



**JAMES KEMP**

WORKSPACES FOR NEW WAYS OF WORKING

**LEADERSHIP MOMENTS PODCAST TRANSCRIPT**



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**EPISODE 44**

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[Start of Transcription]

**JAMES:** (00:00) Work used to be where we went to. Work is now what we do. So then actually we start asking organizations what's the purpose of the office. Is the office there as a showcase? Actually is it a social hub for your organization?

[music]

**MURRAY:** (00:18) Welcome to my podcast. I'm Murray Wright and this is Leadership Moments, real peoples stories about the people and the moments that have shaped their leadership. I hope they give you new insights and some inspiration to be a better leader, make a better world and live a better life.

[music]

If you're on the project team fitting out the new office or looking for new ideas to lift staff engagement and change behaviours or are simply curious about the workplace of the future then this episode is for you. Hear how a visit to a school sparked a passion that transformed a regular office fitout company into an award winning leader in workspace design partnering with clients to help them rethink how workspaces can inspire their employees and customers. James Kemp, CEO of Amicus, explains how his team designs office spaces to support behaviour and cultural change and what he sees as the new ways of working and how the workspace will evolve. In amongst all of this he shares his leadership insights and talks about the change he had to make to better manage stress and meet his own expectations of himself as a leader. Enjoy!

James Kemp, welcome to Leadership Moments.

**JAMES:** (01:37) Thank you. Nice to be here.

**MURRAY:** (01:39) The reason I wanted to talk with you particularly was, I saw you at a breakfast event and you were talking about your business and it was how you talked about your business but also your business as such. And you define, design and deliver workspaces and you talk about inspiring people and organizations. What does that look like? I'm interested from the perspective of how organizations are changing and evolving and how the workspaces are supporting that or not.

**JAMES:** (02:11) To help to explain now can I tell a little story around how the organization got started in the first place.

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**MURRAY:** (02:14) Please do.

**JAMES:** (02:16) And therefore where did some of the passion comes from and I'll try and keep that as succinct as possible. It's a bit of a life story.

The business, Amicus, I set up with my best mate 14 years ago. Amicus, Latin for friend; two best mates running a business together. Freakily we grew up next to each other; went to the same school; best men to each other and even born on exactly the same day.

**MURRAY:** (02:40) Oh, wow!

**JAMES:** (02:42) So you've got... You kind of got a very strong friendship connection there and the desire to run a business together. So we, 14 years ago, set a business up in the office interior fitout world. That was the industry that he'd been in. I wasn't. I was from the IT industry. So here was an opportunity for me to get involved in something brand new.

So for the first five, six or even seven years of the business we were really just, for me, just doing office fitout. I was growing a business. I was making all the hiring mistakes and the firing mistakes and people development mistakes and all that kind of stuff. And leadership for me was something that kind of got in the way of me doing my day job. I suddenly realized that actually no, that was the proper job.

But the passion around the workplace and the transformation in the workplace actually came about from a visit to a school about six years ago, and I went to the school, he school was Northern Beaches Christian School. Northern Beaches in Sydney. I went and looked around and I saw a different way of teaching and the best way to describe it is that the teachers were more facilitators of the learning experience for the kids. The physical environment was not the enclosed classroom experience that I had as a kid. So you had much more of an open plan area but with nooks and crannies where kids could go away and work quietly. So having experienced that when... Well if that's what children are going to be coming up through learning, and subsequently my kids have gone there, so it probably was more than six years ago because they've been there about five years now, is... I went that's... there's got to be a different way in the working environment. And over a similar journey, similar time I'd kind of gone through that journey from being in an office and closing myself in an office to now in an open plan environment to getting rid of the desks. So I didn't have a fixed desk and not having a fixed line to having a mobile and then realize I could work anywhere.

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So pulling those two things together made me realize actually we need to create... We need new ways of working or there are new ways of working and part of the passion and to some extent almost part of the responsibility started to unfold to actually educate and lead clients down that particular journey into the kind of new ways of working to the extent where I'd say, now you've got a situation where people are going, businesses are going, "I've got staff recruitment issues." "I've got staff turnover problems." "I've got motivation issues." "I've got productivity issues." "I want more collaboration." "I want more innovation." "How can I do that?" Well we need to create environments where people want to come to work. They want to engage with their colleagues. They want to make a difference. So how do we now work with those sorts of organizations to lead them on the journey to do that? So that's kind of the passion for me is... The air is really satisfying when a client moves into a new physical environment but if on that journey rather than just painting some nice color walls and putting some nice furniture in and have nice glazing and pictures, etc., you actually also help them to transform their organization so that their business goals start to be achieved through cultural transformation that the physical environment has enabled. That's a huge winner.

