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S3:E9 – Boom! – Scott Morrison

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[00:00:00] **Beth Stallwood:** Welcome to the Work Joy Jam podcast. I'm Beth Stallwood, founder of Create Work Joy and the host of the podcast today, today I am joined by the fantastic Scott Morrison and we talk about this on the show, but I watched Scott do a presentation and I just loved his energy and how he talked about things and how he helped people.

So I decided to persevere and ask him to be on the podcast and he eventually gave in and came along. And it's such an interesting conversation about his method of helping people to move forward, to take on challenges, to get past problems and to create better futures for themselves, their teams, their businesses, whatever it is that they're looking to make better.

I had such a great time and got loads of energy from listening to this and how really interesting thing about how his business called, the Boom is creating a business around the feeling that you want people to have and how aligned that is with the idea of work joy. So I really hope you enjoy this conversation.

I'll pop back on at the end to tell you more about what I ended up taking from it.

Hello and welcome to the Work Joy Jam. I'm really excited to be joined today by Scott Morrison. And I cannot wait to have this conversation. [00:02:00] I'm so excited about it. So what I'm going to do first of all, is to hand over to Scott. Scott, tell us a little bit about you rather than me introducing you, which is always a bit weird.

Tell us about you, what you do, how you got to, where you are today.

[00:02:13] **Scott Morrison:** Brilliant. Thanks, Beth. It's great to, to be part of the show. Yeah, my name is Scott Morrison. I started actually many years ago. I started working in advertising and I, I committed myself when I was at York University that I wanted to go and work at a place in advertising where everybody at least knew the name.

So I wouldn't ever have to explain where I worked. And so, as a result of that, I started at Saatchi Saatchi, which was probably the only advertising agency anyone had ever heard. Yeah. And what particularly attracted me to the agency was the wonderful philosophy and the culture of the business, which was all about nothing is impossible.

And it literally was the things that we did, the fun that we had, the energy we created, the company, just everything that we did at the agency was absolutely fantastic. And I spent a long time there



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rising from a graduate to an accountant director. And the only way I would ever leave that role, which I did was for the, uh, for the opportunity to run the Nike business.

And that came in the early two thousands. So I left Saatchi, went to Weiden and Kennedy ran the Nike business and actually had one of my biggest life lessons, which was when you start somewhere new if you don't try and embrace the culture that you're moving into and try and bring the culture that you came from into that, then it will often backfire.

And it did. And I didn't have the best of times trying to work with the culture in that business, but it taught me a great lesson and that lesson I decided actually, I'm not going to do advertising anymore. And I always had this vision of creating a very broad, you almost kind of like portfolios type of career.

And I decided I'm gonna go client side. So I went, my first client role was marketing director for [00:04:00] Levi's and so we relaunched Levi's rebuilt the business, uh, and turn the business around actually in, in the UK and Europe. I left there to go and weirdly follow one of my passions is I love gaming. And so I was headhunted to become the marketing director for Activision.

So at Activision we launched . The brief was to turn it from a kind of a bedroom business to a blockbuster entertainment business. And so we relaunched, uh, Call Of Duty, Modern Warfare. We, we did Guitar Hero, all those games that people now know in their sort of household names. My final role before I set my own business up was the marketing commercial director for Diesel.

So a brand that I'd loved for many years, again, look the culture "Only The Brave For Successful Living" and had a great time. Again, rebuilding the brand, rebooting the brand, building fantastic team and it set me on my path to create my own business. I have two businesses, one, which you've spoken a lot about today The Boom and the other one is a company called Loops, which is a creative platform. But everything that I do is geared around helping on block unlock and unleash commercial, creative, and cultural impact in people and teams and organizations. I believe that everybody should have the opportunity to create the future that they want to see.

And that's what we do at The Boom. It's all about how do you build, create impact? So that you can change the world effectively and that's where we are today, and it's how we met.

[00:05:33] **Beth Stallwood:** I totally, totally love it. And, one thing that I just really rested on that was, it sounds like you were so determined at while you're at university and knew what you wanted to do. I love it. It's so, so many people do not have any idea.

[00:05:48] **Scott Morrison:** Can I just dispel that myth, Beth, because, cause I didn't have a clue. I really actually lived with. I didn't have any clue what I wanted to do at university. When I left, I was going to be a lawyer and I was going to be a [00:06:00] journalist. And, um, there are two people, Tim Duffy and Marcus Peffers, both of who are now very senior at MNC Saatchi.



