**TBP 249 Edited\_Transcription**

[Daniel Hill] (0:05 - 1:26)

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. On an episode earlier this year, we took you behind the scenes at our annual strategy day presentations, where after three months of autumn, we presented at what we wanted to achieve from our lives and our businesses in 2024. In this podcast episode, we're going to take you behind the scenes to the end of year presentation to see based on what we said we were going to achieve in January, how well we executed and how we finished against our targets.

This is behind the scenes. This is the end of year presentations at Property Entrepreneur Advanced. The next program starts in October for our 12 month cycle, and this episode shows exactly what can be achieved when you use this blueprint and put it into practice in both your personal life and all of your business ventures.

Success and failure are both very predictable. I hope you enjoy.

[Adam Goff] (1:30 - 1:36)

Ladies and gents, please welcome to the stage our founder, Mr. Daniel Hill.

[Daniel Hill] (1:47 - 20:19)

So, like many of you, I've been riding this entrepreneurial roller coaster for a long time. This is my 21st year riding the roller coaster, and you will appreciate and understand that sometimes this ride gives us the highest of highs, and it's phenomenal, it's amazing, but it also is very capable of giving you the lowest of the lows, and wherever you've been on that journey this year, I've probably been there myself. At January in Strategy Day, I stood up and shared with you that riding this roller coaster has been fantastic, and there's lots of bits I wouldn't change, but over the last three or four years, since about 2020, it really hasn't been serving me, and I've had three main challenges.

The first was last year I had the sobering realisation that we're all going to die pretty soon. The second was that I was stuck in my career, and it didn't matter what I did, I felt like I was spinning my tyres and kept hitting this glass ceiling, and those of you that have been on this journey with us have heard me share this on the podcast, from the stage, the challenges that I've had at that level just trying to break through, and the third is I was really struggling to stop. I just kept dreaming of when I get there, and when I stood in my brand new house, looking out the window, dreaming how happy I'll be when the helicopter landing pad gets installed, I realised something was wrong.

So I set about this year to figure out, I've been out and I've achieved everything I want, I'm here, I've got everything I needed, why am I not enjoying it? And this is what this year was all about. To overcome it, the biggest challenge, the biggest thing I needed to achieve was to break through to the next level, and having exited most of my companies over the last four years, I needed to get out of my last few executive roles and develop myself at a new level at the chairman position, and I knew that the biggest challenge that I was going to have to do that was breaking through.

As I said earlier, and you've heard lots of other people say, it's all in your head, you can have whatever you want, but the biggest battle you're going to have is in your mind, and this is what I had to do. So let's see how this year's strategy was executed. So the first thing is the KPIs, my wealth, despite acquiring the Hall, I've managed to keep exactly where I needed to be.

My best bollock age, I'm about four or five kilos down from where I was when I did the first test, so I think it will probably come down when we do the test in the new year, but I don't know exactly where it is right now, I suspect it's come down a little bit. And life by design was the big thing for me this year. You can have all the money in the world, but there's lots of sad, depressed, wealthy people, and I didn't want to live my life in that space.

Having done the test this week, I was hoping to exceed 80, and I've actually come out at 91. This was a huge game changer for me, and as I went through the rest of the presentation, it was really clear how this came together. So the main thing for me was the year of the middle lane.

You guys know I'm an extremist, I'm a masochist, if I'm going to do something, I'm going to blow the lid off it. That novelty does come to an end, and this year I wanted to see, do I have the hardest discipline? I can go big, I can go small, but can I actually stay in the middle lane?

And the honest feedback is I had to go backwards this year significantly to enable me to come forwards, but where I've arrived at now is being in that middle lane that I've strived to do for probably the best part of four years. So for that, I had no extremes, I rode the middle lane for the back half of the year, and I was really, really pleased with that. The objectives that got me there, the first was break through and enjoy the view, and I wanted to just break away from my workaholic addiction and actually enjoy the fact that I've achieved lots of things I wanted in my life.

