# The role of career changes

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

So, hi and welcome to our podcast. I'm Martha Lane Fox. I am President of the British Chambers of Commerceand Chancellor of The Open University. Said it before,and I'm going to say it again. The two best jobs in the world. And I have to sayI'm really looking forward to this conversation and I'm thrilledto welcome our guest today because I am nota frustrated sports person because I had an accidentthat will ever stop my sports future. But I'm really interestedin the motivations around sport. So I'm thrilled to welcome Bryan Redpath. And you are Director of Rugby at LondonScottish, but you are also London Scottish. I said that, right? Yes. But you have many more things besideas well as I know, a very famous rugby player, so I must apologisebecause I am not a rugby aficionado, but I know for many of our listeners that... They’ll be like, Bryan Redpath!This is very exciting. So welcome to the podcast.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Thank you Martha.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

We’re going to talk about lots of things,but a lot around kind of career transitionsand kind of pivoting to use a tech word that people do in their careersat moments. And you've done that in spades,but we'll come back to them in a minute. Just tell us a bit about whatRugby London Scottish is, because I don't think people might knowa bit about what your current role is.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah, London Scottish are a team based out of Richmondthat play in the championship, which is the one below the professionalPremiership in England. The Championship is made upof semi-professional teams and professional teamsand ultimately they are competing to try and achieve the winning opportunityto go into the Premiership. But that has many regulationsand restrictions to allow you into the Premiership. And if you don't if you don't have thesefacilities in place you can't get there. But primarily LondonScottish were a full professional team that played in the top league,I was approached a few years back to come in and give a kind of an overviewto where they are and where they would like to go. We bridged that crossover really between some players at the age of 27and realising they may not make a Premiership starteror an international player and that transition into businesswhether that been through our sponsors or connections in the City of London to say well actually you can do bothand still train a Tuesday and a Thursday and play on a Saturday against professional playersand still have that little bit of a dream, but make the transition into the business worldwhere you have 30 years left to work, whereas in rugby terms you get to 30and then you're looking at the end process, whereas you hit thirty as a business person that'sprobably your peak time to, to kick on.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

Yeah, I think that was probably my error. We started our business lastminute.comwhen I was 25 and I think maybe if I’d done a bit later,it would have been a lot more successful. I look at numbers of stats aroundpeople who start businesses later in their careers. They're always much more successful,but maybe that we can come back to that. You really want to talk aboutand understand both your personal experienceand also the work you do. It's just around these career changesand how important this is in the economy and how we can helppeople make those moves, particularly,I guess, you know, as Chancellor of the OU I see this all the timewhen I'm lucky enough to do the degree ceremonies,which are some of the best things I get to do in my working life. People come across the stage and they've got these storiesthey're desperate to share. You know, they may have beena social worker for ten years. They've worked for four years on the degree while doing social work,and now they've got up into the next level of social work. Or maybe they're even switchingto do something totally different. But it's always people who want to eitherjust continue to learn through that lifelong learningor make a bit of a shift. Tell me some of the things you've seenand how you think about that.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah, I mean, I made a big,big decision in 2017. I was coaching at YorkshireCarnegie at that time and I had been in professional coaching for 13 years and obviously playedten years prior to that professionally. I'd got to a stage where I kind of lost myself a little bit and then I was sat at a rugbyevent in Leeds and I got an approach from a big foreignexchange company in London called AFEX at the time, and they were lookingto set up a sporting sector. How do sports people transfermoney back and forward? And I was like,I know my background was I left school young,I was a joiner for eight years. I went self-employed,then turned professional and then into coaching,and I never really looked at, taking any breath in that timejust everything flowed. And then this was the first real decision for me to go into somethingtotally different. Put a suit on, go into an officein the centre of Manchester and work with people that knew me but didn'tnecessarily know me, knew who I was. I was just a figure. And that was the probablythe biggest part. The challenge thatlay for me was to say, well, where can I fit in? But what I did knowwas I understand sport, I understand teams,I understand individuals. So what I wanted to tryand achieve was just say, well, use my experiences to understandthe people I work with. Learn really quickly, make sure that I domy research and then try and take all the good of the rugby and the sportand team and the management side, but be willing to listenbecause at the age I was at, 47, I think at the time wasI willing to listen to a 24 year old that had the academic backgroundor the economic background to tell me what I should be doing. Now that's generally my own egothat was going to be damaged. But ultimately I went into thatbecause I understood image rights contracts,commercial contracts for players.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