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And they inspired me when they came to present. They did that kind of milk round thing that people used to do at universities. And they showed me. This incredible. It was all built on the culture of the organization. That's what sold me this idea of nothing's impossible and live your dreams work at the biggest ad agency in the world.

And I knew nothing about advertising and it was that, that inspired me to go and work at work at Saatchi's. And so it's always a great lesson like, you know, when you don't know what you want to do, sometimes you've just got to follow what your, where your heart tells you to go, where your passion is, where you kind of think you're going to culturally fit in and you know, don't worry about the job role and everything else go for the culture, you know, stay for the role in the end.

[00:06:49] **Beth Stallwood:** Yeah. And it's, it's such good advice. And one of the things I was just thinking about with that is, it's it, you followed the place that you thought would give you some joy. So I'm going to, obviously I'm going to really wanted to work in that culture with that mission, with that type of attitude and those people who really inspired you and you found your career by following the joy.

[00:07:10] **Scott Morrison:** Exactly. That's absolutely true. And I, that's what I love about this, the name of this podcast. I think it's just so brilliant because. One of it's subtly something in my whole career that I've always sought. And I've always actually found by making sure that the culture of the business that I work in allows for plenty of joy to come through the work that you do.

And, you know, the, the one story I did say the only time, I haven't really consciously thought about joy, in what I had the most miserable time. And, and I would never want that on anybody, wish that on anybody, but it did teach me very valuable lessons. Yeah. Um, you know, sometimes you, you kinda got to see what you don't have in order to appreciate what you have for

[00:07:55] **Beth Stallwood:** And one of the things we always say in the kind of my work choice, philosophy of life [00:08:00] is you don't feel joy all the time. It's not one of those things 100% of the time, and sometimes you need to feel. I call it work gleam, and that can either be a chronic or a acute problem is that you have sometimes to have to feel that, to realize where your joy really is.

So it sounds like that experience that you had was like, actually, no, I didn't follow the joy. I followed the job and the job didn't bring the joy because of the culture.

[00:08:24] **Scott Morrison:** So, right. I mean, I, I often, you know, I often say even said it in the intro, then, you know, the only thing. And it would have made me leave Saatchi's and I had a few opportunities, but it was, it was the chance to go and run the Nike business.



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And I followed that and I didn't do enough thinking about yeah, what was, what was going to be joyful about where I was going. I just followed blindly the thing that I thought was going to bring joy in it and it wasn't. Yeah, it's a really valid lesson.

[00:08:48] **Beth Stallwood:** And an amazing career and clearly working with some super cool brands. That's a really, um, like I am not a cool person and I have for many years accepted that I am not a cool person, but that is some cool work that you were able to do that well.

[00:09:01] **Scott Morrison:** Thanks. You know, I mean, who's to judge what cool is, you know, I genuinely think that anyone's doing, you know, what, especially what you're doing and the podcast and your story and what you're about, you know, there's plenty of coolness absolutely in that, you know, and often, you know, people often say, oh yeah, those brands are really cool that you must have loved the cool stuff. And without putting too much daylight into the magic. They are cool. Yes, we do a lot of cool things, but actually, you know, when you are working in those brands, you also see a lot of the boring stuff that goes on behind brands like that and all the stuff that you think, oh, you do that as well. You know, you've always got to order loo roll, you know what I mean?

[00:09:44] **Beth Stallwood:** Someone's got to photocopy stuff. And you know, they've got to send the bills out and chase payment, all the stuff. I mean, some people find a lot of joy in that, that's not where I would find the joy, but that's the thing.

And I [00:10:00] talked to a lot of people about this is that the shininess and the coolness of jobs, there is always stuff within them that is the work gloom stuff. And some of that can be minimized. And some of that is just, that's just part of life. We don't always get to do all the things we want to do all the time, but it's an amazing career.

And what I want to do now is because obviously, like when I heard about you, Scott and I saw, I saw you present and I was like - I need to get Scott on my podcast. So I was persistent. So thank you very much for, I think, giving into the persistence or enjoying the fact that you kind of connect with it.

[00:10:35] **Scott Morrison:** Yeah. I definitely connected with it and I definitely connected with the series and what you're about. So that's why I thought it'd be great.

