

**CAROLINE 00:12**

Hello and welcome to Mind Your P's, the Purposeful Leader's Guide. We believe in all the P's, people, purpose, planet, pizza and prosecco. Our guest today is James Taylor a former music manager and keynote speaker. He speaks globally inspiring people internationally to unlock and harness their creativity. James it's an absolute pleasure to have you with us today.

**JAMES 00:15**

Well thank you for inviting me on to the show my great, great to be with you today.

**CAROLINE 00:18**

James just tell us a bit about a about you about your purpose, your personal purpose and and your career background really that led you to where you are now.

**JAMES 00:28**

So my purpose which I kind of write down most days my little kind of morning journal is to unlock the creative potential in a billion people, which is a ridiculous purpose to have. But that's what it is is so my purpose always basically been about really helping other people and really find that their true kind of creativity and be able to unlock and unleash that creativity. I just more recently about a few years ago I decided to put a number on it so it could be a bit more tracked I guess.

**CAROLINE 01:00**

This is the big hairy goal.

**JAMES 01:01**

It's certainly a big hairy goal and I thought okay well so it but it is interesting because when you make goals like that, the brain starts to think about ways to ask how is it possible to achieve that and so that's led me to do this morning, I was saying to you like I was speaking at 3:30AM for clients in China and because you need to speak to countries that have larger numbers of people in them as well so act which is great you know virtual is brilliant. So my my background I started off my father was a jazz musician, my grandfather was was jazz musician, my wife is a jazz musician, and initially I started out as a jazz musician when I first left school. I was a jazz drummer and touring around the world but I also I kind of knew

something was kind of missing I love being on the stage and connecting with audiences in that way but I also love business. And I love that deal making and everything that's around the world doing business so I decided to kind of make a little bit a move into the world of artists management and the started managing a number of different artists initially within the fields I knew the jazz, classical music, folk music and then I started managing more sort of pop artists so started managing at Ricky Ross, a Scottish songwriter yeah I've composed a song writer and then from there the end result managing the band that he was a member of Deacon Blue so then for many years for the about ten years I was the manager of Deacon Blue and toured them all over the place and had a lot of kind of success with that band and then around 2010 I was kind of getting a bit bored again I and yeah I was loving the fact I was able to help these artists to really achieve their creative dreams and their visions and it was a joy doing that. But I decided I wanted to try something else and and at that point you're typing interested technology for a while and the opportunity came up for me to move to California to work in Silicon Valley in technology and I really kind of saw that as a way that I can have more of an impact. At that point in the world of technology there was the rise of the MOOCs Massive Open Online Courses and online learning was becoming much more of a thing and so I moved to California to really be involved in the heart of the growth around online learning and evolving the company and that I think we launched 30 online schools in about three years and so now when you see things like master class online hello that can come from the ideas some the organisations that I was involved in, and then did that for you know a number of years that was getting a bit bored again kind of 'done that'. We had huge impact in that but essentially I wanted a bit of a change it was it was time to get a move on to a new thing so my wife and I we give ourselves a year out. I decide to leave exit that company and I couldn't really compete in the same industry for a little while, so I decided to like okay what do for a year, we've got a year to kind of decide what we want to do we moved up from California to Vancouver and we got a base in Vancouver and we basically spent the year that we had, our core bases in Vancouver which is a great city but then we spend the whole winter in Chiang Mai in northern Thailand and then we spent the summer in Italy and then we were obviously back in in Scotland for a little bit as well we could have a year of adventure, a year of madness. And it was just great to allow you to get a press about a reset on your life I think I what is important what we wanna do and at that point I remember seeing a speaker, you know when I was probably fourteen years of age at the Royal Concert Hall in Glasgow and his name is Edward de Bono and it was about he spoke about creativity and Edward's style was very like a university professor he was a Cambridge don, and it was it was kind of a formal style but you know there wasn't there was no fireworks in his presentation style, but his ideas really can illuminating. But then I also done a little bit with like like Tony Robbins and so I I kind of saw that world which is the more the bigger style, the kind of style which I kind of know from the world of entertainment, we got big shows, lots of trucks you know the whole kind of thing. And so I wanted to find myself somewhere in the middle of those two places from that kind of entertainment style, and something a little bit more serious. So that point I said okay I'm gonna be a keynote speaker, a global keynote speaker, traveling around the world speaking. Didn't know anyone that did that but I knew that this is my next stage I wanted in order to help others to think about the creativity and unlock their creativity and specifically to work with corporates. I see that as that the corporate world is really being a vehicle to get to as many people to impact, as many people like the work that you do as well so at that point started speaking and I think in 2019 I think I did this 50 keynotes 25 countries, so everywhere from Bogota in Colombia, Ecuador, America, Canada, Beirut, Saudi Arabia all across Europe, Singapore, Thailand and it was fantastic I love doing it and then Covid hit okay this is interesting now and thankfully because my background online we were able to kind of pivot pretty quickly so now I'm actually busier than I've ever been because now I can give three keynotes in a day. Where back before by