Yes.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Prize money,how they’re winning and transferring it. But the biggest start was the biggest challengewas just being in an office all day. Yes. When you've never had that. And even then you go to and I never wentto university, so I didn't understand. I certainly know that my son definitelydoesn't go to a class all day at uni, but going into an officeand I found that the most challenging part,different people, different agendas. And who was my direct boss?Who was going to be given me a challengeor this is your job description and I'm going to be there for youbecause I didn't necessarily always see that, because you sink or swimand you're in crack on, or if you put your hand up too many times,you taking up too much of their time. But I always feltthat was the bit that I felt was missing when I first went into it. I didn't know enough about the job. I didn't know enough about the industry. So my prep going into that was quite shortand quick because I'm still coaching and I think that was probably whereI probably maybe should have done more research,insight to what I was going into and then be able to deal with that emotionallybecause it was such a swing for me. So yeah, it was, it was a massive change, but one that overeach year has become easier. The London Scottish connection was moreof a consultancy role within the foreign exchange company Jackson Swiss Partners,who I work with now. So that was a changeover. But I’m still learning and I don’t thinkI’ll stop learning until I... Well, I don't think I will. It took me a long time to master sportand master teams and master people and it’ll take me a long time to masterso many different people because we've all got different agendas,different rules.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**
Well, I think you've justexpressed a lot of things there. And I think you also saidthat you've made this big shift in 2017. But actually, I would argue before thatyou revealed that you've been a joiner, then you'd been a professional sportsperson and then you've been a coach and then you went into business. So arguably you've made quitea few transitions before that actually. So it strikes me talking to you, it'sjust about that mindset of being open to different ideasand seeing where different directions go.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah, I think one of the biggest things,Martha, I was obviously I'm not the biggest in stature and having...

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

I don’t know what you mean! I've got a six foot three.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Exactly. So yeah, I realised really early on in my careerthat it was never going to be about me. So I then went.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

How? How did you do that? Because I think that's a really importantbusiness.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Well, I understood what part of a teamI was going to be and to be.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

That's true. Sorry to interrupt you. Do you think that's true of goodsportspeople? Always. Do you think you have to recognisehow to be part of a team?

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

In a team sport. Because there are going to come timeswhere the most talented people will show that,but when they're off their talent and they're not on song, what dothey need their teammates to help them? Yeah, well, I knew wasI was never going to be the rock star, but the rock star always needs somethingto help them perform. So I knew that my skills, my skills were always going to beneeded in a team environment. So I just honed my skills. I practicedwhat I was going to be really good at, and I stayed been really good at them. I never became average at them all. I tried to up-skill thethe weaker parts of my game I put on 15...

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Again, backto me being a rugby novice. Tell me what that is like. When you say skeleton.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

I put on 15 kilogramsfrom my first cap to my last cap from 1993 to 2003,I increased my size by 15 kilograms. So two stone just to competein the physicality of rugby. But that didn't mean I went out to competeagainst you physically.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

But that's lucky because I think it you’d wrestle me to the groundin about half a second.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

But I quickly understood moving a big guyaround, getting up off the floor quicker. That was them in uncomfortable positions,be closing the space down so quickly, being fitterand being stronger from my position, but making sure that my fitness levelsdidn’t drop because when I dropped, when you drop fitness levels and you get the first thingthat goes is your mental strength. Yes. So you make mental decisionsthat are poor because you're fatigued. So I kind of understood that as a small guy playing with big brothersin the back garden. And then the game itselfhas many different sizes, whether that's people positionally. So I knew then I had a skill-setthat could keep them in the game, but I had to understand them first. So the more understood about them,which was part of the team thing, socialising,walking back from the changing rooms, good days, bad days,picking up little traits that they liked or disliked, and then said, right,I can help them with that. And if I help them, yeah, it'sgoing to make my job easier. And ultimately that's what scrumhalf my position in that midfield linchpinkind of area was. If this team's got a function,I need to be in the game more than anybody else and I need youto be in the right positions. More times than not. If you’re not, there’s going to be reasonswhy. I just needed to understand them and then make sure, as a captainof kind of every team I played for was be that kind of personand be that be the same as you so you could come and ask me a question. I wasn’t any betterbecause I was the Scotland captain than I was as a young playercoming through or an old retiring player. We're all the same, butI've got to share my knowledge with you and then willing to come to your leveland say I'll help you get up here. You can't get there without me. Rather than just expect young, young or less experienced peoplejust to jump to that level. And that's the same in a boardroom level. The biggest peopledon't always share their knowledge because of the numbers of people that are putting their handsup to take that job. Yes. And in sport there’s only two or threelads that are putting their hand up. Yeah. Every year.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