And when we started in October, I actually went backwards, and for the first six months, went from working about 20 to 25 hours a week to working about 60. I thought, I still need to try and enjoy the view while I'm doing it, so I decided to work in my summer house and send my WhatsApps and do my emails from there and enjoy the process as best I could through that. The second, and I've gave myself a green for that, because since completing that project of actually handing over to Adam and exiting my other roles, I've now actually achieved that, which has been fantastic.

The second is we were expecting a child, but I wanted to maintain a fit father and be a present partner, and what we wanted to do was have date nights regardless every week, have a weekend away every month, and have a holiday every quarter. And even when Sav was pregnant, we stuck to that, and we flew over to Dubai and had a week's holiday in Dubai. Harper was then born, and we thought, if there was ever a week to miss date night, this is going to be it.

When she was seven days old, we took her out for lunch, stuck to our date nights. Two weeks ago, we flew to Spain for our quarterly holiday with a 10-week-old, and I was already nervous, and the first person I saw at the airport said, are you mad bringing a baby out? She must only be about five months.

How old is she? I was like, she's 10 weeks. We took her on holiday, which was absolutely amazing, took her on her first little flight to enjoy the journey, and this is just a photo where I thought I looked cute.

Stuck to those date nights and did that, but my training, I wanted to keep to three or four times in the gym. There was weeks when I only did two, so I've given myself a green for present partner. I've been there every single day, and we've had our date nights, but an amber for my training because the reality was it was probably more like two times a week than it was three.

And then make a house a home. I've got to the point where I was fortunate enough to buy my own home. I could have easily sent the trades in and done it all in six months, but I wanted to actually do it myself.

I wanted to take time, choose the furniture, do those things, which for me was an alien concept because all I care about is work, productivity, hitting targets, growth. I thought, no, I'm actually going to take my time and do this myself. So I did.

I literally got my tools on, put my tool belt back on, and started refurbing the hall. This was the first room that I did, which is our bedroom. This is what it looked like before.

This is what it looked like after. And every single part of I did this for the main bedroom and for the nursery and every single bit I did myself, I chose myself. Even this canvas I had imported from America.

That is the largest photo that's ever been taken from the Hubble spacecraft of the universe. I had it imported. I actually built a frame by hand to go out and do it.

I developed the gardens myself. I bought a ride on lawnmower and did the lawns myself, started to host friends and family, which was just so rewarding and amazing. For Sav's birthday, I took that creative energy, which would normally be creating content for you guys or thinking about new business ideas, and I created this canvas, which I was really pleased with.

And it was basically the last photo that I took of us on holiday in Jamaica before she got pregnant. I think she actually got pregnant that night. And definitely don't tell her that.

I think she knows she was there. And it's made up of every single photo that I've ever taken of us since we met. And I was just really chuffed doing all these things.

And I get the same satisfaction from doing stuff that's not business that I've only ever got for the last 20 years actually doing business and doing the whole thing myself. I just really chuffed, really enjoyed it. And it's very, very different for me being a basically a workaholic up until this point.

So I gave myself a big green for that professional objectives. I had three professional objectives. The first was one of my problems I realized is I live on a treadmill, but the treadmill only keeps spinning because I keep adding things to the to do list.

So for the first year ever, I said I was going to start no new projects and only finish the ones I had. And with the exception of dabbling and looking at a few things and having a bit of a wandering eye on deals, I did exactly that. And I spent all my time finishing my existing projects, but I didn't take on any new ones.

And for those of you that want to reduce your workload, it probably is that it's have the discipline to stop taking on new things. The second was beat the budget. This year, I gave full control of the budget to my team, which means that they make all the decision spending, spending decisions, but also incentivize them to beat the budget.

And this is the best outcome, because it removes me from all operational things in the business and actually improved it because they were incentivized to do that. That was a huge win. And then the other tangible target, having bought the hall, that obviously left quite a hole in my working capital.

