



## **BOB LUNNON**

EXPERIENCE, HARD WORK, CREATING YOUR OWN  
OPPORTUNITIES AND JUGGLING

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**LEADERSHIP MOMENTS PODCAST TRANSCRIPT**



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# EPISODE 14



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**MURRAY:** Welcome to my podcast. I'm Murray Wright and this is Leadership Moments, real people stories about the people and the moments that have influenced and shaped their leadership.

Today I'm delighted to be talking with Bob Lunnon. Bob, welcome.

**BOB:** Thanks Murray.

**MURRAY:** Bob, it's great to have you on the show. You have over 50 years of experience in the travel industry, 20 years with Qantas; you had 30 years with Starwood Hotels; you've been recognized by the Australian Tourism Export Council for Outstanding Individual Contribution to Australia's tourism export industry and you've been the chief judge of the Australian Federation of Travel Agents National Travel Industry Awards since 2014 and you're supposed to be retired, Bob, but you do keep busy with your consulting role with Starwood and you're active in your church and the local RSL Club. So you bring a wealth of experience to the Leadership Moments podcast. The first question actually I'd like to ask you is to give a bit of insight to use. What brought you to travel?

**BOB:** It's interesting because my father was a news agent, but he was also a pilot. He left school at 14, but he was a pilot during the Second World War and his squadron leader said, "After the war, I'd like you to come back to Qantas," because his squadron leader worked for Qantas. And my father said, "No, I'm not going to fly for Qantas." He would have been a captain with Qantas. "I'm going back to the news agency." So when it came time for me, because I was born at the end of the Second World War, to start getting involved in what I was going to have as a career, the options started to come out that Qantas was an option. My father had contacts with Qantas. So my first job was with Qantas as a commercial trainee going through eight different departments, three month periods, deciding what I would like to do as a career within Qantas.

**MURRAY:** So you obviously enjoyed it. You were in the industry for 50 years. What is it about the industry that's kept you there?

**BOB:** It's an industry that is evolving. It doesn't stop changing. There is always something new to learn. There's always something different happening. There's always a challenge that comes as a result of that because you've got to change your plans. You've got to change your direction. You've got to be flexible. You've got to be malleable and understand where you think the industry is going to go. But it doesn't always go in the same direction you hope it's going to go. If you are a flexible person, it's a great industry to be in.



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**MURRAY:** So I think that's an interesting concept because in today's environment with the fast pace of change, the volatility of the world we live in, I don't think anything's changed. Do you see anything that's changed in the current environment that people need for the industry?

**BOB:** A lot has changed in terms of meeting customers' needs. Organizations in the industry, being a lot better statistically and with a lot of technology that's available to them to understand what customers want and then meet those customers' needs. But again, the customers change and the industry is changing and you've got to continually work to keep those coming together all the time.

**MURRAY:** Do you have an example of that, that you can see where that...?

**BOB:** The loyalty program is an example, but within the airlines and within the hotel industry there are different programs, but they all have the same end result. We're trying to keep the customer loyal.

**MURRAY:** So let's get to that first question, Bob. In your career, your life, who would you say has influenced you the most?

**BOB:** Interestingly, back when I was in school, and that was a long time ago, teachers didn't have a lot of technology to work with and I remember distinctly when I came to the end of my high school life, because I didn't go on to do any other tertiary education, the end of my high school life the careers guidance counselor, that they used to call them, would give you some advice on what you should do. And all he said was, "I really don't know what to say, Bob, but you should concentrate on the commercial side of life." And that stuck in my mind ever since I left school at the age of 17. So that's the first person and there is another person who was actually a peer of mine and I'll mention names because I adore the person. That peer of mine was a lady named Alison Taylor. We were peers for many many years.

**MURRAY:** Was this in Qantas or Starwood?

**BOB:** No. In Starwood.

**MURRAY:** Starwood, yep

**BOB:** My apologies. Thanks for clarifying. So we're peers for many years and then she eventually started, because she was a brilliant person, to rise through Starwood and ended up being senior vice president of sales and marketing for Starwood in the Pacific. So I ended up reporting to her and you had a peer relationship, which was a



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very strong relationship, then you had a reporting relationship, which became even stronger and so she had enormous, enormous influence over my life.