**MURRAY:** (06:00) I think this is the really interesting piece, what you just said. It's the cultural transformation with the physical environment. Can you talk a bit more about that because you talk about on your website how you will help the client change behaviour.

**JAMES:** (06:13) Yes. So the way I look at it is go... in an ideal world a business knows what its business objectives are. So it goes a strategic direction it wants to go in. It would then want to be... They want to get in a situation where it can understand, "Okay what is the cultural environment that it needs to have to achieve the business objectives. So figuring out what the cultural environment to me is... What behaviours do we want to see in the workplace? So if we want to see more collaboration, what does collaboration actually mean? What type of bump conversation needs to take place? What types of departments need to be collaborating together? What type of people need to be collaborating together? How do that collaboration actually want to take place? Is it spontaneous? Is it planned? Is it structured? Is it unstructured? So let's be very deliberate about the behaviours that we want to see in that workplace to achieve the business goals of the organization. Once you understand what the behaviours are that you want to see in that workplace we then need to design...

**MURRAY:** (07:17) The workplace.

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**JAMES:** (07:17) The physical space but not just the physical space. We also need to design the technology or the information flow through that organization and then we also need to design how that organization actually operates. What's its organizational structure, its systems, its policies, its procedures to make that happen. So very simple. So how do all three of those things come together to achieve the behaviours it needs in the workplace. So an example would be... We can create this most wonderful workplace environment that people want to come to work with. They can find quiet spaces. They can find collaboration spaces. But if the technology stinks and doesn't allow them to work in the way they want, then they won't work effectively. Or, if their business leaders are typically line of sight leaders and they can't see where they are so they're constantly trying to pull them back into a particular area then it doesn't matter what the physical environment looks like because it's going to fail. So the physical environment is just one of the enablers to achieve the cultural transformation you need to have.

**MURRAY:** (08:28) I'm just thinking on that piece with the clients. How do you get them on that journey with you? Because I would imagine a lot of the discussions are exactly, "Can you design a new space for us?" And that's what they mean design a new space but you're talking a different language.

**JAMES:** (08:45) So there's just two examples there. You've got the client that comes that has so I say it "... has seen the light". They've experienced... They've kind of gone, "I need to transform my organization. I know that we need to change it from this, you know, 1980's way of working into the kind of modern way. I know we need to transform. Can you help me take it through that transformation." So they're already on that journey. They're already kind of on board. So you then take them through that workplace transformation process, workplace strategy into the physical design and then into the automated, to the build side of things. That's a client who is already... And it's got to be at that senior leadership level, at the executive level. That's one area.

The second area is where the client comes along and goes, "I need somebody to design and build my office space." And we go, "Great! Can we... Before we get involved in the physical design, can we just go... We've got a unique opportunity now. So let's just pause and go... Let's have a conversation around what business objectives you're trying to achieve and how can we now relate that to the physical environment?"

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**MURRAY:** (09:47) There are two bits coming up for me. One, it must be a hell of a challenge for the design team, in a sense, because whilst I imagine there are some basic blocks you've got but you have to also customize everything you're doing based on the different cultures and behaviours that are coming or they're trying to influence.

**JAMES:** (10:04) They can do. The model that we've got within workplace strategy is... The underlying model is something called Touchline. That's an Amicus proprietary model called Touchline and in it we go through a process for the client to defining what are the key moments, the defining moments that they want to see in that workplace. So an example would be... The sales team wins a deal and spontaneously people move to the kitchen for a celebration. That's a defining moment.

**MURRAY:** (10:36) Yeah.

**JAMES:** (10:38) Now if you break that down... What we've done is we've come up with a series of DNA components that we can then slot in that go... For that to happen there are a number of physical aspects. There are a number of information flow technology aspects and there are a number of organizational structural aspects and the DNA pieces that we got together. So we can now produce from that defining moment... Let's say it might be 7/8/10/12 defining DNA components that then become the brief that you give to the design team to go and design that physical space.