[00:10:45] **Beth Stallwood:** I want to hear more about The Boom, because for me, The Boom is like, okay, yeah, Work Joy Jam and The Boom – we are aligned here. And I want to hear more about it because I think this idea that you have around, you know, the process of on blocking, unlocking and unleashing, I want to hear more about that, but tell me more about The Boom, first of all. And then we can dive into your process and how it all works.

[00:11:06] **Scott Morrison:** It's really funny because when I, when I, um, people often ask me why it's called The Boom, and it was a great lesson for my, for me actually, because, you know, when you.



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Brands and businesses and your always giving advice, or you're always thinking about someone else's brand and someone else's business, and you become quite an expert at it because you're, you're almost removed it and then of course, when it comes to your own thing, I fell into the classic trap. You know, they always say, of a joiner's cupboards are always broken or, you know, that kind of classic phrases. And so when I started my own business, I literally thought of it as starting a business. I didn't apply any of the thinking that I had as a kind of long-term marketer and someone who spent time with brands and advertising.

And so I said, well, I'm going to start this quite functional. I'm going to find out a few things. So I did a lot of testing experimenting, but I didn't think in the right way. I didn't engage with my audience. I didn't engage [00:12:00] with, with the people I was trying to work within in the right way. And so I didn't find much joy in the work I was doing.

And one day I was asked to go and speak at a fantastic conference over in Austria. And they said to me, Scott, we really want you to come and speak. We want you to tell us exactly what you are going to speak on and tell it to name your business, but you've only got 15 minutes to do it because we put everything out, you know, it's going live.

And I was like, wow, that's a bit of a deadline. But the brilliant thing was that deadline made me focus that I wasn't doing the right thing. And I thought I'm going to be in front of the audience, at the end, there was like 1800 people in the audience that we're going to speak to. So this is a great opportunity to go with the thing that I really does bring me joy.

And I went back to some core principles. So the name The Boom came out of the fact. In my team and we're at Diesel when everything was going brilliantly or when someone had just done something amazing, the first thing ever was sales, boom. You know, and I'm just like that feeling that it used to engender in me and in the team. It was just a moment where you just went, as soon as you heard that you just went, that is joyful. I feel great. I know that everyone's doing what they want to do. I know that people are performing. And so I thought to myself, wouldn't that be great if that's how my clients could feel when we'd worked together and actually have more, you know, sort of broader than that.

I thought isn't that how everyone wants to feel when they're doing their best work, when they create the future, when the delivering the stuff that they want to do, don't you just want to look at what you're doing is go "Boom". And so I decided, right, that's what I'm going to call my business. I'm going to call my business, the feeling that I want people to have.

And it allows me to ask that question. When I say to people, I say to them, say to them, when they say, well, what do you do? And how does it work? I always ask the question. What's one word that you would use when everything's going exactly how you want it to go in your business in your life. Boom?



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Go. Yeah, there you go. Don't you want more of that feeling? Yes. Right then let's talk. So with that, I decided that actually from all the work that I've done over over the years that I've been working advertising and brands, it wasn't [00:14:00] about change. That change is constant, it was actually about, and it wasn't about these kinds of buzz words that people say transformation and this and that turnaround, which is what I love to doing.

But actually it was about impact and it was about, you know, everyone comes to work. You know, you look at all these things by Gallup and everything else people want to come to develop and grow and take on more responsibility and ultimately create impact. You know, nobody comes to work. I always say no one comes to work, to mess things up, people going to work to make a difference.

Right. And if you can do that in a joyful way, and if you can create those kinds of things, isn't that great. Doesn't that make you go "boom"? So it's like, okay, which areas do we want to work in? And I was like, well, you know, creativity is a massive thing in every business. Every wants to be more creative, commerciality, commercial thinking, how do you think differently?

And then culturally, like how do we organize ourselves? How do we think about our mental health and how do we get people to perform at their best? All those ways that I was really interested in and I needed to pull together a really simple operating system that underpinned it all because there's nothing worse than having a simple idea and then talking loads about models and this and that, that people don't get. And so the interesting thing about simplicity, of course, as you know, is it takes ages to get to, so it's really simple, those three words.

[00:15:18] **Beth Stallwood:** I always think that simplicity is one of the hardest things to create. Yeah, absolutely. It takes way more thinking than some of the complexity. So yeah, I totally get that.