**MURRAY:** So how did she influence you, Bob?

**BOB:** She was just a brilliant leader. She was a brilliant leader in being able to recognize the customer values, in being able to recognize people who had ability, being able to put technology behind a lot of it and then also to work on the loyalty side of it all as well. So putting it all together, her greatest ability was her people skills. Her recognition skills of the people who could do the jobs that she was expecting them to do, also helping them to do. So putting the right people in the right holes, but then having this wonderful personality that encouraged people to just go out almost on a free basis to do their job without a lot of interference. If you didn't do your job, you'd soon hear... not soon hear, but you'll certainly hear some time down the track. But it was an empowering exercise because you were just encouraged to go ahead and do your job to the best of your ability from a mentor who would be giving positive advice almost 100% of the time.

**MURRAY:** So how did you apply that? Where did that help you?

**BOB:** It transfers to you to start with and a lot of my roles, particularly with Starwood in the last 30 years, was working with key customers all around the world... in two ways: to gain their loyalty to Starwood, but also... because Starwood was increasingly involved in the luxury space and it was to increase the awareness around the world of what Starwood had in Asia Pacific, particularly in the luxury space. Because Starwood very quickly, with the luxury brands that it had, became the largest luxury hotel company in the world, even larger than the pure luxury hotel companies, if you know the difference that I'm talking about.

**MURRAY:** The pure luxury hotels you would see as...

**BOB:** For example, Four Seasons which are just particularly pure luxury.

**MURRAY:** Yeah.

**BOB:** And so Starwood ended up with three luxury brands that were larger in terms of hotels than Four Seasons had, but it was never a story that was told. So we ended up developing stories and programs and large 80-page full color books that supported all of this to further position the luxury brands and the luxury properties of



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Starwood in the minds of the customers because apart from the fact there are other hotel companies that don't understand luxury, but there are a lot of customers out there that don't quite understand luxury either. So there's a huge learning curve for everybody in that whole process.

**MURRAY:** So just going back to Alison. So how did her influence help you do that?

**BOB:** She was just naturally brilliant in terms of all of the attitudes you might expect from somebody about almost any subject involving the travel industry and particularly the hotel industry. It was just the visions and values she had that she was able to transfer and then you could automatically go out feeling empowered to have the same visions and values and just be able to walk the talk and talk the walk and the whole thing. So it all came beautifully together.

**MURRAY:** So you mentioned there you were working overseas and that's something I want to pick up on because as you get into the overseas environment, you've got different people, different backgrounds, cultures, different values and beliefs about things. So you are there and you've got a team, the sales people in the hotel that you would be working with, but probably more importantly, the owner as well. Doing that sort of work, what has that taught you about doing this overseas and getting on with people of different cultures?

**BOB:** There's an owner level. It was a very important part of the process, particularly the more we're talking in the luxury space because in the luxury space owners have also spent a lot of money.

**MURRAY:** Yeah.

**BOB:** And owners in that luxury space trust hotel management companies to do the right job to get the right customers into their hotels, in this case the right guests into their hotels. And again it all comes down to communication because a lot of the work we do in the sales and marketing space within hotel companies, within an alliance, is about communication. It's about communication to the industry. It's about communication to our customers and guests. So again owners need to be a very important part of communication and the more they can hear about how we are working to gain more customers and guests for their particular property they spent a lot of money on, that they need to get a better return on investment on, we're able to articulate that with all of the materials that we had produced and all of the things we are using to get that message out about all of the luxury properties and all of



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the hotels and resorts for that matter, not just in the luxury space. So it was a better ability to be able to talk to owners about what was being done in a very positive and proactive way for them.

**MURRAY:** That's good, but I think in the last 20-30 years, the owner's attitudes have changed. In my experience, before they were much more willing to accept what the hotelier might be doing, hotel management was doing and leave it. But I think over time, people are more informed themselves, there's more competition for agreements and the owners are... they're more actively involved and potentially more critical. What's your experience of that?

**BOB:** That's an interesting point because... particularly when you come back to one of the points that I mentioned before about loyalty and about central marketing and all those sorts of issues that owners look at particularly with hotel management companies, there is a cost to the owner to be involved in that and if hotel companies are able to communicate with owners the return on investment of that money that they pay for central marketing, particularly as far as loyalty programs are concerned, there's a better understanding they have of what processes are in place. But the point that I'm getting to is that while there's an outgoing Australia as a central marketing is concerned, if then hotel companies are able to demonstrate how much for example loyalty programs deliver to the hotel is the secret to the success and in our particular case, we got upwards of 50% delivery through central marketing here and it's growing each year. It's going higher each year. So the message to and the communication to the owners is becoming easier because they are seeing the delivery on a global basis.