**MURRAY:** (11:13) Right.

**JAMES:** (11:14) They also then become the design brief that goes to our technology team to design the technology to go into the workplace and they can also go to... effectively to a change management team that we got to design the change management journey to help people to go from one environment to another environment.

**MURRAY:** (11:30) So there's a whole piece you do of helping people to adapt and get used to the new environment.

**JAMES:** (11:36) Absolutely!

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**MURRAY:** (11:37) How often... When you sit with a client and you say, "Right. What are your organization's objectives and the vision for the next five to seven years." How many of them are actually clear about that?

**JAMES:** (11:47) A good question. I think a lot have got a pretty good, clear idea. I mean bear in mind we tend to be dealing with medium to large organizations.

**MURRAY:** (11:59) Yeah.

**JAMES:** (11:59) And so you're not in the startup mentality. You're not dealing with one-man-band type organizations. So generally they have. Increasingly one of the challenges is though... We're part of a global organization and therefore, you know, how much influence do I actually have over the cultural transformation because I've got to fit into this. Now...

**MURRAY:** (12:20) That's beautiful cause ...

**JAMES:** (12:21) That said, what we are now starting to see is we've got a number of opportunities that are taking Amicus into Asia where we've delivered work in Australia and they've come and gone, "What you've done in Australia is fantastic. Can you now talk to us about what you can do for us in Shanghai or Tokyo or Singapore or around the world." So it's now... We now have got the opportunity to actually provide those benchmarks. So the leaders that see that opportunity within their organizations are grasping it and then going out promoting it within their organization which is obviously is benefiting us.

**MURRAY:** (12:57) Brilliant. Brilliant. What challenges are you seeing you have to consider when you're designing the environments that's changing? Where are the changes coming?

**JAMES:** (13:09) Let me approach that from two levels. I think at the macro level, a combination of technology, a combination of high house prices, a combination of long commutes is driving people into regional Australia. I expect that to happen over the next five years or so but actually there's been a growing acceptance of somebody working for an organization that's got an office in the CBD of Sydney or Melbourne but they happen to be based in Orange or Dubbo or Port Macquarie all around because that's where they're going to be and they're going to come and spend time

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in the CBD office once a week, twice a week, three days a fortnight, that sort of stuff. That's one thing I think at a macro level.

How does that play out then at the micro level or within the office environment is... I go, "Work used to be where we went to. Right? So we go to work. Work is now what we do." So what's the purpose of the office? So then actually we start asking organizations, what's the purpose of your office? Is the office there as a showcase? Actually is it a social hub for your organization? So if you now go, "Okay. My office space is a space..." "So if I take Amicus' workspace?" "Yeah. We'll it's a social hub." It's really important that it's a social hub so it's designed in a way to be a social hub. It's also a space for high levels of collaboration.

**MURRAY:** (14:38) Yeah.

**JAMES:** (14:39) We run projects. We want people working together. What it's really bad at is being quiet space. If you want your head down, bum up, you want to spend the day working quietly. Don't come to the office. Stay at home. Go to the library. Even go to your local café which is noisier but the white noise is not as distracting as the white noise that's in the workspace. So be very deliberate about why the workspace is. So what does that mean? It means that if a social hub is my primary reason well then designing that space becomes different. We're going to have less workstations for people to sit at and we're going to have an awful lot more of café style...

**MURRAY:** (15:15) Café style where we are. Yeah. I loved... I was waiting for you. I see the library. I can take a book. I see the... Yeah. It's very dynamic.

**JAMES:** (15:) So it's a very different environment.

**MURRAY:** (15:) Yeah.

**JAMES:** (15:25) Then if you want to throw clients into that... So we're designing spaces where clients are going, where our clients are going, we want their clients to come and use that area. Because they want their clients to be connected to them. They want to feel the partnerships. So they're designing ground floor areas where actually there's open access, "Come in and use it at your leisure. You're in the city in the CBD. You got two hours to kill between meetings. Come and use our space."

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& Associates**MURRAY:** (15:52) Wow! Great!

I hope you're enjoying the show. I just wanted to take a moment to remind you that you'll find great leadership questions from our guests at [www.murraywright.com.au/leadership-questions](http://www.murraywright.com.au/leadership-questions) or follow the link in the Show Notes and while you're there why not share your favorite questions?

And now, back to our guest.