I wanted to get that back up to six months working capital, which is where I've always been. We got there. I then increased it to 12 months working capital.

And we're now 113 percent. So stability, middle lane is exactly where I wanted to be. And then level up with the chairman.

I wanted to go to this next level and go from working 25 hours a week to 20, 25. And actually, I went up to 50 or 60 for the first five or six months in order to break through to that chairman level. But then when I came out the other end, my calendar was clear.

Purple is is basically my personal stuff. With the exceptions of board meetings, I've now got a clear calendar and I've been working. If I've been working more like 20 hours a week, 15, 20 hours a week, not even 25 that I set out to, which again, for me, is just alien.

But it's been a huge success and it's literally changed my life. For the businesses, we wanted it to be world class when we wanted this to be a win, win, win. It needed to be a win for me moving up to chairman level.

It needed to be a win for my team to make sure they're incentivized and they get rewarded. But most importantly, it needs to be a win for our clients, for people like you. Everything that we did needed to be world class.

And hopefully you've seen, even though I've stepped back and Adam and the team have stepped up, things have actually got better rather than cruise control or worse, got work, got stepped down, which has been incredible to see. And I did that with all of the businesses. One of my one of my targets, which I would recommend for any of you next year, is to raise our standards.

And what I did was I set a target for 12 level ups in a year. So every month to do a significant level up that would change the business. And what I did was I delegated that to Emma, my EA, and every month we had a meeting and we set minimum of one, sometimes three things to level up.

And then through the month she delivered it. So all I had to do was set up, delegate, manage it. And we got eight months through the month and we've had eight significant level ups.

Beating the budget, shared that earlier, we're on track to beat every single budget in every single company at the moment. Obviously, we've got the rest of the year to run. But the fact that the team have done that without me has been a huge success.

And then finally, be early. One of my biggest challenges is stress. And as I've got older, I can't handle the volume of stress I put on myself as I used to.

My rule this year was no stress. I want to get to a point where there's no stress. I went to a deeper, darker hole than I've ever been, but definitely than I intended and had loads of stress five, six months into this journey.

However, when it broke through, the workload fell off a cliff, the stress disappeared. And honestly, I can't feel any stress in my day to day now, which is for me, life changing. I haven't had that for four years.

My target was to miss zero my house deadlines, but I missed two. So I've given myself an amber for that. And that was in the heat of battle in the scheme of things.

It's absolutely game changing. My hero this year was Naval Ravikant. And the reason for that is he's a hugely successful guy.

He grows more as an individual and makes more money than ever every year. But he does it being one of the most balanced people you'll ever meet. One of the things I took from him, which I've achieved this year for the first time ever, is for the last 21 years, I've had one priority, which has been to grow, to work, to make money and to break every expectation I ever had of myself.

Now, having gone through this process for the first time ever, I've got three priorities. I've got my work. I've got my family, including Sav and Harper, and I've got my own life.

Whilst this might sound a bit sad, I've never really had my own life to invest in. All I've thought about is business, growth, achieving my targets and pre-money. That's what all of you need to do.

If you're locked into that, do that until you've got it. The hardest thing is when you've got it, how do you enjoy it? And this is what I've gone on this year.

My challenges and adventure was to stay at the sweet spot. I held it steady up to about 68 until I went away for the summer. And then too many calamari on the beach and too many beers in the sun ended up being two kilos overweight.

So I've given myself a yet an amber for that. Having my first child was a huge success. Sav and I went through the...

People advised me to consider, do I do the labour journey? Don't I do it? Where do I stand?

All those questions that people throw at you. We had the most incredible labour experience together. And it was literally, yeah, absolutely, absolutely phenomenal.

And then finally, no stress and no style. I would say from work for the first time ever, I don't have stress. I wake up and I feel chilled.

I enjoy every day. To say I've had no stress would probably be a lie, because anyone who's got a newborn baby, especially if it's your first, will tell you it is stressful having children. But the stress that I used to have and didn't enjoy and was trying to get away from for four years is this.