**MURRAY:** But it's interesting you say that because... and you talked about technology and using the data. You need to use the data in technology to be able to show that return because a lot of times that return and the statement made about it...

**BOB:** That's right.

**MURRAY:** Can be debated and disputed and I say that in full disclosure working as an owner's rep from time to time.

**BOB:** Yeah, yeah, yeah, yeah.

**MURRAY:** But we get this... yes, this is... and when we ask for the hard facts, they're often not there.

**BOB:** That was probably again a secret of the success because during this process,



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Starwood spent a lot of money on technology, upwards of 120 million dollars on technology over the time to develop those systems that would then be able to demonstrate immediately, at any given time, to an owner what the return was.

**MURRAY:** The returns are.

**BOB:** Yup.

**MURRAY:** Brilliant. So let's get on to that second question, Bob, and it's this: what was your aha moment when you suddenly understood what leadership was all about?

**BOB:** It's an interesting question because there are aha moments all through your whole life. The aha moments don't stop. They don't stop at all and the more you're wanting to learn, the more you're wanting to deliver, the more you want to communicate, you continue to have aha moments. But I must say, going back to 50 years ago when I was 17 and I left home and I went to Qantas and I was doing the commercial traineeship for two years and after four years with Qantas when I had decided to concentrate on the sales and marketing side of Qantas... When I was 21 years of age, they sent me to New York to manage the ticket office in New York. I'd come from a little country town of 2,000 people. Four years later, I end up in New York one of the best cities in the world. That was the aha moment. That changed my life forever because you're sitting in the city with an airline, it's a highly respected airline, it's actually... everybody wants to go to Australia. A short time after that Qantas appointed me as tours officer for North America based in New York and for example around that period I spent about six weeks traveling to 26 cities across America promoting Australia and tour programs to Australia. I'm still 21-22 years of age and I've come out of this little country town. It was the biggest aha moment. As I said, this life... but that's the biggest because you realized it's a big world out there. It's a big world and the opportunities are almost limitless. It's just how you go about getting what you need out of that big pie that's out there.

**MURRAY:** So it's really just introducing you to the big wide world.

**BOB:** Big wide world at a very early age and it just changed my life forever.

**MURRAY:** So you understood this then that the place was there full of opportunity. What within you, if you can think back at that 21-22 year old, I imagine full of excitement and probably a bit of fear as well around the whole thing, what changed?



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**BOB:** You started to think about the big picture. You started to think just outside of yourself. You started to think about what the big wide world has to offer. You started to then to... You not only had positioned yourself, but you probably were expanding your own abilities, your own knowledge, the aspects of your life and people are noticing that, particularly in big organizations. People notice that sort of thing happening. So that then, for example, only another two years after that, after I'd also been sent by Qantas to London and then returned to Sydney, when I was about 26 years of age and they asked seven of us to go on a secondment from Qantas to start Qantas Holidays. Now we started a new company then that became a huge worldwide company. So what I'm also saying is you're doing things to the best of your ability, but you're being noticed in what you're doing, but you don't realize you're being noticed. And then other big things happen from that.

**MURRAY:** There's something in that as well, Bob, and you said earlier in that piece that you said you started thinking beyond yourself and the bigger picture. I'm hearing somewhere in there that... and you correct me if I'm wrong... you're saying, "Well just get on and do your job well and the rest will take care of itself rather than being worried too much about what other people are seeing or thinking." Is that what you...?

**BOB:** That's exactly what I am saying. And to just put that in perspective, I only worked for two companies in 50 years in the travel industry, Qantas and initially Sheraton which became Starwood and which is now Marriott. And in the time that I was there in the 50 years, I probably had, I had 40 different jobs.

**MURRAY:** Yeah.

**BOB:** I didn't intend to leave Qantas to join Sheraton. Then after 20 years at Qantas because Sheraton came to me and said, "We get more business from Qantas Holidays in this part of the world than we get from anybody else and we think the reason why that is happening is because of you bringing in Qantas always and we think you should work for Sheraton." That's the only career change I made in my life apart from starting to work for Qantas when I was 17 and as I said 42 jobs. I didn't apply for any of those jobs except the initial one with Qantas as a commercial trainee and fortunately got it. Those other 40 odd jobs just happened because there were things that I was asked to do by organizations who saw that you had an ability to do things and you just went ahead and did it and things just happened around you.

