the art of actually getting stuff done, getting work out the door, not only making sure you're on top of your workload, but also getting the skill and the ability and the capacity to delegate effectively to others who actually execute effectively on theirs.

The reality is if you're not using this, then you're running around being a busy property investor doing viewings, refurbs, everything under the sun that comes with running a business. However, if you want to become a highly leveraged, highly lucrative new age property entrepreneur, we need to take a slightly different mindset to get a completely different result and take this to the next level. The way we're going to do it is deadlines get things done.

If you've not already listened to the episode called Get Shit Done, this is more about your own workload and how to plan your week, how to plan your month, and how to get stuff out your door. What I'm talking about here is how do you actually get other people to get work done to enable you to become more leveraged and more effective? Somebody asked me the other day, how do I get everything done?

When you're running a business, how do you get everything done? Well, in the peak of the pandemic, I was running a portfolio of over 25 different companies based all around the UK doing six, seven, and eight figure deals. I managed to do all of that successfully and break most of the records that we've ever had financially whilst living on a narrowboat.

That is not for the faint of heart. That is not something anyone can pick up and do. This blueprint is how you can do exactly the same.

We don't want to be busy. We don't want to be running on the treadmill. We want to be a new age property entrepreneur who's highly leveraged, delegates their workload, and understands how to get other people to spin the plates.

As a busy individual, you'll be spinning a single plate, and that's the end of your capacity. As a more leveraged property investor where you have a few team members, maybe you're spinning plates and they're spinning their plates, what we want to look at is how can you become a highly leveraged, high net worth property entrepreneur who's spinning plates of people who are spinning plates of people who are spinning plates of other people who are spinning plates. At this level, anything is achievable.

If you've not already listened to the podcast called Raise Your Rate, it's episode 51. This is a key part to raise your hourly rate. What it'll also do is enable you to reduce your frustration.

If you find that you're delegating workload to people and they're not getting it done, you find that you've got all these ambitious ideas, new projects, targets that you want to achieve, but people just aren't pulling their weight, half of this is your responsibility, and then half of it is theirs. We need to shift our mindset to enable us to do this. A lot of this is about slowing down to speed up.

It's not about turning the tap on. It's not about running faster. It's not about putting more hours in.

It's definitely not about swinging the bat to try and hit it out of the park. This is about more strategy. It's about more business savvy, and it's about more slowing down to speed up.

What you're going to need for this blueprint is a pen, a paper, and then, to be honest, some patience. If you're a fast paced entrepreneur who wants to get stuff done all the time, that's going to be both the gift and the curse of your journey. If you're not necessarily a blazer, a dynamo going all the guns blazing, and you're more of a tempo or a steel, and you're giving other people work, and they're just not delivering to your deadlines, which you can't believe anybody wouldn't do, this is the same thing that you're going to use.

This is basically deadlines get things done, how to become a professional plate spinner, and it's the six-step blueprint that I've used to build, start, systemize, scale, run a whole portfolio of companies around the UK, and now I'm going to share it with you. The first step is about slowing down to speed up. If you want to be a one-man band, then you can run around doing whatever you want whenever you want to do it.

That's absolutely fine, but if you want to buy back your time, and you want to become more leveraged, and you want to be able to have this really world-class vision of what you're going to achieve, and you want to be able to delegate it to other people, and it actually to come into reality, your ability has got to move away from the exciting, sexy, creation, visionary, development side of things, and more slowing down to speed up, slowing down into a tempo, a steel, a detail, a project planner, project management, delegation, and it might sound boring, but when you slow down to do this work, it enables you to speed up because the things that you want to actually achieve will actually be achieved. Step one is having that mindset, you've got to slow down, do the work properly, set it up, delegate it, put this blueprint in place, and then you can speed up and go on to the next project.

The second is if we're going to do this, we've got to do it one thing at a time, so you've got to define which project do you want to work on at the moment, and what are we actually trying to achieve? There's a million things you can do. You can launch a YouTube channel, you can do Instagram, you can have a social media profile, you can do development, you can do flips, you can start doing roll-ups, you can broker deals.

All of these things that I do, but I can't get everything done at the same time. It's one project, one position, one priority, and then one project plan to actually deliver it. So the second is what is this project?