2019 it would maybe take me where I could do maybe one keynote every three days cause and that the travel so it's opened up new possibilities.

**CAROLINE 06:55**

Yeah what an incredible career and history really of your career James. Well first of all you know I was just about to jump into a song with Ricky Ross

**JAMES 07:11**

I was going to say a Dundonian I actually think he's from Broughty Ferry originally.

**CAROLINE 07:14**

That's where I am! So and so that you know that that really resonates but really interested and fascinated to hear about the online learning schools and you managing creative people and that the leadership space in that sector really. So you've obviously seen a lot of good bad and indifferent leaders in your in your time, what what is purposeful leadership mean to you?

**JAMES 07:40**

I think what when it comes to to leadership there's that phrase your vibe attracts your tribe. I think it's okay to take a position, I know this is where things have been changing in recent years and and organisations like Salesforce for example, Brewdog from Scotland much more likely willing to be purpose driven and you know I remember when I did my MBA I years ago ended up being told you know the purpose of the company is to make profits. That's it. You give those profits get distributed in dividends for the shareholders and then they go and decide what they want to do what the purpose is of that, but I think there's been this transition now which is great, to leaders saying we can actually we can do good by doing well and so in in the case of kind of certainly what I do, a purpose driven leadership is doing a number of things you know. One is the purpose is very core to what we do around creativity unlocking creativity that we do and number of different ways but also it's some of those side activities around, okay will you make money but what you want to do with that as well? So I know it all case yeah we really passionate about animal rights and animal causes so we support a lots of different animal causes and that's our kind of way of also doing that as as well. And then at the same time so that's me as a leader but I'm leading others and I'm [unintelligible] with them to figure out how can they align what their purpose is with our purpose as well. And that's the trickier part it's that is getting that alignment and and that takes a while and also the other thing with our team, with the exception of myself and and one of the person, all of our team is not in the U. K. they're all in Asia and the the style of management there that style of leadership there is a there's a little bit more of an authoritarian style, and my personal style is a little bit more of a democratic style you tend to

see and and U. K. companies or American companies and that doesn't always match up. But then when you you find alignment and you can find you know and you what would you have whoever you team are and you find like you know what is what drives you, and if this is gonna be different for everyone and then you can well how does that link to what we're doing. And the different ways of doing that yeah we use things like OKR's objectives and key results so you could bring that into it as well all you can I think you could also just take the opinion that you know you give your team a set amount of time to work on projects, which don't have a direct benefit to the business but just kind of help feed that person's feed their soul, make them excited to to go to work and if this spin offs that come into business it's great but if not then it's absolutely fine.