**MURRAY:** It's about creating your own opportunity.

**BOB:** Creating your own opportunity. Absolutely.



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**MURRAY:** When you look at the industry today... so you've had 50 years of work experience... airlines, hotels, luxury hotels and now you're still involved in the industry today. You do some consulting. You're on the National Travel Industry Awards. You're the chief judge. If you look at the hospitality industry or travel industry in Australia, what do you think we're doing well?

**BOB:** My point before, we're doing loyalty well, recognizing customer's needs well and satisfying those needs a lot better. And those needs can be all sorts of different needs. You're talking about somebody whose need is really the cheapest airfare they can find. You're talking about people that want recognition and want to be recognized every step of the way. You want people that have their name used because that's one of the best forms of recognition that you can ever have. So that's where I think training has been an integral part, but an increasingly important part of all aspects of... particularly the travel and hospitality industries... heavy training. And it's interesting when you talk about training because I remember a credo in Sheraton when I first started working for Sheraton when they asked me to come on board with them. Hotel companies in those years used to have little credos and the one that Starwood had internally was, "Hire the smile and the attitude and train the person." And that's really stuck with me as well because a lot of organizations only now are embracing that. I'm talking this was 30 years ago. Organizations are embracing it now. The right thing to have is a person that can smile and can relate to customers and then you train them what you want them to do. And again back to my point that training is one of the most important parts and I think most companies now, not only in hospitality and airlines, but in other elements of retail, etc., are now starting to recognize that.

**MURRAY:** Yeah. I mean it's certainly this hire the attitude. I opened a hotel and I hired a bunch of naïve youngsters, but they were fantastic attitudes and we've so much success on the service level. I'm interested. Do you think we're training well at the moment? I see pockets in all sorts of industries where the... You wonder what the training is and I wonder if the pressure of wage costs, time, etc., and also the fact that we're losing the layers of management as we rationalize. I'm not so sure that training is there in the same way. But that's something to be debated.

**BOB:** I think the big companies are doing a good job because they've obviously got more need and higher requirements to do training, but have the budgets to do more training and to use sophisticated companies and external companies to help with their training or a lot of them are internalizing that process now. But the smaller companies, while they're trying to embrace it are struggling probably not only with big enough budgets, not being able to hire the right people, not being able to train



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them properly. So there is a bit of a disconnect with the size of the company and particularly in retail where a lot of it is important.

**MURRAY:** I think... also when I think about it, and going back to this attitude piece, there's a move away from this, "Well there's a problem. Let's put in a process and a system that will fix it and train them in the process or system." And that... well we all need a process and system, but it's not the answer. It can often just be a crutch. Whereas I think as we move up into the attitude, really trusting people to take their own initiatives and empower them and it goes back to what you were saying at the very first piece about empowering people and the difference it makes. If we can empower the people and really let them be empowered and not be encumbered by bloody systems and processes, the results can be fantastic.

**BOB:** Yeah. I couldn't agree more because it's the personal interaction. Interestingly, I'll throw a whammy in here, the bigger companies are going more online, if you talk about the airline companies and the hotel companies, where you actually now are empowered to do your own interactions with those organizations and the personal part of it is actually being minimized.

**MURRAY:** Yes, it is and it's interesting... You know, I think the best example I can see is the check-in at Qantas or at the domestic airlines. I'm much happier to do that myself than queue, but I think then when we do interact with the people, it becomes so much more important that they can have the skill to listen, hear what we're saying, hear the emotions and understand our story and manage it based on our needs not the system or the process needs.

**BOB:** That's right.

**MURRAY:** You know, they've got to obviously work within it, but then find the way for the customer through it.

**BOB:** And going back to that word empowerment, the big companies have realized that they need to empower those people to fix those to fix issues

**MURRAY:** That's the problem.

**BOB:** Or whatever the case may be, that they can do it.

**MURRAY:** At check-out, if you didn't have the mini bar... In the old days we used to send someone up to check it. "Well we don't believe you. We're just going to check it."



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**BOB:** Exactly.