Let's come to you a little bit. You talk about that you're sports mad, football nut and nutrition crazy. That's all I could find on you in your LinkedIn profile. So let's explore a bit more. Who has actually influenced you the most, you could say, in your leadership journey or your life?

**JAMES:** (16:35) It was interesting... Who influenced me in my life? My father. My dad's been a massive role model in the sense of just a really approachable... Somebody who has had the ability to communicate at multiple different levels of generations. It doesn't matter whether he's waltzing into the pub or speaking to an eight year old; a six year old; one of my mates walks in; a grandchild... There's a connection at all those different levels and I think that's a really important role model.

I've got a business partner who is a positive entrepreneurial... shit, we'll make anything a success. You know, a bit between the teeth type individual and that's just inspiring to be around. You get confidence from being with somebody that actually just has got... not arrogance but a real desire to make something successful and the bit between the teeth to do that.

From a sporting perspective, I'm a golf nut. I grew up in the area where... The British and the Europeans were pretty strong in the 80's and Nick Faldo was a big passion of mine.

**MURRAY:** (17:39) Oh yeah. Nick, Nick Faldo. Yeah.

**JAMES:** (17:41) What I loved about Nick Faldo was he was incredibly determined and he was already extremely successful but didn't think his golf swing was quite good enough. So he rebuilt his golf swing while he was still at the top of the game and then came back even stronger. So that... What I got from that was just this constant desire for someone to get better at what they do and that's kind of very much driven inside me.

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**MURRAY:** (18:06) And you talk about you're passionate about collaboration, friendship and purpose and your business has won awards for Best Employer and Most Innovative Business. Where does this collaboration, friendship and purpose fit into that? How is it you go about putting that into the business, almost living what you're preaching to your clients?

**JAMES:** (18:31) Yeah. let me break those things down for you ... Collaboration, friendship and purpose, I am blessed to be running a business with my best mate. So if I am blessed to have that opportunity then I want others to have that opportunity as well.

**MURRAY:** (18:47) Yeah.

**JAMES:** (18:48) So we only have one shot at this life and we spend a lot of time working so, gee, we might as well try and enjoy what we're doing. So why don't we work with friends or why don't we create friendships with the people that you work with? So I have had the opportunity and I'll continue to have the opportunity to set businesses up, put divisions up and bring friends into that. That friendship flows through me. It flows through our organization.

Purpose... I kind of got to wake up and have a reason for being. Whether that's because I've signed up to do the next sport event and therefore, I've got to go and train as a purpose of doing it. The same then applies in the work environment. If we're actually doing an office fitout, let's have a bit of purpose about it. So four, five years ago my business partner and I sat down and said, "Well what's our purpose? Why are we doing this?" And we said, what we came up with is "Our job is to positively influence people." Originally it was in the workplace, now that's expanding because it's just... It could be in a hotel environment. It could be in a retail environment. It could be in a home environment in the future. And so our job is to positively influence people. So what does that mean? Well actually I want them to be better off with the interaction with Amicus than they were before. And that can be done in a multitude of different ways but in particular if you take in the workplace environment people are now working in a space that they find more invigorating. They're more empowered in. They're more enlightened in. Well that's having a positive influence on people's lives. So let's make sure there's a purpose to what we do.

And then the last one for me is around collaboration and I suppose it links closely with kind of friendship and purpose is, if I can find people that I like that I think we

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can work with, that I respect, then why don't we try and join together? I don't have all the answers. I don't know all the answers. The person I'm most competitive against is probably myself as opposed to anybody else out there. I'm much more interested in finding and pulling people together. "So and so's an expert over there." "They're expert over there." "They're expert over there." How can we come together? And what I think I'm good at and I think what Amicus is becoming increasingly good at is being able to connect people. And I... I have to kind of just, while I've got the air here is, I have to talk about some of the work I do within the kind of the not for profit area.

**MURRAY:** (21:14) Yeah.

**JAMES:** (21:14) I got involved with a charity fundraiser specializing in brain cancer research particularly in kids and unfortunately my son's best mate died of brain cancer when he was age ten having had only six months from being diagnosed to when he passed away.

**MURRAY:** (21:28) Wow. Yeah.

**JAMES:** (21:30) That's why 3½ years ago the parents formed a fundraiser. It's called "Love for Lachie" and our purpose is around ultimately curing Glioblastoma, which is a form of brain cancer, a pretty deadly one in kids. And what I've experienced over the last three years is I've delved into the research world, medical research world involved in universities and to touch upon the government sector in the not for profit area... hugely competitive. But I'm sure people are collaborating. So I look and go... It's certainly happening. I'm certainly not saying it's not happening but it could happen more.