[00:15:32] **Scott Morrison:** it's true. And you know, I think it's a differentiator for me. I often say. You know, and when I go into the sessions or going to meetings, wherever I say, listen, I'm simple. I am, I am genuinely a simple guy. One of my dear friends, he identified what he would call a superpower. He calls it a unicorn superpower that I have, or that he also has, that I didn't know until you'd explained it to me, which is I'm a synthesizer.

So I'm able to hear lots of different complex stories or points [00:16:00] of view and everything else and be able to condense it into a kind of a pithy, simple framework for people to go, oh yeah, that's exactly what we mean. And I used to kind of think, I didn't think anything of that, but then now I realize that it's a, it's a superpower.

And so me calling out the fact that I am simple. So I look for simplicity has really helped me. And in, in, in creating the operating system, I didn't want it to be some sort of big model and complicated thing. I wanted it to be something pithy and catchy that people will go, right. I'm going to use that every day.



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Yeah. So I broke it down into unblock, unlock unleash, and I call that the operating system for creating real impact. And it really simply, it was based on watching lots of businesses and how I'd worked in the past, all the mistakes I'd made by the way, this is not, you know, I'm no evangelist on this stuff.

I've made loads of mistakes in my career and all of them have helped me learn how to try and create some success out of all of that. And what I found. Loads of businesses are great and people are great at unlocking ideas. You know, any issue, anything that happens in a business, people go right. Let's have a brainstorm and there's loads of smart people and they come up with loads of stuff.

But the key challenge that most businesses find is that either those ideas don't solve the problem or the puzzle as I call it that they're intended to so that nobody does anything with it. Or they just stay as brainstorm ideas. And nobody actually makes it takes any action to move anything forward.

So none of this moves forward. And then three months later, when it comes back to you and there's problems that we had of those puzzles. Yeah. Has anything happened with him? No, we haven't done anything about it. Why not? We did a massive brainstorm.

[00:17:35] **Beth Stallwood:** Someone's got a flip chart somewhere with all of those amazing ideas on it.

[00:17:39] **Scott Morrison:** Exactly, let me bring the post-its from last time and they're all still there and they're all pristine, but nobody's done anything with it.

And what I recognize is that actually the first part of any of creating any impact is to first unblock, I talk about unblocking either what success looks like, because you should always start with what's successful. What are you trying? What's the impact you're trying to create? What do you do that, that, that is going to like bring your impact to the world and what does that look like and how can we visualize it and talk about it?

So I often get people to simply unblock success. And then in the process of doing that, it also unblock any old thinking or old tools or behaviours or processes, things that aren't fit for purpose that would stop them from making that happen. Because once you get all that out on the table, You know what you're working with, you know, then that you've got a soul for some of these things or these things that if you don't deal with them, they'll come back and bite you.

So any ideas you come up with, they won't work anyway. So once you get all that out, then we start to unlock new thinking, new ideas, inspiration, uh, joining dots in new and interesting ways. And we have loads of fun. And with creative on blocking techniques, we might look at your business model, might look at your customers.



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We might look at all sorts of different things and go, what happens if we did this? What about this? There's a lot of it's reframing people's things. And then the final and I'll call this the most important bit is, is definitely unleash. And what unleash means is simply put, how do we create action around this?

And more importantly, what's the smallest possible action we could take to see whether this idea would work and how can we measure it? Because if we don't do anything. And just say, yeah. Okay. I'm going to leave that. And Dave and Doreen, you're going to work on that and come back to us in a month. Nobody does anything.

So it's like literally. Get all of that thinking and I create canvases so that people can, and they're based around business model canvases, but that get, get the red thread of thinking into a really clear and concise execution. So you can go, right, we've taken this, this, this puzzle. We thought through all these different things, these are the blockers, we've overcome them. Here's some thinking that's going to open our minds and create something amazing. And here's the action we're going to take as a result. And in doing that, I know I work with clients all over the world in everything from advertising through to FMCG, through to creative and media and entertainment, [00:20:00] and the simplicity of it is firstly, very refreshing, but the way that these businesses apply for themselves, this thinking, I just find incredible because from three simple words, we've relaunched brands, we've completely changed the internal culture we have created, uh, you know, a massive program of the future of work with some of my clients. And I often think all from three really, really simple words, there's a whole lot of creation and impact and indeed joy come, come from it. So for me, the key is tying my business into a feeling has been really important because it engender joy in me, as well as joy in my clients, and then allowing the simplicity of a tidy framework, a tight framework and tools that sit in it, but means that people can have fun and have joy in experimenting with that. And, you know, as I was saying to you earlier, I've just been with a client today and we've just, we've just looked at their, their, their team and the future of their team. And we, we did some great stuff on blocking what success looks like, and then come up with some ideas. And we, I deliberately do it in short bursts of time. Hence, boom is also a kind of a speed thing. It's like, there's no point in spending four hours overthinking everything.