### **CAROLINE 10:41**

Feed their soul is a is a brilliant phrase and and I I've I've I haven't actually heard the vibe attracts your tribe James, I've not heard that one so I'm going to use that , I love that. You've talked to pay please hang our high performing functional unit with a team reaches a flow state when they work together, what what does that mean talk to us more about that and how would a leader go about creating that environment?

### **JAMES 11:11**

Yeah so I mean I think going back to my music days, if you think about it. I started my career being on stage and then I went backstage behind the scenes and I've now come back on the stage again so I'm gonna back on that and that in in Jazz in music you have these really high performing teams when you have a great jazz group there is a lot of things you don't have to be said. There is a form, there's a structure that everyone's gonna working within, it's not chaos to make sometimes sound like chaos but isn't chaos but everyone kind of like feeling what the other person is doing, reacting to that person's doing as well everyone everyone has very good technical skills, so I think that's that's the thing is as well and also you're trying to push people to see how far they can go with those and sometimes as a as a leader as a manager it's quite interesting thing for me to something trying to say okay well you sense to someone I think we get the more, I think it's something else there, so you can like push them towards that sometimes you put them into almost in music you don't like put them in your play something quite complex in order for them to repeat knowing that they might not let me know how they're going to get out of it. So you can almost pose a quick a a challenge in that way, and it makes them perform. I always thought this was something like okay that this is something I see in great musicians great bands where they had that connection is an unspoken, you don't really have to speak. You know someone might be thirty feet from you on the stage, but there's a connection it's unsaid, but then I was interviewing recently on my podcast on the SuperCreativity podcast again a guy called Professor Roger Kneebone who's one of the the world's top trainers of surgeons and he works in Imperial College in London and so his job is to train surgeons using different ways, the traditional way you train surgeons but just also using augmented reality, virtual reality and things of that. And he wrote a great book which is called Expert, and he was describing like when you get this real top teams in a surgery team, it's almost is that there's a flow that's going on, almost like ballet everyone knows the job everyone knows what they're trying to do but isn't on this unspoken things in fact there was a thing he said was surgeons sometimes

when a surgeon is getting to know a scrub nurse for example for the first time, and the surgeon will say 'give me what I need, not what I ask', so you get a good nurse is gonna you know that's not really what he needs, you know that's not the thing and and and and so it's that interplay and I think that's great these high performing teams I I've seen it countless times you know when I was in California in Silicon Valley with those top teams. A lot of the companies I am the bring me to work with them companies like Dell or UPS or Globant or even the McDonalds the big food company at those gonna top level you see that kind of going on and you also see organisations when that's not happening and that's often for a number of different reasons but I think we're maybe sensitive if you've if you've worked any length of time you're been in organisations where you've kind of felt it. It's a difficult thing to describe but you know it when you feel it with a team, when everything's moving it's not easy, but things are being people pushing or pulling there's interaction going on and you know as you start to come out of Covid there's Andy Jassy who will be taking over from Jeff Bezos at the end of the year at Amazon says he really wants people to come back to physical spaces again, offices again because he said in when it comes to innovation we just don't riff the same way it when someone's doing zoom. It's like you're you're there is something about being close being physically close that our ideas literally bumping into each other. Now it has to be done in a safe and secure way but I'm actually quite excited, because I feel just now what the last twelve months that we've gone through has been a time of really good productivity many organisations could become more productive in our work but it's not necessarily been a great time to creativity. Creativity is a slightly differne thting.

#### **CAROLINE 15:34**

Yeah that flow state that you talk about it James, you you bring it to life so well when you're talking about a at you know jazz and and ballet and and how it all just happens really and you just reminded me of something that happened last week when one of my team said, but this is what you asked me to do what what do you mean this is not what was in your head? When we were did some at some creative work on our on our brochure and in my head it was one thing but the words weren't quite matching that so, I really it really resonates with me around that flow state and and how do we all anticipate each other might need need to reach our OKRs.