So I can only work on one really core focus thing at the moment, so I can set it up, and then I can forget about it. What is that project going to be, and what are we trying to achieve with it? The third is then to get into a bit more detail, because you've got this great idea about this business you want to build, or this development scheme you want to do, or this new marketing campaign you want to launch, but the reality is it's only you that knows that.

Nobody else in your team understands that vision, that creativity, that intention, that plan until it's well communicated. So the third is what we want to do is we want to detail what is actually required in order to achieve this project, and what's the priority plan through that. So just to confirm, first is slow down, speed up.

I've come up with this idea, I want to build a new content media strategy. So you watched us this year build out our Level Up. In fact, this is a great example.

I'm in the studio today. You've seen us this year build out our Level Up content machine strategy. It's a project.

So that's step one. That's what we're going to do. I need to slow down, speed up.

So slow down. I need to define the project. What is the project?

Well, the project is called Level Up, and it's the content machine strategy that we're going to use for the Daniel Hill and the Property Entrepreneur platforms and profiles. Great. Okay.

I get it. And then step three is I need to detail what is required and in what order. So how are we going to go about this?

Well, this was a few sessions in my journal. It was a bit of time on a whiteboard. It was probably two 90-minute sessions typing it up into a Word document, and then probably a further 90 minutes having taken feedback from a few people, things that didn't make sense, bits that I'd missed, suggestions that I'd made that there were better ones available, and then formalized it.

And what we had there is, right, this is the project. This is phase one, two, and three. Phase one would be about raising the profile.

Phase two would be about content schedule, and phase three would be about going across multiple platforms with bespoke content. So now we've got a plan and we've got a project, whereas you might previously, or maybe this is what you're doing now, busy property investors have all these great ideas, and they either end up doing it themselves because they think nobody else can do it because it can't be delegated, or worse, they try and spit it out on a WhatsApp message, send it on an email, pay somebody to think, this is your problem, not mine.

They don't deliver. It comes in late. It's not exactly what they thought, and they think it's all the other person's fault.

If you realize we're at step three now, we're halfway through the blueprint, and I haven't once talked about even talking to anybody else. I was in a board meeting yesterday, and they said, what would be your biggest advice for the next month for us to focus on? I would say, choose which project you want to focus on, and then write a project plan.

That would be the biggest thing, is boil down all these great ideas that you've got. Make it simple. The hardest thing is to keep it simple.

Make it simple. Get it really clear in your head. Document it so everybody else understands it, and then we can look at moving into the next three steps, because if you want to get these things done, it's only going to work by slowing down to add speed up.

This is also a good thing to share with your team, so if your team are not getting the result they need from a main contractor or the result they need from a designer, share this with your management team, share it with your team, share it with your assistant. Whenever you want to delegate anything, deadlines get things done, but you can't execute a blueprint or a brief unless you've got the full detail of what's expected, and that's half the battle. If you remember, high-performance management is about clear expectations and then challenging conversations.

That's literally it. What is it explicitly clear, black and white, that's been agreed, and then if it's not achieved, challenging conversations to explore why that is, and ideally, catching it when it's a problem before it becomes an emergency. So share this with your friends, your family, your business partners, those people that you want to delegate on your behalf, and then we move to the second three steps.

So we've got this project, we've got this plan, we've got these priorities as to what needs to be done, and if deadlines get things done, how do we use that effectively? Well, here's what you don't do. The first thing you don't do is you don't say to your team, right, these are the deadlines, I need this on Wednesday, I need this next Thursday, I need that at the end of the month.

Because when they don't achieve it, who's the first person they're going to blame? Oh, I was too busy, I had too much other work on, that deadline was unrealistic. You can never hold somebody accountable to your deadlines.

So the first thing, step four, is you want to ask them to schedule these tasks, look at what we've agreed, confirm that that is in agreement, that's what we need to do. And then we need them to set their own deadlines to say, right, well, based on what you've got going on at the minute, what is a realistic deadline for you to deliver this brief to this standard in order for you to successfully execute and me not to set you up for failure? In order for you to be set up for success, what deadlines do you need to execute at this level?

Then what they'll do is they'll set their deadline, and they'll set it, and what you want to do is then set that, you want to schedule it, and you want to post it or share it or document it or email it so it's there, it's carved in stone, it's like, here's the project, you've said you're going to get it done for, let's say, next Friday, here's the task we've agreed, here's the individual deadlines, it's crystal clear, remember, clear expectations, it's crystal clear what you've agreed to do by when, and then share it so it's documented in a WhatsApp message, on email, on a whiteboard in the office, wherever it needs to go, in their one-to-one notes, in their PDP plan, wherever, somewhere it's very, very clear and it's visible.