Let's do 45 minute chunks and see what we get. And the mix of speed, the tools, the space in their minds to be able to do this sort of thing. Really, it was just so joyful watching that team work together. Today's the first time they'd been together for a year in a room together for a start off, but just seeing them engage with each other and open their minds and think through things.

All of that genuinely brings me absolute work joy. So that's, that's the boom and what we do.

[00:21:40] **Beth Stallwood:** And I have about 75 questions I'm going to try and make it like three. So first of all, I think we're very aligned on this of naming your business about the feeling that you want to get.



[00:21:56] **Scott Morrison:** Exactly.

[00:21:58] **Beth Stallwood:** So boom is there. And I, I love how you're thinking about it, because that to me is the same thinking is that I want to feel work joy when I'm working on work joy. I want the people who are working on it to get it. I want people everywhere to feel that. And that boom thing, it just really is. I find it really grounding actually, although it's exciting, it's quite ground, but it's like, this is what it's actually really about. Then we get them to the simplicity method of unblock unlock and unleash. And I love that you're obviously underneath that set lots of tools and amazing things that. The thing that really resonated in my head when you were talking about it is how often we start with trying to unlock it and not unblocking it first.

And that power of really defining what you're actually looking for. What's the impact. What's the thing that you're trying to get to. And there's a little bit in my mind and tell me if I'm wrong here or, you know, where you would come up with from is so often we start with the problem. And what you're actually doing there is making people look at what's the bigger picture of this.

What's the, what's the positive outcome first. So you're actually doing that before you then go and look at how do we unlock the actual issue.

[00:23:08] **Scott Morrison:** Absolutely. It's, I'm always astonished, you know, to be honest, Beth with, with, um, it's the thing that, you know, whenever we start with a massive challenge, the propensity for people just to jump in and go, right, I've got my opinion.

Here's how we're going to do it. And it gets so execution and so micro in seconds and so subjective and opinionated that, you know, by the time you've got to any kind of solution, it's like a tiny executional detail. That's kind of missed the point. And so when you, what always is interesting whenever I, whenever I do, one of the exercises that I do is called the movie poster.

And it's a, it's all about visualizing success and creating a series of components that would best define what success looks like and putting them all together in the medium of a, of a movie poster and watching the discussions and the [00:24:00] conversations and the thinking and the future kind of thinking that comes out of that and, and making people really think what would people be saying, who are the people you're going to be working with? What would, um, what know literally what would success look like? And suddenly what that opens up is that the puzzle that they've come in with, uh, that they think is what they need to be solving is one of maybe several, or is a micro chasm of something even bigger - once they start thinking about what success looks like. And so it, and just how, and also, because, you know, when you get everyone in a room together, You know, say you've got 30 people in a room who, and this isn't the case in today, but in the past, when I've taught, you know, have 30 different stakeholders from sometimes from different businesses.



If the first thing you asked them to do is to start thinking about the challenge itself and come in and brainstorm with them. Nobody's had any chance to warm up their thinking, warm up their mind up their connections. You know, just sit back and listen, because everyone's wanting to add their ten pence into the conversation.

So I find that, you know, having people think about success and just giving them that time an hour, just to think it through and have deeper conversations, brings everyone together and opens different conversations, opens different parts of your brain makes you ask questions that you hadn't even considered puts you in the other stakeholders shoes for a second, before you start sharing your point of view or your opinion helps you listen to what's really going on.

And that engenders a whole different set of responses to how we go about unleashing action at the end of it than it would. If you just jump in and say, right, how are we going to solve this?