#### **JAMES 16:15**

If people are interested in this idea of flow there's a gentleman Steven Kotler, who actually I just interviewed him recently on the on the SuperCreativity podcast and that Steven Kotler actually ran something called the flow institute and then that's what they just research of companies, organisations, what increases the chance of flow. Now they'll come at it from an American or Western standpoint, if you go to Asia they have a different kind of conception something called Ikigai. In in Japanese a Japanese

#### **CAROLINE 16:51**

The reason for being.

## **JAMES 16:51**

A reason for being the reason for that for a living and it is this combination this crossover between your profession your vocation of your passions like where all these things intersect with each other and it's very very often that Ikigai that sense of purpose is when you are experiencing a sense of flow and that will often be when you're doing something is involve creating in some way whether it's in business or another another areas.

## **CAROLINE 17:21**

Yeah Ikigai is something that we use and something that Andy Lothian who we both know James actually mentioned he's hugely passionate about that and developed you know a lot of the Insights work is based on a key guy and his personal his personal work, James you've you've talked about it a misconception about the creative genius being a lone wold and that really creativity is about collaborating. How can leaders integrate creativity into to the daily culture in a meaningful way, and you know it my immediate thought on creativity is I'm not creative person, so I I would always you know proceed in a conversation with I'd love it to look like this but I'm not creative so don't go by me but you know, tell us a bit about that because I'm sure that's not the right way to think about it.

## **JAMES 18:11**

You know I mean you'd be actually in the majority of people, the majority people by sixty percent of population do not consider themselves to be creative. It varies a little bit by region, in America's it's a little bit higher than that more people consider themselves to be creative especially in East Asia China greater China and Japan less people, maybe as low as twenty five percent of people consider themselves to be creative. In the U. K. where we're speaking from just now it's going to be around forty five percent of people consider themselves to be creative if they're asked, so so here's the thing. I believe that we are all born with this unlimited creative potential and the only proof I need for this is, if we spend time with a four year old or five year old give them some paint, give them some crayons for example, watch as they create they lose all track of time and what is psychological that sense of flow we were speaking about. Now what happens is usually the station what we call pre-conventional stage of learning, when they go to school you go into a more conventional, they're taught the rules this is how it is this how you do, you actually thought see reflected in the artwork. They go from drawing these kinda random things drawing more physical structures houses for example, and then we go to school college, business and all this is we just basically told these the rules this is how it has to be done. And this is part of just growing up but as adults, we need to move beyond that what we need to become what is called post-conventional. Where we're willing to use these signposts the usual because sign post these rules, but we're willing to challenge them and to break them as well. And so what's often happened is this sense of creativity the sense of, actually if you really boil it down it's a sense of curiosity, of asking questions. If you spend your time with a 4 5 year old child, why why why why why why. They're curious all the time. *If you go into a larger organisation, especially bureaucratic that why the questioning the curiosity has been knocked out of people for so*