I love every second of being stressed, having a young family. And thankfully, I've moved away from all the stress that I had doing a role that I was, you know, I'd fully outgrown. So I've given myself a huge, huge green for that.

And then finally, is enjoying the view. Some of you are improper entrepreneur because you're well on your way to where you want to get to. And for you, it's you're not even looking out the windows.

You're on your way to success, Phil, million miles an hour, just keep going. Those of you that have got there and perhaps not enjoying it anymore, you're running on the treadmill and you get stuck. This is where I've been for four years.

And having tried it and failed three times, having now broken through to this chairman level and actually had the ability to focus on my life, my family and my work, I've actually been able to enjoy the view for the first time. And the reward is every day I get to walk around now and look at the things that have always been there, whether it's my family, whether it's my partner and my child, whether it's my house and my gardens, anything to be grateful for. I now actually walk around and sometimes just stand there.

And like Kev said earlier, feel grateful for being alive, being healthy and actually enjoying what I'm doing. And I can't explain to you how much of a reward that is. So it's close, my scorecard, I missed my two kilos over where I wanted to be.

So I'll score myself down for that. And I missed two of my house deadlines. So I'll score myself down for that.

However, has this been a success? Well, to recap, we're all going to die soon. It's the sobering reality.

And I never, I took every day for granted because I wanted to get to tomorrow. But I can honestly say every day now, I am the most present that I've ever been. And I appreciate everything that I've had, which is all I ever set out to achieve.

The second was I was stuck, spinning tires, running the treadmill, being executive director, and having now broken through to the chairman. I've dreamt about it since 2012. I've been working for it for about three to four years.

And having now actually got there, I really enjoy it. And I think it actually, actually suits me for the next stage of my journey. And a little story to finish with is to stop.

But understand what you need to, where you want to go and how you need to get there and go for it. But you will get to a point where you've got enough and you can actually stop. And this chap here is, his name's Les May.

And he's the original chairman who I met in 2012. I was driving a builder's van, starting PPN UK 12 years ago. And he pulled up in a brand new Aston Martin.

He lived in a mansion. He worked one day a week, one day a month and made a million pounds a year. And I thought, that's my guy.

That's who I want to be. That's who I want to be close to. And he was around two weeks ago.

We've just celebrated 10 years in business together, doing incredible deals. It's changed both of our lives. And to be in business for 10 years is amazing.

To do it with somebody who you aspire to be like is the best. And after a couple of glasses of wine, we went for a walk around the garden. I said to him, what should I do next?

Because he's 15 years ahead of me. What should I do next? Should I do new builds?

Should I build portfolios? Should I go and start a new business? And he said, Dan, there's only two things anyone needs in life.

He said, the first is money and the second is time. And he said, you're in a very fortunate position where you've got both of these. He said, life is short.

Life is for living. Just go out and live it. And I can honestly say that's where I feel like I am.

I need the discipline now to maintain it for the year ahead. But same as people shared on the mic, I wouldn't have done it without being in the community of you guys and without Adam, Bianca and all of the teams at PPN UK delivering on their promises. So it's been an amazing year for me.

It's been absolutely life changing. And thank you for listening to my end of year presentation. Just jumping in quickly with a opportunity for you.

So in Property Entrepreneur, we use a scorecard called the life by design scorecard, and it shows you exactly where you are excelling in life and where you have the opportunity to improve. We created this two years ago and it uses every single life mapping matrix and psychometric testing that is out there to rate your life and show you where you currently excel and where you have the opportunity to improve. If you want to do yours now, go to the show notes and visit www.lifebydesignscorecard.co.uk Now there's a link in the show notes. You can click it and in less than five minutes is completely free. You'll get a full bespoke report and it will show you exactly where you're excelling in certain parts of your life and which specific areas you need to pay more attention to. It's completely free.

We've never shared it before outside of Property Entrepreneur. Go into the show notes now. Click the link.