**MURRAY:** (22:07 ) Are you conscious of what you're doing when you're at work to make that happen?

**JAMES:** (22:11) Yes. We have our core values within the workplace. We have our core values and they're called TAP, that's Teamwork, Accountability and Positivity.

**MURRAY:** (22:20) Beautiful.

**JAMES:** (22:21) So how do we make sure that we lead and operate and work in a positive way with the right accountability and the right teamwork. Your leader, your direct leader is your mentor. They're your TAP mentor. Their that job is to help mentor you around our core values. So there's a very deliberate intent around how do you make sure teamwork, which is another word for collaboration.

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**MURRAY:** (22:50) Yes.

**JAMES:** (22:51) How does that 'very deliberately' help me within the workplace?

**MURRAY:** (22:53) So and through that I hear this big piece about recognition as well.

**JAMES:** (22:56) Yeah.

**MURRAY:** (22:56) And appreciation.

**JAMES:** (22:57) Yup.

**MURRAY:** (22:57) Let's come to that second question. I think you maybe touched on one of them but it's about your 'aha' moment when you understood what leadership was all about. Is there one moment that stands out for you?

**JAMES:** (23:11) I can't bring it back to a particular moment. I can give you the experience that I went through. So any organization... As Amicus grew and you kind of got more people involved. So I've got kind of more direct reports. I realized that actually there needed to be coaching time, one-to-ones needed to be spent. So I'm pretty methodical. I make sure that there's that time happening. And I remember getting to the stage where I was getting cheesed off that I was having to do the administration in the evening because of all these one-to-ones that I was having and these meetings I was having during the day. The 'aha' moment came when I realized actually the meetings I was having during the day, that was my job. That was my leadership job. And so how do I actually need to get rid of the administration aspects, not get rid of the one-to-ones and the meetings and the coaching points, etc., in there. So that was a big moment for me to realize that actually I wasn't there to do stuff. I was there to lead others for them to do stuff.

**MURRAY:** (24:19) Do stuff. Yeah. Nice.

**JAMES:** (24:21) And that then led me on a path to... probably improve my delegation skills and made sure that there was less of the doing stuff that I was involved with.

**MURRAY:** (24:32) I think in that there's also a piece around prioritizing and letting go of stuff that actually doesn't have to be done anyway because often we're doing stuff to make us feel better and it serves no purpose. So I think we can all...

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**JAMES:** (24:48) Yeah. Busy fools.

**MURRAY:** (24:50) Yeah. That's right... busy.

Last question. Biggest failure and how that's informed your leadership today.

**JAMES:** (25:00) Oh, biggest failure. There's been lots of failures. Biggest incident I've experienced in the last few years was one about... it probably was two or three years ago now and excuse the phrase, I lost my shit in our leadership meeting very badly. Threw a few pens around. I was highly stressed at that particular time and didn't behave in the way that a leader should have behaved. Not the way I certainly wanted to behave as a leader. So I learned... I realized that I needed to find a way to deal with stress that goes on in life. And it was a particularly stressful time. So actually this had to be three years ago. I had just started a meditation journey then and it made me go deeper into that meditation journey and mindfulness to be able to deal with just the feelings of stress that were going on in me. So that was probably the biggest single personal coaching learning point that I can think of in recent time.

**MURRAY:** (26:13) And it's great. I mean we talked about that on podcasts before, how mindfulness really helps that, but I think there's a whole piece. People should not underestimate the costly pay for carrying that stress and we've got to manage it.

**JAMES:** (26:26) Correct.

**MURRAY:** (26:27) Before it manages us.

**JAMES:** (26:29) The reality is and it's tough when you're in the thick of things and there's pressure on and all the stress that goes with this is. But what the reality is, the world still goes on.

**MURRAY:** (26:40) Yes.

**JAMES:** (26:40) You got your kids at home or you got your family and in the end you can't take any of that with you.

**MURRAY:** (26:45) Yeah.

**JAMES:** (26:46) You just can't take it with you so just make sure we've got our priorities right.

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**MURRAY:** (26:50) I like Keith Miller the cricketer saying and I'm sure you've heard it. He used to... People used to say, "Well how about the pressure or the stress of being out in the middle and batting at test level?" And he would say, "Now that's not stress pressure. You want stress? It's when a Messerschmitt's up your backside." Because he was a Spitfire pilot during the Second World War. It's how we respond to it.