I mean I think you've again justbrilliantly explained why, to be honest. I feel like sometimes I goto kind of particularly tech conferences and the star speakeris always a sportsperson. Anthony Joshua or Lewis Hamilton. It's always like,wheel out a sportsperson, because then they can tell this businesscrowd something. Yeah. The problem I perceive sometimes is thatpeople get kind of a bit overwhelmed that they've got Lewis Hamilton, AnthonyJoshua, whoever the hell is on the stage and they're not really listeningto what that person is saying and what you've just explainedabout leadership being the person that doesn'talways have to answer all the questions, but is the person that people can come toand you help work that thing through and realisingthat you are part of that team. There are so many lessons aren’t there? Why do you think that you had that mindsetand where did that come from and how can you help peopleencourage themselves?

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Goes right back to, as I said earlier, when I knew I was what I was,I never tried to be somebody else. And that was stature. That was.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

Yes.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Whatever it may be. And weirdly comes back to things like if you're a femaleand you think it's all about looks, I've got to look a certain wayto be accepted in this office. Yeah.That’s wrong. Or in this changing room. Yep. It doesn't matter what it is.It's the same thing in life. And I felt that the most important partwas just be you. Make sure you work on yourselfmore than you work on others. And that's kind ofyou have to be selfish. So how you sleep,how you eat, how you recover, and that doesn't meanyou can't be a jack of all trades. I love to party. I loved a good night. I was part of the boys that were out lateand doing the dancing and jumping around.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

That we need to see!Now that we film podcasts you can have a little...We can have a little dance.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah, we can have a dance off later, butnot like that for me is really important. The show that you’ve got humanity,you’re humble with everyone and you,you give time for everyone. Not everyone has been as fortunate as me,but I have sacrificed a lot to be there. So you must make sacrifices in yourself before someone else tells you because you don't always agreewith someone else tells you. But you must look. You must be able to look in the mirrorand go - that's my problem. And I have got I have some regrets. You know,I probably shouldn't have had the beers as I had at certain times,but that's life. I'm not going to go back. I learned a lot from thatand I can learn from it now. I can still at 52learn from that now. And that's the most important part for me,is I'm willing to learn about myself now, it's uncomfortablesometimes because I didn't go through the academic background. But I do believe from a young age,the people you're around the most is your parents.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

Yes. And what did to your parents do? Tell me about, paint a pictureabout what home life for you was like.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

They were initially dairy farmers and then my dad went to haulagecontracting business. So livestock. So it was never a glamorous lifestyle. Cleaning out lorries with cows.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

He ran the business.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yep. Had his own business. My older brother Andrew went into to it,Playing... Weirdly, some of the biggest things I didlearn from was my two older brothers that we all playedin the same team together. Okay.My middle brother Craig. We played at school together.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

So you’re like the Kelces because obviously they're very famous right nowfor playing in the NFL. So yes, you’re the Scottish Kelces.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah,and it was a lot of brothers at that time. The Hastings, the Brewsters, the Calders. So yes, we all played in the same team,same club team. My middle brother and myself, Craig,both toured with Scotland together. I learned a lot from them and it wasn't always what to do,it was what not to do. And that's really difficult because they probably didn't see it that waybecause I was a wee younger brother. That was probably I was told I would never play international sportand I played 60 times. They... Craig, he got one cap. My older brother didn’t get any, but...

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Are you still speaking?

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah, just occasionally. But I never felt that they neededto, you know, I toured with Craigand I learned little things from him that I thought, nah I need to be and I don’t want to react like that,but I don’t want to... And it was never through lack of caring. It was just through lack of understandingand the pressure that comes with that. I probably dealtwith the pressure, or the expectation better, based on what I saw them do.