[00:25:45] **Beth Stallwood:** Yeah. And what's great about it is I love the way you've put it as unblocking. Cause I think that for me really says something, it's really kind of, and I know that obviously getting to that simple thing took a lot of time well done for making it, because it's really [00:26:00] great is that this isn't new thinking. Right. So even if you look back at Stephen Covey and his like habits, the first one is start with the end in mind, right? That's from the seventies, I think, was it the seventies, that's 40 something years old now, but we're still not good at doing it. So. Yeah, really working through that and understanding it. And the other thing that really came to mind there when you were talking about it is what you're re you're trying to avoid. I think when you're doing it is we all have self-serving bias in our brain it is the, what's the solution that would be best for me or best for my team or better my area of the business or best for the thing that I am most connected to right. If you start looking from a bigger picture perspective and thinking about what we actually trying to get to it sort of dampens the self-serving bias a little bit to be able to open up to what everybody needs and what everybody wants.

[00:26:55] **Scott Morrison:** Absolutely. Right. And it's just weird. Cause you, you kind of get uncanny alliance happening, you know, as people start talking about the future and think, oh yeah, well you do a bit of that. Yeah, I do that. Oh, that'd be quite good if we did that. And before, you know, it, the thing that was, the challenge has already been solved because somebody's gone I think this is what the future looks like. And you know, uh, you know, Steve and I have decided that this is what the future would like from our perspective. All right. That's that's handy because that was one of the challenges we were going to talk about today. Oh, right. Okay, cool. Yeah,

[00:27:25] **Beth Stallwood:** We're on a board now.

[00:27:29] **Scott Morrison:** So it's, you know, I just think that any, anything, you know, people often talk about doing these icebreakers and that sort of stuff, and I kind of get it, but I like to get teams to always be reframing their thinking. Never, never to be just sitting in the, you know, that kind of bubbling part of what we already know, but, but, you know, bring it to the room because it's one of



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those, it's one of the things we have to unblock actually, but always be thinking about what, how do you get the trick, the brain into thinking slightly differently?

How do we [00:28:00] get a different perspective here? How do we reframe what we've got? How do we just to flip it on its head so we can totally see another side of something. And more often than not, I genuinely believe that people in a business know the answers, you've just got to trick the brain enough to get them to get rid of the biases and the subjectivity and the answers will come collectively from the group. So that's a lot of what the work I do.

[00:28:23] **Beth Stallwood:** I worked with a lot of organizations, he'll say to me, things like, oh, we need to get someone in to come and help us, um, you know, find the answer to the problem. And I say, okay, do you need to get something on to find the out to the problem? Or do you need to get somebody in to unlock the answers that are already here? Because your people know your business better than anyone else. They will probably know what the problems are. They'll probably somewhere in their head have the solution. It's just that they've not had the space or the right environment or the right questions asked of them to get it out.

[00:28:59] **Scott Morrison:** It is so, so it reminds me of the story of Mike Abrashogff was the, the, he was asked to go and take over the USS Benfold, which was the worst performing ship in the US Navy.

And his task was to turn into the top gun Cause it was the most invested ship the American fleet. And his approach was just for me, sums up exactly. That kind of thinking that you talked about the answers lie within the businesses. It was very, very simply he, he, on his first day walked around the ship and said, hello, I'm Mike or whatever is whatever he would say.

You know, I'm a commander. And he asked the other person what their name was. And then he asked them the most kind of pressing question, which was, if there was one thing that you could, that you could do to make your job even better here, you know, more efficient, what would it be? And he listened to everybody's answers.

Like, for instance, they'd say, well, we're buying metal nuts and bolts for the ship hold and they only last three years. And I think if we bought rubber ones, they would last [00:30:00] 15 years. So that would save us, you know, tens of thousands of dollars. And they went around everyone in the ship and asked them, and for the vast majority of everyone's advice said, right, okay, go and do it.

And they, he, his, his approach turned the ship around, you know, basically it's the top gun now of the U S Navy, but those simple question, that simple unlocking of people's answers within the business. And it's so simple as well because after us two questions and you've, you've just made an impact. So it just goes to show the kind of power of, of something like that if you play right.



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[00:30:37] **Beth Stallwood:** And I think that's a great bit of advice. I'm always like, how do we make this practical for people is if you're in an organization and you have those ideas, don't hold them back. I think there's something around being proactive with them.

There's also something, if you're in a position of leadership is start asking those questions. If it's in a team meeting or a one-to-one or whatever it is, you're doing say something like, well, what is the one thing we could do to make your job better or easier and see what it is and no, you might not be able to have the gift to give them everything, but you probably can do some of them.

And then momentum and the joy and the, the actual wanting to give more ideas because you've been asked for them and they've been welcomed and you've done something with them will create more of that within your team. And you'll find, I think about momentum happening with it.