It's www.lifebydesignscorecard.co.uk Back to the podcast. So next up, time to remove the battery. Can you welcome to the stage my partner, my fellow speaker and my competition for this afternoon.

Can we have a huge round of applause for the one, the only Mr. Adam Gough, ladies and gentlemen.

[Adam Goff] (20:25 - 37:34)

Well done. Good job. Fantastic presentation, Dan.

Well done. Fantastic. We're having a good day today.

Good. OK, so welcome to my end of year presentation. Now, you remember where I started at the beginning of the year.

I've been on a journey. The long game. Dan put his up on the screen.

We either arrive at a well-designed destination or an undesigned destination. Jim Rohn said it. This is why I love this asset that we create.

And everyone knows that over the last seven years ago, I set a long game and I completed it. It was to do with selling my business, completing my financial fortress and living out of a bag. But then last year I had this year, do you remember, of surrendering to try and answer the three biggest questions in life.

Who do I love? What do I do for work? And where do I live?

They are the three big questions we have to answer. And I felt like last year I actually got answers to all of those. The universe provided me with answers to all of those.

So my goal this year was to lean. And this was it. This is my new five year plan.

The surrender experiment was last year. And this is my next journey. And I know success and failure are very predictable that I'm going to go to the next level.

Going to the next level for me and going on another long game meant leaning in. Leaning in was the complete opposite. It's the complete opposite of what I was doing before.

Before, I just wanted to be free, footloose, have a bag, no ties. Actually, now I needed to settle. I needed to commit to love.

I need to commit back to work. And if you remember, I told you the snowboarder analogy in order to deal with a steep slope, which is what I've been through this year. You have to fight all your natural instincts and lean into the mountain because otherwise you're just going to fall over and you're going to come a cropper.

And I knew this year I was going to have to fight all my natural instincts of being a blaze and this freedom I'd created if I wanted to level up. You might be thinking, well, why on earth would you want to go back in, Adam? You had it all figured out.

You had it sussed. You had your financial fortress. You were living off the steam.

You were living the dream. I was. I am.

But you know why I shared with you in January. It's because I met this girl and she changed everything for me. You know, frankly, she changed.

She turned my world upside down. And I declared I was going to be a bachelor till I was 50. And I was like, never going to settle down.

And then I met Bella. So now I'm on this mission, as you know, from January to just be more, create more, be a provider and go to the next level. Very much like that.

And I'd say if I had to sum up this year is just a year of step changes. And honestly, Dan and I have literally completely swapped seats. We're literally complete opposite years.

It's actually quite funny to watch. So I knew going into work that my first objective had to be around health, because when I get stressed and I go beast mode, sometimes I can put on weight. That's my pattern.

So I wanted to stay within a certain body fat percentage without getting too obsessed. I had to buy a treadmill in Bali because you just can't do steps in Bali. Not really, unless you go for a long drive.

These are my averages across the months I was over. Then I lost some weight. Then I went back up again because of summer.

And I managed to keep an average bang on the 12 to 14 percent. So that luckily is a tick. Second was about my main objective, actually, was to try and get Bella to move to Bali.

But the main thing is going to make me happy when I was doing my journal. What's going to make you happy this year? I just want Bella with me.

She lives in Hong Kong. I live in Bali. I hate Hong Kong.

So unfortunately, I can't move there. But you know me, I'm quite aggressive and I would sort of almost push her to move. And I was like, just move.

Come on, we'll figure out. Just move. And she was like, no, she won't be pushed.

So do you remember I came up with this this game of she could give me three yellow cards in the year if I pushed her too much? Well, she didn't give me any, but I give myself one because there was one time where I did push her a little bit. So, yeah, she didn't.

You know, this is our relationship. And it's been something we've been talking about a lot. And I'm going to share with you something at the end of the day.

So, yeah, less than three yellow cards, none given by Bella, one given by myself. And then the other thing about a step change is about unlearning what I had to learn to get to this place. And the same way Dan just shared, I always used to do jam tomorrow, delay gratification, rolling it up.