*long. Partly that's function of management because it's more you go up an organisation you're expected to have all the answers. So that the pop up rain almost like curiosity part gets a little bit weakened, gets a little bit flabby so part of my job is to go into organisations and just teach them a number of tools and techniques for getting them being curious again. Asking questions know whether that's because that would be curious because they're integrating you artificial intelligence system in something and they're trying to figure out how to do a some augmented coding or whether it's something you're in a completely different field, it's about getting them being curious and asking questions. So what I would say for organisations if they maybe not in a sense of place that really creative what I would say is actually *Plato said it better. He said what is valued in a place is cultivated there, if you value innovation then you need to cultivate creativity. Because creativity is the catalyst for innovation. Creativity and innovation are just different sides of the same coin.* So creativity is when you bring your ideas to the mind, innovations when you bring new ideas to the world but without creativity there is no innovation there are no new products, new services in the world so creativity is so core. *But the problem is too many of us believe now that this idea that either we're not creative, and that's for a number of different reasons, one the education, but the other one is the media you're the media loves this idea of the lone creative genius myth. This idea that you sing on the stage with the spotlight on them or the CEO on the front cover that business magazine, but as someone who's worked with some of the most creative people in the world, when I was a manager I would stand at the side stage watching as my office performed with the spotlight if I looked to my left I could see the tens of thousands of people in the audience enjoying the show but if I look to my right I could see backstage and behind the scenes. Now most audience members will only have to see the singer with the spotlight on them but they will really see that two hundred people backstage who just as much a part of making a creative and successful innovative show as a singer with a microphone in their hand, so we have to start getting over, this is this idea that creativity is that this idea that individual creative genius is actually quite a modern notion it came around during the the Renaissance in the fifteen hundreds. But if you look at any of that great ancient civilisations actually we've always believed that it was the I the individual that was necessarily that kind of creative genius but we work vessels for creative genius ideas inspiration depending on your beliefs, that inspiration and those ideas to flow through you because of a god, man god or gods or higher power or collective consciousness or the tribe or community of which you're a part. Even places themselves can have their own creative genius. The room is called it a genius loci, in Dundee you have the V&A museum amazing museum so if you've ever been in a space like that or maybe a beautiful on the beach in Broughty Ferry where you are or in a forest somewhere up in a hillside and ideas and started coming to you've experience with the Romans called the genius loci, so places themselves can have their own creative genius it's not just about the individual being a creative genius.**

## **CAROLINE 23:41**

You know that that's really powerful to me around you know currently we're in the situation where we are all on Zoom and and you know you talked about how difficult it is to to be creative and that's I suppose about environment, but I think it's also about individual it's it's difficult to have individual conversations in a team setting on Zoom you know normally if you're out socially you and I'll be chatting at the bar or you know in the coffee shop and and the rest of the team all do the same but now it's almost like this real focus on one or two people and you know, I love the fact that you touched on the leaders are supposed to know everything because that's a very common theme in all the podcast guests I've had is that the

more humble the leader as the as they grow their career, the better really and seeing things like I don't know and what do you think are two of the best questions, but but James what what do you think are some of the best questions that leaders can ask their team either in the creativity space, or the kind of purpose leader space is is there any great ones that we can learn?

## **JAMES 24:41**

Well the the management theorist Peter Drucker once said the the biggest problems in management decisions come from not having the wrong concept that asking the wrong questions so often we find in organizations is really, it's come from them either not asking questions in a deep way or asking the wrong types of questions. So give me an example so often when you go into a let's say an ideation or brainstorming session with your team, whether it's on zoom or whatever the the medium is. *All too often people rush into trying to find the solutions okay we got this problem how do you solve that problem the order study shows actually what is much better to do is for you to spend the first ten minutes of any brainstorming ideation session just asking questions questions questions questions* Albert Einstein once said if you had an hour to solve a problem he would spend the first fifty five minutes thinking about what the question should be what you know the real question was you could solve the problem in a five minutes. So lots of different ways of asking questions and you know there's the Toyota five wives like one style question you can ask you can ask who, you can ask what if questions, you can ask actually this is a really good one for a lot of family businesses, I was recently before Covid happened I spend quite a lot of time in Brasil and Lebanon working with a large family businesses these are multi hundred million dollars for kind of family businesses and sometimes what the problem was was that no one asked the question, to let's say that the grandparents who maybe the chairman and then the parent has made the CEO, and the grandchildren who are maybe the new management, what does success look like? What is success what does that mean for you and when you kind of get people, and I facilitated this I mean it it's it's an amazing job, I get to do that, two years ago a client flew me to Cannes in the south of France just to spend the day with the all hundred twenty members of his family this quite wealthy family to Cannes sets the fronts and we spent an entire day just talking, asking questions I'm like what is success look like okay I'm what you'd often find is maybe an older generation had one example of one conception of what success needs look like but the younger generation coming in and saying no that's not what success is anymore, so you so you can get these things out into the open and so there's loads of different ways of asking questions. If you're interested in different ways of asking questions there's a great I'm all set from M. I. T. his name escapes me now but he wrote this idea called catalytic questions and Professor Hal Gregerson, he's got great book out which is all about just asking better questions. So I so I think I think is in an organization you can almost feel it like going to companies like what the ones are feeling quite happy to be curious and asking questions and also the leaders the something I just learnt myself as a leader is I need to have two mentors almost, I need to have an a mentor that's a bit older than the oldest more experience than me than me in the field I'm in, because they will tell me where the bodies are buried like these the things to avoid don't do they don't make this mistake, but I also need a mentor this younger than me to be kicking me up the backside and and like all my teammates like in their twenties and it's great because like a lot of stuff I'm doing as a keynote speaker we're integrating a lot of gaming ideas from e-gaming. Dundee's is obviously famous for the gaming industry and the whole live events virtually well I'm now working which is hybrid events is borrowing a lot from the gaming industry and so