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So I’ve heard that happinessis about your expectation versus reality. Yeah. So if you think that you're goingto be incredibly good at something and you just consistently don't quiteget there, then you're fundamentally going to be unhappy. Where as a bit what I'm hearing is that because the expectation wasn'tperhaps on you, you perhaps happier because you were goingfor things and they were working out. Does that...100% rings true, especially when I look at many, many sportsmen or many people.They’ve come up with this dream. To be there, top of the pile. How many people reach the top of the pileevery year? It’s a tiny, tiny percentage. It doesn't meanyou can't have that as a dream. Yeah. But don’t put that much pressureon yourself that you fail. You failand you fail once at one thing, you. You then think you’re a failure. Yes. No, failure is somethingyou have to have tried it to have failed. And then you come back and try and learnfrom your errors and your mistakes. Don't see failings once as something. If you continually fail,it is your problem. If you're doubling up on errors, then it's your fault because you can'tsee the wood for the trees. All you're looking at as your visionsometimes is going back and having a a mentor or a trusted person. It may be a family member,it may be a coach, it may be just someone you bumped intoand you've listened to because as you say what you listened to is far, fargreater than what you can share.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

But again and again. You're coming back to something which I haven't explicitly said,but it's the same thing which is just being opento lifelong learning, being aware enough to know that you just need to keepnot knowing anything and appreciatingthat you don't know anything. And when you do have a bad day andI'll go back to certain times in my career Quarter-final WorldCup 2003 I was captain and had a bad day. I played poorly, and I knewthat the players looked up to me and that was the first gameof my tournament. no, I knew thenI couldn't dwell on that. I couldn't sit there and feel sorry for myselfbecause I had already pre-planned my retirement. I was needing surgeryand I was struggling with injuries and young boys behind mewere flying behind me and queuing up. That game. I knew I had to then put my hand upin the media, in the changing room and be willing to be dropped and say, well, I had a bad day, yeah,but you can't have a bad day when you've only gotten days a year to be bad at. There will be a day where you’re going to rock upand you have a bad day. You hope that you've got enough moneyin the bank to allow them to give you another shotto redeem yourself. And I was lucky enough to have that. Many people don't get that. Yeah, but how you react to that is when you go back...You have to go back to where your roots are,to where you are. To where’s comfortable, to see when along the linethat you've taken the wrong step. And some of that wrong stepis just because a little bit too arrogant, a little bit complacent. You've slackened on your rehab,you've slackened on your fitness, you've slackened on your analysisyou're doing or you've went overkill and you've lost the happy side ofof what it is. You've lost the enjoyment of it allbecause when we start doing something we don't enjoy,we never, ever do our best.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

Yeah, well,I think that resonates very deeply and I'm sure it does with listeners. I guess just to bring it backto kind of the business world for a minute and that big transition you made in 2017. A couple of thingsI'd love your perspective on. Firstly, you know, sometimeswhen you have these conversations and I feel this is a not very successfulentrepreneur, this might be in the gift of peoplethat are, you know, able to choose the work they do, able to go offand start a business, able to aim to be some of the best in their fieldas you were in your rugby career. For a lot of people,work is not that choice, is it? It's much more mundane in a way. And I don't mean the jobs are and I'mnot being disparaging but being realistic. You know, you have to earn money,have to look after your family. You live in an area wherethere's not that much choice of work. They might be thinking,they're listening to us. What are these guys on? This is like,that's not the world I operate. Reality. How do you think about,you know, the different, I guess, ways that you can approach your work, whateverit might be from what you've learned?