I don't I don't necessarily like I don't I don't think you can really build wealth any other way than to spend less than you earn. Right. So I had to do that.

But now I'm quite a wealthy guy. I need to start at no point beast moding it and not enjoying your life. So my goal was to burn what I earn.

And actually spend, you know, my six figure financial fortress income, actually spend it. I just spend it and not feel guilty about it. I absolutely just level up abundance mindset.

And we spoke about a lot of mastermind last night. You know, if you spend it, it comes back to us. Oh, I want to give this a go.

And like, let's go. Let's spend some money. So what did I do?

Well, I had hired us a villa, hired us, leased us a villa in Bali. Fantastic villa. Lovely sea views from the balcony.

That's a big step change. I now only train with a personal trainer. That was Dan's advice to me.

I think it's an absolute level up game changer. Very high maintenance. I won't go to gym unless I've got a trainer.

I don't get trains and buses and stuff anymore. It's cars, it's chauffeurs. Again, thank you, Dan, for the inspiration.

And obviously, the big one for me is flying. Yeah. So I took Bella and I, Bella and I first class on Emirates.

As I shared with you, it was absolutely insane. And we had a really good time. She's never even like gone extended leg room, you know, on sort of AirAsia.

Seeing her in Emirates first class, she didn't know what to make of it. You know, so it was an amazing experience for loads of reasons. And I'll talk about one of my biggest lessons learned.

But now all my flights that I've booked, apart from a couple of premium economies of business, I'm just like, right, let's go. So I am, ladies and gents, I can promise you that I am spending well over £10,000 a month right now when you add it all up. But I actually realize it's quite hard to spend money on yourself.

And actually, I wasn't actually achieving my objective of spending my financial fortress. So what am I going to do? I figured out the best way to do it is actually to spend it on other people.

Isn't it? Spend it on other people. So I took my family to Dubai for my 40th.

Dubai's not cheap when you take seven people there for a week. Chris knows he's done the same. And obviously, I started supporting Bella and flying her in and out of Hong Kong.

So I didn't I didn't have to go there. But the financial fortress achieved. Financial fortress spend done.

Tick. Personal objectives done. Professional objectives.

So when I talk about swapping seats with Dan, I was sipping coconuts on the beach and now I'm full in beast mode. I went from best self living the dream to beast mode, living the dream. But they are very, very different dreams.

Very, very different dreams. As I said, I was flying around the world. I was flying in and out of property entrepreneur events, Peru, South America, festivals, Asia.

Honestly, you know the journey. I was all over the place and I was doing whatever I wanted, whenever I wanted it, ticking off my bucket list. And this was my diary.

I used to have two things in my diary every month, the PE events in purple and a mid month mentoring. That was my diary for like two and a half years. And the only thing I had in the diary this month was surf camp for two weeks.

All right. That was my life. However, talk about a step change.

This is now my life. And because I'm seven hours ahead in Bali, it means I can do a whole day's work. And then everyone in England wakes up and I can do a whole other day's work.

It's fantastic, right? So I'll start at seven, eight in the morning and I'll go until eight at night because that's only one p.m. in the UK. So I am working like an absolute demon and I have gone into full beast mode.

So have I gone from the beach to the battlefield? A hundred percent. The target was to get record sales in PE.

And as Dan shared with you, we are well on target to beat budget. So that is achieved. Thank you.

Woo. And listen, going back into business, I was a little bit rusty. I was definitely a little bit rusty.

I was like, oh, wow. First management accounts meeting in a while. I was like, oh, you know, it was like it was weird.

It was actually weird. But I found my flow really quickly. But I knew I knew.

And Dan actually, to be fair, drilled it into me. He said to get to this business to the next level. You need to level up your leadership because it's actually your A players that are going to achieve it for you.

And this is where we came up with the headline strategy. New team, new dream. So what I decided to do is rather than be an arrogant little shit, like it's like I sometimes can be.