Remember, if it's valuable, it should be visible. You know, if it's something you've got to do and it's not on your to-do list, it's not valuable. If it's something you're supposed to do and you forget to write it down or you don't put it in front of house, you don't tie a knot in your tie or write it on your desk, it doesn't get done.

Visibility, if it's valuable, it needs to be visible. And with that in mind, step five of this blueprint is reporting frequency. So as a new age property entrepreneur, you don't want to be running around speaking to your team every day.

You don't want to be on the end of the phone, checking in with people. You don't want to be sitting there wondering if so-and-so's done what they're going to do. Step five is the reporting frequency.

What reporting frequency are you going to put in place as a savvy, strategic, high net worth property entrepreneur to hold everybody accountable? So let's say, for example, it's a project plan and you're going to do check, you're going to do is an eight week plan and you're going to publish deadlines every Friday. So we buy and sell lots of companies.

And when we're doing a company acquisition or a sale, we have a 12 week or 15 week, normally a 12 week plan. And it says in three phases, marketing and sales, due diligence and legals, and then completion. So due diligence and then legals and completion, three phases in there.

There's a list of tasks. There's dates that everyone looks at. Everyone agrees before we even start.

These are the dates we all agree to work to. And then every Friday we publish. This is what's due to be done.

This was what was due to be done this week. This is what was actually done this week. And then this is what needs to be done next week.

So you don't say, right, this is a 12 week plan. You put it in the drawer. Everyone forgets about it.

The publishing frequency is every Friday. Here's an email that goes out. Here's the schedule.

Obviously, you've got to work with human nature. And okay, we didn't get the due diligence in for... We didn't get the mortgage offer in or commercial finance offer in for Friday.

And it was due in for a Friday deadline. We then agreed to extend it to Wednesday. And the lender says they're going to get in for Wednesday.

This is the whole thing about spotting problems before they become emergencies. So get that publishing frequency out there. So everybody knows where they stand.

They know who's going to do it. Equally again, as a high net worth, new age property entrepreneur, you definitely don't want to be doing this yourself. You sit down, you do the project, you do the plan, you build the schedule.

You know, some of you are going to be sitting there thinking, oh, I can't be bothered to sit down and spend 90 minutes creating a spreadsheet that's going to track this project for the next 12 weeks. Well, you've got two options. You either find the time to build this, set it up, set it, and then forget it.

Do it once, do it right, and never have to worry about it. Or for the next 12 weeks, you're going to be on the end of the phone, chasing people, wondering what's going on. Huge anxiety as to whether it's going to happen.

Probably not hit your completion date if you even get the deal done at all. Jumping in quickly with a very exciting announcement. We have just confirmed the two dates for this year's annual three-day Blueprint events.

We've been running these for over a decade. There's only two dates announced. And if you're interested, go to www.donttalktotenants.co.uk to see if you can make the dates. And also you can download our free PDF report, which details the only five problems you need to overcome to become a new age property entrepreneur with a seven-figure net wealth and a six-figure income. And you can also join the waiting list to order one of the brand new 2023 Property Entrepreneur Prospectuses. Back to the podcast.

So you want to set that schedule, get it built out, get everyone agreed, agree the publishing frequency, and then delegate it to your EA, your PA. You can even schedule some of this stuff in your calendar, with automated scheduled emails that go out. If there's something that has to be sent in by each team member every Friday, maybe it's data for a KPI report, or it's sales and lettings KPIs that have to come in.

You want somebody else to be doing that, not you. The whole aim of the game here is you do it once on day one, and 12 weeks later, you have a fantastic result that didn't rely on you because these deadlines get things done, not you. That's number five.

And then number six is you make it visible. So it's very clear what these expectations are. And as I said, in these emails, you hold people accountable.

And remember, the only two things we're looking at for deadlines getting things done is deadlines that people have set, clear expectations, and then challenging conversations is, if we said, right, this is a four-week project, by the end of week one, so for example, I was in a meeting today, and they said, I'll have that to you by Monday. So in my calendar, I've got close to play Monday, and this is coming in. I've got to respond on Monday, and then the next line for their deadline will be Friday.