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah, I think every business has the exact same challenges to be... What is... How do they define success? The reality partthat we discussed a little bit earlier, what’s realistic for the business? It may be great one year,maybe set higher and higher each time. As long as you can operateand the means that you are. And I always see when I've seen itin businesses, now they get one good year and they get carried away and start to grow the business beforeit actually can stand on its own two feet. Stand on your own two feet. Be smart. Look back internallybefore you keep growing externally. Get wise people around you, peopleyou trust, even if you don't know them that well. But you know what they are.The characters are so, so important, whether it's you've signed themoff the back of a CV or employed them off a back of a CV or of their character,you just feel this person has the ability to adjust, adapt to the challengesthat they will have because you're too busytrying to grow the business and bring an investmentand look for new business. Whatever you get dragged off,you may get dragged off mentally just dealing with other things,but you want to have that trusted thing. And I think SME markets,new businesses, established businesses, the most important thing is keep doingwhat you're good at before you start going into somethingyou’re going to learn about. Doesn’t mean you can’t,just do it wisely and do it smartly. Don't go. Don’t take five stepswhen you’ve missed out two, three and four. One to three, one to two. And you may have to go up and downto get success, but just be a little bit just sometimes take that half an hour a week, an hour a weekjust to reflect a little bit back on what was good, who is good for the business,who isn’t so good, and why they’re not so good.If they’re not good, are they disruptivebecause they want to take it another way? They want to show you something new,which means you can’t... You have to listen to peopleor they're not good because they're stepping oversomebody else's toes and we're shrinking. What we've got is good. Yeah. So I think every business just needsto look within rather than always look to growwithout. You grow within and you get strong within the group.Add to the group add smartly. And if it isn’t working, be man enough, or female and strong enough to go. I recruited that person. It's my issue. It's my fault.No one else's. Cannot blamesomeone else down the food chain to say you employed the wrong person.That's your fault. You as an MD, a CEO, a chairman,whatever you are in that business, make sure that your experiences filterthrough everyone to the cleaner. Yes. The cleaner has an important partbecause that makes you happy when you come in the door.100% But the man in the boardroomgives everybody confidence. He reassures or the female in boardroomdoesn’t matter who it is for me. The person that’s in chargemust be willing to be part of everybody.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

I made so many mistakesrecruiting in my career. When you were saying thatabout owning the decisions that you made, I mean, that’swhere you can’t hide as an entrepreneur, I guess,because the buck has to stop with you. But I’m just going to share onequick anecdote. We were expanding into France. We bought this big French travel company. They were furiousthat these kind of upstart young English people had bought a big Frenchtravel company. This was backin the very early days of the Internet. I sound like I’m stuck in the pastand I’m just going to tell you this. We had this guy,massive kerfuffle to recruit he ran a huge agency from travel. He was like very kind of... But we thought,we need this grown up in the business. He's going to give uscredibility in France. First day he arrives. I knew it was an absolutefreaking disaster because he came into the office,he looked around, he said, where am I going to put my desk? And I said, What do you mean? He goes, I brought my mahogany deskfrom my office in France. I was like, oh my God, what have I done?This is going to be the most... This is appalling,the most terrible culture clash. So obviously I had to own that and we had to part ways very quicklybecause he was never going to work. So it's just I always go back to that guy.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

The respectyou get for doing that and admitting that.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

Maybe not from him, but anyway.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Well, he would never be happy with it. But the the bigger pictureof what you are willing to take on the chin and go, that's my faultno one else's.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

I'm still really thinkingabout the comment you said, well I've never been in an officebefore working and you know, putting on a suitand all of those things that, you know, I think a lot of us kind of empathisewith that because of things that have happened over the last few yearsand working life has shifted. Not for everybody.Some people don't have that choice. Some people have to be either in a factory, in a frontline rolein whatever capacity. But also people do get a bit more choiceabout work and so on. How have you found that?And kind of that bit of the pivot? Because that’s...You know, not rocking up in your shorts anymore.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah. The team environment I loved,I loved being around the team. I loved watching other playersin my position and trying to watch them, see what they're good at, howthey do things, what did you do different? I was always kind of steal little bitsof information from them, and then when you move into the team in the office format,I like to be in a room with people. I like to interact, I like to understandif I want to ask a question, I want to see the expression on your facewhen you answer to me, then I know it's genuine. I want that honestyand if that feedback is really good. And if it’s genuine to me, I’mgoing to take a lot out of that. Over the phone’s different, over a Zoomcall, Teams call, Google Meet call, whatever it is, it’sa totally different environment. If I'm looking for new business,will I win the new business based on our relationship,how we are face-to-face? I think we will.Based on other ways, whether it’s just factual and businessrelations. We can do a better rate. Great. That's simple. Yeah. That doesn't mean that you're goingto trust me for a long time. So I think, you know, we look at COVID,we'll look about coming out of Brexit, into COVID, into many differentthings and elections coming up. Ultimately, some people really lovetheir own life at home and they're very comfortable and still do the same level of workthat is on the job description. Others do need maybe one or twoor three days in an office. Some of them just love being in an office,getting up, purpose of the day, shower, walk to work,get out, work, go out for lunch, come back. If that feels normal. Normal’s good and change is good. But as long as you can find the way that's rightfor you and your business.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

And so do you feel now that you’reat peace with the office environment?