All right, is actually create a really nice culture of communication and honesty and all feedback is good feedback. So every time I had a one to one with Dan, with Bianca, with Josh, with Mariel, whoever it was that was reporting to me, I would ask them for genuine, honest feedback every month. And they knew it was coming and they would give it to me.

And sometimes it stings, obviously. But now we have a really good working relationship with my team. I really believe I do because we're able to give each other feedback and they're not worried, they're not scared, you know, they're giving it.

And it's allowing me to show up as a better leader. So I track that every single month. And thank you, Dan, for that inspiration.

I just tracked it every month. I did it every single time, every single month. You can ask the guys at the back.

So the last professional objective was beware of the boundary, because I know that I can burn myself out. And I set a very ambitious target of not working more than 35 hours a week and not working on weekends. It sounds very good.

Weekends off, 35 hours a week, I can do that. Smash it hard, work hard, play hard. Convince myself that was going to work because time off is not a luxury.

It's a requirement. However, I went over that line almost immediately and stayed over it for the entire year. So I, after January, I reset the target on the group.

I said, guys, I've messed up. I set 35 hours. I'm actually going to change it to 40.

And I couldn't even stick to that. Every single month, this is like clocked toggle hours. I was doing over 200 hours a month.

And did I work a weekend? Unfortunately, there were some weekends I didn't work. There was like three.

But every weekend I worked, completely failed, like an absolute complete disaster, frankly. So I definitely failed at that. And it has taken its toll.

You know, I have worked really, really hard. It's been really challenging, but I've absolutely loved it. To be honest with you, we've achieved a great, great result.

So talking about achieving results. The headline strategy was New Team, New Dream. You know, it was A players only, get to the next level, the Chicago Bulls analogy, win all the championships and get record revenue.

This is the A team. You know, now Bianca's really stepped up. Hats off to Bianca.

Let's give Bianca a big hand. She's an absolute legend. Bianca is now head of events.

You know, she completely runs the show. Yolanda, absolute steel genius. You all know Cheeky Josh.

All right. This is my senior team. All right.

And they are A players. You know, apart from Josh, they are absolutely smashing it. So what are our objectives?

Well, we needed a world class finance function. All right. Our finance team, they've only ever, you know, not had a positive experience with our finance team.

All right. It's just not where it needed to be. And we know that.

And we're trying to fix it. And we have fixed it. Josh, hats off to Josh.

A hard Josh. I know how to do what Josh does. I'm not saying I'm as good as him.

I've built finance teams. But Josh is the best that I know of. And Josh came in and we had it.

We had it was the first person I brought in in November. And he has, from the ground up, completely transformed our whole finance function. We've now outsourced to South Africa.

We've got specialists in key areas of playing right person, right rate. Our management accounts are accurate, next level on time. We're forecasting.

We've got everything we need. So Josh, let's give a big hand to Josh. He's absolutely killed it.

And delivered on his promises. So thank you, Josh. Well done.

Well done, you. Marketing machine. So Dan was marketing team at PE.

Yeah, he had some help from Emma and stuff. But it was Dan. It was Dan, three months a year going all in and miraculously keeping this business afloat with just Dan's energy and profile.

We didn't have a marketing team. And it's been a big, it's been really challenging this year to actually extract Dan out of marketing when he literally was the marketing team. But we've now got to the point where he's helped me a bit on strategy.

And, you know, he is the profile only. That was the goal. We give him a script.

He delivers the script in the studio. And that's pretty much Dan. You know, he is the profile.

He shows up at events. And that's exactly where we wanted to be. And I really believe, Dan, that we have got there, don't you think?

We're there or thereabouts. And the perfect packages, as I've already shared earlier, I just didn't believe that it should be you're in advance in the room or nothing with PE. We're way better than that.