It's very clear. One or two things then happens. Either the work's done by Monday, happy days, high fives, congratulations, let's move on to the next step, or you're on the phone, challenging conversation.

This was due. Why is it? Why is it not?

When you establish a working relationship with somebody, what you'll also start to understand is when it's visible, and you've got this reporting frequency and these clear expectations is when you will all understand that you have a group, you have clients, and you have customers and investors and business partners. And there's some that do not tolerate lateness. There's some that do not tolerate missing deadlines.

There's some that are absolutely militant, and they'll be on you the second you've missed it. Once you've worked with them for a few weeks or a few months, and you get that vibe, I guarantee you those people will get better service. They'll get better results.

They won't waste money on wasting time. They won't get messed around and be at the bottom of the list. They'll be top of the list.

They'll get stuff done. Their teams will respect them, and the output of work will ultimately, when you compress that time that's lost through dragging things out and not rushing it, they will get much better results. As a new age property entrepreneur in this top 5%, this is what you want to be doing.

You want to be the top of everyone's list, getting the best work out the door. Have 25 people around your team, if you like, all run into these deadlines, and it's the deadlines that are getting things done, not you. And that's the final step, is we make them visible.

We have the clear expectations, and then the challenging conversations. And if you have that in place, the outcome is one of two things. You will either figure out, well, one of three things.

One is you will have ultimate high performers around you. They will all work to deadlines. You'll get world-class results.

You'll build world-class businesses, and your deals, your companies, your products, your services will do incredibly, incredibly well. And that's how we operate at that 5%. The second is you've got people who've got the potential to operate in that space, but they need coaching.

And initially, they are late. They are too busy. You know, more businesses choke to death than starve.

If anyone's half decent at what they do right now, they're probably quite busy. So they need to figure out how to work within this framework to deliver to your expectations. And then it's a win-win for everybody.

They get their stuff out the door. They keep you happy. You get the result you need.

And over a period of weeks, hopefully, you get this framework in place, and it works really, really well. Or the third is you have this setup. You have the clear expectations.

You have the plan and deadlines. And people consistently give you deadlines, don't deliver to the deadlines, don't manage your expectations. And it's black and white.

Like, you don't need to get emotional. You don't need to get frustrated. It's black and white.

They do not have the ability to work at your level execute your standards and get things out of the door. And ultimately, you're going to be the one that loses. Your projects are going to run over time.

Your builds are going to run over budget. You're never really going to get enough pace or momentum or inertia built up to get world-class stuff out the door. And you just know that that's going to be something that just doesn't go the distance.

And you can part ways comfortable that that was not through a lack of your energy, effort, management, or leadership. A few top tips on this to put into practice. The first is just basic human nature.

I think the more I've been managing and leading teams for 20 years this year, and one thing that's explicitly clear to me is don't expect anybody to do anything of their own accord. Now you will end up having a few, in your time, you'll have a few superstars who always go above and beyond, always have the answer before they give you the question, always have the solution before they present you with a problem, and they're always ahead of the game. Those people are very, very rare and you want to keep hold of them.

If you want to do this on mass where you've got two or three people, maybe five, 10 people around you, you then want your team to be running projects for you. Now I couldn't, in the middle of the pandemic, run 25 different companies around the country with people in eight offices nationally. I couldn't have done any of that and developments and training companies and portfolio management businesses and buying companies and selling companies.

I couldn't have done any of that without the deadlines, get things done blueprint because I understand that I don't expect anyone to do anything of their own accord. But even if you're the best high performer in the world, if you're not checking up on people doing things, why would they continue to do it? It's just human nature.

They just wouldn't. So you need to have that framework, set it up, expectations, just think, set and forget. Like for example, we have our emails.

We use an app in our businesses which tracks email response times. Once upon a time, many moons ago, I wrote a service level agreement, which says that if an email comes in before 3 p.m, it's responded the same day. If it comes in after 3 p.m, it's responded before 10 a.m the next day. And then I put an app in place which tracks it. And then every Tuesday, a report, a KPI report with every team member and every inbox that's tracked is published. How many emails did they receive?

How many did they respond within the SLA? And what percentage did they hit that week on responding to the SLA? I set that up a long, long, long, long time ago.

I have no idea what the login for that app is. I don't know how the process works. I don't know.

I can't even remember how it works. I set it up once, I forgot about it because everybody knows deadlines get things done. There's a big difference between respond to emails promptly and a clear service level agreement.