**MURRAY:** Yeah now, on you go.

**BOB:** Yeah.

**MURRAY:** Brilliant. So I was asking what we were doing well in Australia. What needs to be better? What's the one thing? And you travel the world regularly, particularly in the luxury space.

**BOB:** Yeah.

**MURRAY:** But you experience the other levels. What do we still... where do we still lag behind the rest of the world?

**BOB:** In Australia?

**MURRAY:** Yeah.

**BOB:** Particularly as far as hospitality is concerned?

**MURRAY:** Yup.

**BOB:** I think there's... particularly in hospitality, I mean hotel companies, there's a huge divide between the cities and the regional areas.

**MURRAY:** Yeah.

**BOB:** Once you leave a big city and I'm talking about the capital cities in the main, some of the regional cities maybe you can include with the capital cities, but once you leave those cities and you get into accommodation spaces in a lot of regional areas like rural areas, even in tourist areas and I won't mention any particular tourist areas, but like we all know around Australia there are tourist areas, the divide between the quality of accommodation in the cities and the regional areas is quite huge and commensurate with that is the service levels. Recognition may happen in some areas, but the service level falls down dramatically and there's not a consistency around the whole country with regard to that and I think even though know, you might be talking in some cases about, in these regional rural areas, branded properties that you would expect to have a higher standard of property and a higher standard of service,



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a much higher level of service. It's just not happening. So it's an availability of human resources, in some respects, but it's also a lot to do with the training that we've talked about.

**MURRAY:** Yeah. There's many factors and I help a regional property and fortunately the owners are willing to invest... I think that's another big element of what people are actually willing to invest because people don't... They seem to think they spend once and then it's set. They forget, well it's just a constant investment. But then there's availability of people who will come to these areas. It can be really challenging and it's not just at your department head level as well is just your, you know, service level.

**BOB:** That's right.

**MURRAY:** Real struggle to attract talent. However...

**BOB:** And labor cost as well.

**MURRAY:** And labor cost. But at the end of the day we can't make excuses. The customer has to be looked after. But it is a constant challenge.

**BOB:** Yup.

**MURRAY:** So that brings us to our third question and it's one about failure. And you know, we say failure, it's a good thing because if you didn't fail you wouldn't be doing anything you don't learn.

**BOB:** Yeah.

**MURRAY:** So what would you say was your biggest failure and how does that inform your leadership today?

**BOB:** Again, that's a big question. It's a big area, but I saw recently what was called the shortest talk by a CEO and it was by Coca-Cola CEO, Brian G. Dyson. What he said was, "Imagine life as a game in which you are juggling some five balls in the air. You name them work, family, health, friends and spirit. And you're keeping all of these in the air. You will understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls, family, health, friends and spirit are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged or even shattered. They will never be the same. You must understand that and strive for it. Work efficiently during office hours and leave on time. Give the required time to



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your family, friends and have proper rest. Value has a value only if its value is valued." And that was his speech. And when you think about it, that's life, that's work, that's everything else. You can have your work-life balance. Let your work be the rubber ball. It will bounce all the time, but cherish dearly those other four, family, health, friends and spirit because they're so breakable.

**MURRAY:** So I asked that as a question around failure. Is there something in that for you that you had to learn?

**BOB:** Oh yeah... and I had to. That's why I'm bringing it up. You go through various stages in your life. Sometimes it happens to different people at different times just because of their makeup and their personality. I know that around 40 for me, that was a time where if you didn't manage all those things properly, one or more of those things could break and they could break very quickly and very easily, sometimes beyond your control. And if you didn't recognize it early enough, it could be beyond repair. So I think yes, I'm saying from experience and probably all through your life, you've got to take those things into account, those five things. But there are times in your own physical and mental makeup that those things can have a bigger impact at certain times.

**MURRAY:** Yeah. Definitely.

**BOB:** Yeah.

**MURRAY:** Yeah. I think in terms of careers, we can get so caught up on it and we forget the other things, as you say, to our own detriment.

**BOB:** Yeah.

**MURRAY:** And it's interesting, Bob, that you talk about those balls and juggling them. There is one thing that comes out through your career because you've... It's very much community because you're involved in the community of travel agents, etc. You've been involved in SKAL, the big travel organization. You're involved in the community at home, etc. What does that mean for you? Where does that come from, this community?