We're way bigger than that. And now there's a range of memberships, you know, that I've launched since the super event, whether it's virtual, whether it's doing advanced virtual, whether it's doing PE, the blueprint virtually, hybrid where you can come to the super events, our new community membership for only £100 a month or expanding the mastermind model and Josh this year. So we have delivered on those promises.

There's something for everyone. So I'm really happy about that. My execution scorecard, I didn't know you could do 0.25 and half. Stan, who told you? Who came up with that one? So I didn't do that, but I did get 88.88%. I did miss my, apart from the working hours one, I did achieve all of my targets. So some lessons learned just to finish off. So five lessons learned actually. So number one, you might want to write these down because hopefully they're imparting a little bit of wisdom.

Everything has a cost. We talk about sizing up the iceberg. I have seriously overcooked it this year.

I've felt sick. I've had to stop work during the middle of the day because I'm tripping out. I've overdone it.

I push it to the edge until my body gives up and then I have to take a break. And I told Dan, it's like pressing the gas pedal and there's just no acceleration happening. That's the edge.

So I've gone well over the edge. And you just have to, if you're going to do these big things in life, you have to accept that sometimes they have a really heavy cost and it has had a cost. Beast mode is stormy.

I haven't been in a storm business for ages. And now I know how some of you feel. It's been a while since I've been there and those people in storm, storm mode is stormy, things break.

It's really stressful and it all feels like it's going to go wrong. So I know exactly how you feel. One of the lessons I've learned is that your ability to deal with stress will directly correlate to how successful you are.

This year, the stress levels went through the roof from zero to next level. And I just realized, I was like, wow, I'm getting really stressed. And you have this choice you can make.

I can either learn to deal with this stress or I can just fold. And it's made me a bigger person. It's made me a better, I can solve bigger problems quicker.

I'm five times the guy I was a year ago because I've solved big problems. And I think that is the game is like putting yourself under pressure, not folding and going to the next level. The value in challenging conversations, like do not shy away from challenging conversations.

I have had 1 million challenging conversations this year. 1 million, I counted. I feel like I'm having three challenging conversations a day.

It's just normal. And because it's become normal, I'm able to make huge progress. So I'd really encourage you to nail that.

But ultimately, one of my lessons is that a luxury lifestyle is an investment, not an expense. This is not, when I look at flights now, I don't think I can save three grand by going economy rather than business. That's how I used to think.

Now I'm like, no, no, no. The way I feel, it's very hard to articulate this. The way I feel when I fly business or first, the people I'm around, how I feel when I land, subconsciously, the fact that I never want to go back to economy now, whatever it is, it's ticking all sorts of boxes.

And I'd really encourage you to invest in yourself. And that means going first class on the train. It means paying for extra leg room, even if you're on a Ryanair flight.

It means doing speedy boarding. Put yourself first, like these things actually work. And my whole life, I thought they didn't, and they do.

And this has been the biggest motivator for me is actually investing in myself and realising how much it actually like positively reinforces my success. So that's been my year of leaning in. I've completely swapped seats with Dan, but I've realised that by committing to these big three things, I actually have so much freedom.

Even though it feels like I don't have any freedom, I am committed to the things that I love and I'm going to get the life that I deserve. So biggest success is the Mastermind. Without a doubt, as I shared earlier, this has been the huge success for me this year.

I love that group. I love the model and I want more people to share that journey. This team is great.

I can't wait for Bali. It's going to be absolutely fantastic. Thank you all for your participation and for being such legends and such nice people.

Yeah, absolutely. Round of applause for them. They are great.

So yeah, it's been loads of professional successes, but ultimately, yeah, this is my last point. So ultimately, they're professional. But as I said, the big thing for me was all about getting Bella to move to Bali.

I can't make her do it. So I had to fight my natural instincts and be the magnet, not the master. But she is flying to Bali on Saturday and she's coming for a three-month trial with a view to moving there in the new year.

So we have achieved my biggest objective. That makes me very happy. Ladies and gents, thank you very much.

I appreciate it. Thank you.

[Daniel Hill] (37:38 - 38:21)

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