There's a big difference between onboarding someone on their first day and saying, you've got to respond to emails as quickly as possible as saying before 3 p.m, same day before, after 3 p.m, 10 a.m the next day. And on every Tuesday, a report will be published, which will show your KPI. It'll be published to your managers.

It'll be published to the directors and it'll be published to your team and it will show where you are on that. I can't remember how many years ago that was created. What I can tell you is every single Tuesday, I get a little image in my WhatsApp between me and my EA.

And it says for every single team member, every single inbox, every single email, it says 100% because I know it's coming. I know the team now it's coming and it's valuable, it's visible, it's set up. And for the thousands of emails that go out every week, they're all hitting that key percentage because deadlines get things done.

And this is the blueprint that I'm sharing with you today. Don't expect anyone to do anything of their own accord. Second top tip is get others to set their own deadlines.

In case this wasn't clear, you can only hold people accountable to their own deadlines. Because if you say this is a deadline and they don't hit it, there's a million and one excuses. If they say, this is the deadline that I can deliver to, you can hold them accountable because tip three is to remember that high performers only need to have two skillsets in execution and they have complete control of both of them.

The first is the ability to set accurate deadlines, whether it's with a client or a team member or a supplier or whoever, a manager. There's two skillsets you need. One is the ability to set clear deadlines.

And the second is the ability to execute against those deadlines. That's it. And if they have complete control over setting the deadline and complete control over executing against the deadline, they then become a high performer who delivers high performance, who meets expectations, who gets things done by using deadlines.

And you remember when you compound this up, you work like this, your senior management team or your assistants or your employees, team workers, suppliers work like this. They then manage their teams like this. You think about the compound effect of all those minutes, hours, days, and weeks that are saved over a period of a year and you're talking significant amount of time, energy, money, you'll get better results.

You're much higher hourly rate for you and a much lower level of pain, challenge and frustration for your work. And then finally is, again, is set and forget. Like this is a set and forget blueprint.

Have that mindset, slow down, speed up. I want to achieve this. You know, what do you want to achieve?

You want to do a new website? You want to build a new website? Great.

Don't sit on Zoom calls and chat and this and that. Create a brief, get it detailed, schedule out the individual elements, get the team on board, get feedback, build the project, create the plan and then delegate the performance because deadlines get things done. You know, you just don't.

I hope you've enjoyed this. This is another example of a blueprint that you can use to move away from being a busy landlord, busy investor, running around like a headless chicken in that early excitable entrepreneurial mindset of, you know, mistaking activity for progress, being busy rather than productive, being a busy fool rather than a lucrative entrepreneur. Remember that more businesses choke to death than staff.

If you're half decent at your job, you are not going to be struggling for bringing in work. The reality is, though, most businesses choke to death. They scale up, they get too busy, they bring on too many clients, they don't service anyone.

The team are running around busy, frantic, exhausted, disengaged, dealing with upset clients, customers, tenants, landlords, projects going over budget, projects going over time. At the end of the day, you need to slow down, speed up. Deadlines get things done.

And this is another blueprint that'll enable you to do that. So have a think today. What project could you do this on?

Tomorrow, block out 90 minutes in the morning, give it a spin. And I wish you the best of luck putting deadlines, get things done into practice. If you're enjoying these blueprints, remember, this is my life's work.

I'm taking complex tasks, making it really, really simple, boiling it down and releasing one for you completely for free every Tuesday. So if you're not already subscribed, click subscribe, click like, share it with whoever you think will find it on value. And listen to these blueprints in any order.

It is my life's work. You can work through them in any order. It doesn't matter.

And I guarantee if you want to move from being a busy, overworked, underpaid, excitable entrepreneur to being a high net worth, new age property entrepreneur, this is the blueprint for you. I'll see you on the next episode. Thank you for joining us for another episode of the Blueprint Podcast.

These are released every Tuesday and I do not want you to miss these blueprints. It's my life's work, boiled down into simple, easy to use and free blueprints that you can get every Tuesday. Do not miss another episode.

So click subscribe, click like, share these blueprints. And I look forward to seeing you on the next episode. If you're interested in any of our events and trainings, we run them once a year through the spring and the summer.

Go to www.property-entrepreneur.co.uk and join us at one of our three day blueprint events at the Belfie Golf and Spa Resort. I'll see you on the next episode.