**BOB:** There's two aspects to the answer to that. When you are busy in your work life and you're juggling those five balls, you tend to be a lot focused on your work. Anyway, in my particular case I was traveling every week and every second week, I was somewhere around the world and that was always exciting because the world



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was my oyster. But the closer you then get to possible retirement, you start to think about what's going to happen. About ten years ago, I happened to be at a community event and there was a man older than me who said to me, "You're getting close to retirement." I was probably about five years away from retirement. He said, "What are you going to do in your retirement?" I said, "I don't know. I haven't worked it out yet because I'm tied up in..."

**MURRAY:** Yeah, with all the balls in the air.

**BOB:** With five balls, yes. He said, "My best advice, when you get close to retirement you need to have at least five things in your life that you care passionately about and they could be anything, but you need to decide what they are and make sure you nurture them." And I've taken that on board and I think a lot of people need to, as they get towards the end of their business life, to take that on board in terms of what they're going to do in the community, what they're going to do spiritually, what they're going to do even associated with the industry and that's what's happening, exactly what you've outlined in the question in the beginning. So if you've got these five or six things, you might find that eventually if you've got five or six things, one or two may start to dissipate. But you're still left with four or five strong things and that's what you do need in your life including your relationships with all the people that you worked with during your life.

**MURRAY:** Yeah. That's beautiful. Just to close off, you've had those 50 years of wonderful experience around the world, different companies. You no doubt talked to a lot of young people. You were given some advice on retirement. What advice would you give a young leader in today's busy, dynamic, unpredictable world? What would you tell them?

**BOB:** Believe in yourself. Believe that anything is possible. In my case, I didn't have any tertiary training as I mentioned right at the beginning. You can do whatever tertiary training you want and you feel like you need and that's fine, but use your own natural abilities. Have faith in yourself. Don't ever stop learning. Don't ever stop the need and the passion to find out new things and one other thing that I read recently too is, we all end up in some form of team or many different teams in everything we do and I read somewhere that said, "The team is a group of people, not only a group of people working together, but it's a group of people who trust each other." And I think going back to some of the examples I gave about who mentored me and whatever the situation may be. Good mentors are people who also not only empower you but trust you and trust is an important word. So, the point is, get yourself into a position where you have a good mentor that you feel empowered and then when



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you're working with other people, to the best you can, be able to trust each other and trust in each other's ability. That's my best piece I can give.

**MURRAY:** The trust piece. That's an interesting one because it's fundamental to everything.

**BOB:** Yeah.

**MURRAY:** When you say that, what is it you see someone having to do to give and also receive the trust?

**BOB:** That's another interesting question, Murray. You always come up with the really interesting ones that are... they're all so deep and meaningful. Trust can be many different things, but trust revolves around loyalty. It revolves around understanding. It revolves around acceptance. It revolves around being yourself. It revolves around speaking when you see things that are not right and resolving them, but also speaking about the things that are right and using them as examples of how we can have continuous improvement. So I think that's what I see around that trust piece.

**MURRAY:** That's wonderful. Just one question, if someone wants to contact you, how would be the best way for them to do that?

**BOB:** Yeah. That's interesting. That's another point, by the way, because a lot of people as they get towards retirement or whatever the case may be, social media is a very important part, I find, in what you do. Facebook I find is good, although even now and again you might need to do a Facebook Detox. I'm on Facebook. I'm on LinkedIn. So they are communication pieces if necessary and I'm happy for people to contact me directly by email or phone and they need that information. It's all in Facebook and LinkedIn is more just on the email basis.

**MURRAY:** Okay. Would you be happy, we can put your email up on the show notes?

**BOB:** Yeah. Sure.

**MURRAY:** We will do that.

**BOB:** That's okay.

**MURRAY:** And we'll also find a reference there for that speech from the former CEO of Coca-Cola, Brian G. Dyson and put that up there.



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**BOB:** Okay. Fantastic.

**MURRAY:** Bob Lunnon, thank you very much.

**BOB:** Thank you, Murray. It's been a pleasure.

**MURRAY:** Thanks to Bob. Some great insights to hospitality leadership. I love how Bob emphasizes the need to do different jobs and really think about how you maintain relevancy to build and sustain your career.

That's it for this episode. Thanks for listening. Head to [murraywright.com](http://murraywright.com) for the transcripts, key learnings and resources from today's and past episodes. Once you're there, why not subscribe to the Leadership Moments podcast. That way, you never have to miss one. Until the next time.

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