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah. Yeah and I'm pretty lucky. What’s you’re working pattern? Yeah so it’s a bit different, I get up around 6.30. I do a cold plunge in the gardenfor six minutes.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

I’d love to do that,a bit earlier than that! But I would love a cold plunge bath.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah. So I sit in that, so friends of mine who has a MyoMaster Joe Gray and his lovely wife Lottie. Yeah. I've gone into that a little bitmore of coming out of playing. You have a lot of injuries so yeah, body is really importantand it feels achy a lot too much. So I do that and at the momentcause I have the dual role with the JacksonSwiss Partners and London Scottish. I can work remotelywherever that is. We have an office in Yorkshire.I work a little bit with them. I’m sometimesin an office in Clapham, but ultimately I want to be out meeting clients. I want to be at events, I want to be in and around people. That’s where I’ve always been.The office side and putting a suit on. Still,I’m more comfortable with that now. Got used to the blisters from the shoes.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

I don’t like it. Just for the record.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

But you don’t have to wear ties anymore. Everyone's a bit more relaxed. But yeah, I'm very fortunate and withLondon Scottish, I'm still around a team. I'm around peoplethat turn up in their suits because they’ve been in the cityand I know how difficult it is for them to come from a pro environmentto working in an office to sit down and the the hip flexers are sore,their back’s sore or their shoulders and suddenly I'm asking them to go outand play against a professional team who train every day, get loads of time offand their transition is there. But don't lose the lovewith something that you've you've been and if you have the love for something,whether that's work or whether that's being in an office,just try and make sure that you keep that. I think the minuteyou take that away from you, you're losing 50% of what you're good at.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

Yes, I completely agree. I just keep reflecting that that stillfeels like a privilege for lots of people who don't have that opportunityto do something that they really love. They just have to do something to survive.

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

And again, everybody works. But again, I was privileged to play sport,so I don't see it as a job. I never have, never will. So that side of it, that's why I loved it. Will I ever absolutely lovebeing a normal working guy? I’m not sure. Did I love being a joiner ina building site in the middle of winter? No, I didn't. But it was what I didand what many others done. So going to an officewe all have to do it. It’s part of life. It’s what makes us... It's what pays the bills. So we have to do it. Whether if you can make ita better environment with the people that you’re with, you will be... You’ll have good daysand bad days like we all do.

But we do have a choice to make itgood and bad for ourselves. But when we make the choiceto be unhappy or then make the choice to move out of thatand find happiness somewhere. You can't always think it'sall about money, which it does, sadly, because it does run aroundthat we have to have. Enough money to live.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

You’re absolutely right. We have that in our agency. We've just got a minute left. But before we go, because you've madethose extraordinary pivots more than I think you’ve made more thanperhaps you think you have. Somebody... What's your kind of closing pieceof advice for somebody that wants to transitionout, wants to find that happiness? How how would you give them a kind of bitof motivation or inspiration?

**Bryan Redpath, Director of Rugby, London Scottish and Director of Partnerships & Strategic Sales, Jackson Swiss Partners**

Yeah... Martha... I think the biggest thing isknow what you’re good at. Know what you want to doand once you find that, go and get it. Stop worrying about making mistakesor not being accepted or being a little bit different. Like just be really goodat what you are and love that. And if you will get so much happinessfrom being good at what you are rather than trying to besomeone else. Just be good what you are and life will dish its cards for youwhen it’s there. But don't go chasing something that maynot be a realistic and achievable.

**Martha Lane Fox, Chancellor of The Open Universityand President of the British Chambers of Commerce**

I love that. And I would add in as Chancellor of the OU,our motto is to live and learn. And I think that you're an absolutevisualisation and manifestation of that. You'vejust got an incredible energy around you about constantly learningand not bringing too much ego to anything. So I really thank you for sharingyour story. I’ve loved our conversation. We could talk for hours more, unfortunately,the lights are all flashing at me. So I just want to say thank you so much,Bryan and thank you for listening to our podcast. I'm Martha Lane Fox,and we'll see you next time. Thank you.