now I'm starting to do hologram keynotes, so there's me from my little studio office in Perthshire, Scotland and getting projected onto a stage in Singapore well my holograms and having a live kind of conversation I'm never having to leave my my country here, so I'm it's fascinating but it all started by having that level of curiosity.

#### **CAROLINE 29:02**

Yeah I love that there's so much to unpack in that James I think the intergenerational experience is absolutely critical, we've got that and in our team is all women at the moment, and we have young and at let's say more experienced women in the team and when we work together I think is where the real fireworks happen yeah and you learn so much you know about just some some of the young people that are coming through in their careers now are just mind blowing, I can't ever remember being smart, proactive and with lots of ideas but I was that age.

#### **JAMES 29:43**

But this is great I think now one thing I'm I'm so excited about especially using more diversity to come into the work force as well with this is one of the one of things we have I hope we learn from the economic crash like two thousand eight two thousand nine is frankly you had a lots of people in the room making decisions that looked like me, and maybe went to certain schools to school certain type of education they've got a certain world views and that was a problem of risk, that was that was risk being badly managed because they didn't have enough diversity of views and life experiences, the same thing applies to creativity because even now I still find it amazing that sometimes if I talk company about that did did doing like brainstorming ideation sessions and I ask them to describe what they look like often it'll be something or you will you know we got the chance to rip me turn up in the room no one really knows what the challenges okay well some people what really well like that is in quick thinking other people like to think about things in advance and you're going to cause people about problem coming into space I did often when you come into those spaces if it's a physical space and even if it's a virtual space, you'll have one man, usually a man holding the one white board pen in the room and it's his ideas end up dominating the boards. So there's loads of things we can do to just get more diversity more ideas into room and more life experiences and sometimes it doesn't all have to come from the team it can mean bring me bringing partners bringing clients, bringing you know others kind of stake holders and you want to get that because it's going to it's not going to cause a room this necessarily gonna have, it's not gonna have an easy room sometimes but it's your ideas will be more stress tested.

#### **CAROLINE 31:44**

Yeah absolutely some some brilliant ideas and actionable things that that we can all take away from our conversation James, I could speak to you for hours about this stuff I'm if you're a professional speaker public speaker and you run two podcast yourself one SpeakerU which is all about public speaking what advice would you give to leaders or

communicating with impact, it's obviously something that you do every day but there's lots of leaders say there who may not not be confident to do that any advice?