I'll actually put a link in the podcast Show Notes for people to a great video on... It's called "How Stress Affects Our Brain." And it's a really good view to make you aware of how that impacts us and it really gets you thinking about how you can offset it.

You're also into nutrition I noticed. How did that come about? Is that related to... I'm sure it's a health thing.

**JAMES:** (27:41) It came about actually, well it's sports related. It was actually on a football coaching course and one of the guys there said, "Are you still playing football?" I said, "No. No. I'm not playing football." And he said, "You should. There's loads of us players a bit over 35 division. You should come along and play." And I went, "Alright." So I went along to training sessions; started playing football; got the passion back around it from having not played for ten years or so and start realizing that I was a few kilos heavier than I wanted to be and that there were people that were pushing on ten years older than me that were fitter, looked younger and slimmer than I was. So I kind of got a bit addictive to it; read a lot; went to a few seminars; experimented with a fair different number of kind of different nutrition options; dropped 15 kilos; felt better for it both physically and mentally.

**MURRAY:** (28:29) What difference has it made for you at work, do you think?

**JAMES:** (28:32) It just consistency of energy levels; ability to just churn through stuff; clarity of mind and just feel I can... I feel I can, not invincible, but I feel that I can deal with a lot of stuff that's thrown at me. I probably can deal with more stress than I could have dealt with if I wasn't in a better shape.

**MURRAY:** (28:53) Yeah. Thank you James. I've got one last question. I'm collating leadership questions and I reckon you probably have a few you use. Is there one favorite one that you go to either with clients, with your team, could be with yourself that you use to... when you need to change thinking to have a different view of things.

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**JAMES:** (29:24) The one my mind immediately is going to is... Getting under the skin of what an individual 'why' is. And not why they're in this particular job, but why are they alive? What is it they're looking to achieve with their life? And ultimately helping to give them some clarity around that which then helps them work out whether they're in the right job in the right environment to do that. So I think it's just... It's having the opportunity to explore someone's 'why'.

**MURRAY:** (29:58) And what's... How do you phrase that question?

**JAMES:** (30:06) What's your passion?

**MURRAY:** (30:07) What's your passion?

**JAMES:** (30:08) What do you love doing? What do you bounce out of bed for? What gives you the biggest smile on your face?

**MURRAY:** (30:15) Yeah.

**JAMES:** (30:15) Where does the time go by the quickest?

**MURRAY:** (30:18) Yeah. Nice. If people want to reach out, connect with you, how can they contact you?

**JAMES:** (30:24) James Kemp on LinkedIn. Drop me an email [james.kemp@amicus.com.au](mailto:james.kemp@amicus.com.au). I'd love to hear from you.

**MURRAY:** (30:32) James Kemp, thank you very much.

**JAMES:** (30:34) Cool. Thank you very much.

**JAMES KEMP****WORKSPACES FOR NEW WAYS OF WORKING**PODCAST TRANSCRIPT EPISODE 44 [murraywright.com.au/podcast](http://murraywright.com.au/podcast)Murray Wright  
& Associates

**MURRAY:** (30:36) Well that's it. Thank you to James. Plenty to think about there and I have to say I'll never look at an office the same way again. A few questions for you. What do you want your team to do when they come to the office? What behaviours do you want that environment to support and encourage? And does the design help or hinder that? Is there anything else? Have a think. If you need some help with your thinking please don't hesitate to reach out. You can find me on the contact form on the website, [www.murraywright.com.au](http://www.murraywright.com.au). Thanks for listening.

[music]

That's it for this episode. Thanks for listening. Head to the podcast page at [www.murraywright.com](http://www.murraywright.com) for the transcripts, key learnings and resources from this episode. You'll find the leadership questions from all my guests under the Resources tab. And while you're there, why not subscribe to the Leadership Moments and that way you'll never have to miss one. Until the next time.

[End of Transcription]



## PLANNING A CHANGE?

In the middle of, or planning change for yourself or team and want to get it right? Talk with Murray to discuss options on building clarity, setting expectations and creating the culture that will engage people and bring success.

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