### **JAMES 32:07**

Yeah I mean is is that is a huge area you know public speaking but a lot of clients to bring me their either professional speakers or their executives the have to use their have to have really good communication skills to land those larger deals those pitches and one of the things I do notice a lot and and companies like Bell in Canada for example is there a big telecoms company helping me to actually do that provides training on virtual selling although not a sales expert I do know that communication and communicating in a virtual space is different from communicating in person. And it's going to be different when we move to hybrid as well, so a classic example for that is when you go into often most of the time we're on these Zoom rooms like this but when I'm giving a presentation a keynote I will always be shooting from the basically of the belly button up because there's something called a truth plane that when you come, if you want people to very quickly trust you you want to show your hands, you want to show that wide stance you'll get any of the great communicators they'll do that. The other thing that will often happen is sometimes it's like if you haven't gone to maybe you've gone and watched movie and the actor in it has been a famous theatre actor and they've gone and moved to film and TV, it looks a bit hammy, a bit rubbish, everything's too big because that person being used to being on a stage where you use your physicality different, likewise sometimes you see a TV and film actors try move to the stage, and it doesn't work either because they have much more subtle movements in the face the gestures in the hand little eye movements which are great but doesn't translate past the fourth row in an auditorium, so I would say full of communicators there still communicating as if they're in a board room, in a physical space, a larger space with the body, with the language with the voice when actually for most of us now with communicating in a in a slightly more intimate space and so the different techniques you can do for that but one key thing is around eye contact them and see very simple thing most people got their cameras so like just now as I'm speaking to you even though my screen is baloney, I'm actually looking right into the into the lens of the camera. Because I'm trying make eye contact with you in that way and it's weird if kind of strange for the first kind of times but you will build more rapport with someone if you do that and that's just from a selling perspective on how to do that so there's loads of of things like that little, tricks you can use and how to quickly build. One of my clients is that in Canada is that the law enforcement in Canada and so I've spoken with them many times in international law enforcement because when they have to do interviews, interrogation or interviews it's very difficult if you're a police officer in Vancouver and the person you're supposed to be interviewing is a jail cell in Dubai, because if your camera is just like we have just now quite close up I'm missing as a police officer all those subtle little movements all the things a good officer someone in law enforcement will pickup so you just ask can you move the camera further back so I can see this. So there's loads of little thing that is gonna be really interesting and I would say some of the people are doing this best, not for the corporate world, but teachers elementary primary school and secondary school teachers because they are at the frontline of this they're moving from having been in person to virtual and they're now going to hybrid as well with some children be in the room others will be virtual. Some of the some of the coolest things I'm seeing just now about moving for with hybrid to high flex in terms of online education, around online communication is happening in the world of teaching, so obviously Scotland's got a great history of excellent kind of education.

### **CAROLINE 36:11**

Just so interesting James about you know teachers in particular have had a really hard time haven't they. Not only did they have to teach my kids you know our kids when during the pandemic, do they have to do it at home as well as having to learn all this online stuff so I would never have thought of actually looking at teachers in that way but you're absolutely right they've really taken the steepest learning curve I suppose about the online world and listen James that's been fascinating, the final question before we know what to get to know the real James, so we know you're a public speaker we know you're a business leader you're creative have, but how would your friends describe you James? What do you what do you like to do in your spare time and how do your friends describe you?

### **JAMES 37:09**

I don't know you'd have to ask them I wouldn't want to put forward what their opinion might be of me but for how long they've known me but I mean you know I'm very fortunate we both live in Scotland one of the like most amazing small countries in the world and so for me on my doorstep is we've got mountains and lochs and so I'm a big cyclist, and so I love cycling you go amazing places a great walking around where we also for me that's my way of kind of you're just kind of chilling out and relaxing is gonna getting, I obviously love to travel globally that's not so possible just now so I'm getting a chance to explore my own country a little bit more now as well and I think I need she said Nietche said 'no good no good idea ever came from something that didn't involve walking' or something like that so usually you get your best ideas when you're out walking in this that's the reasons for that in terms of colour psychology but then but so I love being outside being in in nature I think is one of the great things about where we live.

### **CAROLINE 38:13**

Brilliant James thank you it's been an absolute pleasure, and I'm going to follow your continued successful career with keen interest and we will put some resources into the podcast to make sure others can do that too ,James thank you so much.

### **JAMES 38:27**

Thank you so much.