[00:31:25] **Scott Morrison:** So true, one of the things I often talk about when I'm doing my leadership program is I say to leaders, don't create solutions that could hold you back. Keep asking questions that move you from. And I simply say that because, you know, as leaders, we are often asked to come up with the answers and solutions and you obviously, you, you, you, I mean, I've CMO at Diesel. I knew the answer to probably maybe 30% of all the questions that were asked to me because I just didn't have the context, you know, like, [00:32:00] you know, some technical questions you can answer, but, you know, should I do this deal or not?

If you are, if you have to answer every single question and give it a solution you've got to know is you're never going to have all the context possible in order to answer everyone's questions, you'd never get anything done. And so if you put solutions in place without knowing the context, you just simply going to, it's going to hold everybody back because you're not going to have the context.

So all you need is to just keep asking question. You know, the other person will invariably come up with the answers. You've just got to be able to keep asking the questions that move you forward and move your team forward. And the more you do that, the better the team get educated at asking themselves the questions before they come to speak to you.

And then they ask questions of their team members. And so you get this beautiful kind of flow through the business of people asking the right questions to keep things moving forward, rather than people coming up with solutions that just hold the business back.

[00:32:52] **Beth Stallwood:** Yeah, I love it. And it's so interesting to talk about it, cause I'm also then thinking about on a personal level. So for the individuals out there who want to maybe think about their career or think about the future is that methodology could work there as well. So I'm sitting here thinking if I'm sitting, thinking about my career and what I want to do, and I'm an individual there. The first thing I could do is unblock so I could think about what does the future look like? What do I want it to be? You know, how does that work there? And then what do I need to do to



unlock stuff? What's the stuff that's stopping me. What are the habits? What are the things that aren't working? What are, what are, what is my self-talk like?

So there's, there's so many different ways of thinking and using this model. I think it's brilliant. So talk to me a little bit more about that bit. So unlocking, I think. It's that bit that we often go to. It's the brainstorm. It's the thinking about it. You then say the unleash bit. And as she said, right at the beginning, this is the bit that you try and do that.

No one actually does, and you've got loads of ideas and it's all going to happen. And then the real world takes over and people go back to those, you know, they've come up with a fantastic session with you or with one of their team members where they've been like all creative and post it note up. It's been [00:34:00] amazing and they feel all fired up. And then nothing happens. So this is the thing, I think this is the golden question. How do you get people to actually unleash those ideas and make them happen?

[00:34:12] **Scott Morrison:** Yes, it is a great question and it comes, it boils down to how, how everything gets set up. So if you want to create impact, you've got to take accountability for that. And in my experience, back in the day of doing brainstorms and vision days and strategic away days, the ones that worked really well, where were our most impactful were the ones where we knew our going in point was this is all about creating things that we are going to step up to stand up for and own as people and as part of the team.

And we don't leave the room until there's an owner and there's clarity on moving forward. The ones that were the worst were the ones where it was just like, right. We're going to have some thinking and it's going to be loose, keep it free, keep it loose. And at the end you just had hundreds and hundreds of ideas.

And then literally everyone was looking at each other going well, that's cool. There's some nice ideas, but you know what next, you know? And it was that moment, like what next never happens. And so I programmed that into, into the masterclasses, everything that I, that I do. You, if you're coming into this, you're taking ownership of what I call the red thread from the start.

You know, whether, you know, what is the challenge and the puzzle that we're coming in with. You've got to own that. That's why we talk about unblocking success, because it's a great visualization. If you, when you can see what you're going to achieve, you start to take accountability and ownership of what that's going to look like.

The whole process that we go through gets you to the action that's going to help you achieve. I call it the boom state, by the way, the, the visualization of success. It's everything you're going to do is going to get you to that boom stage. You're going to create the most impact for you as a team, as an individual, as a business.



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So we're all in this together and going back to [00:36:00] simplicity. As I said, I create canvases that means we are able to translate, people's thinking. So, you know, you've got these great ideas. Now let's translate that into some really meaningful things that are gonna reconfigure it back to the boom state and back to what we're trying to achieve.

I was an individual or as a business. So how are we going to measure it? You know, what resources do we need? Um, who are the stakeholders? You know, Sort of technical things. And then we talk about, you know, what's the smallest possible execution of it. When are you going to start that? What's the date we're going to report back on the first findings and when you, and it's all captured on one page.

So, you know, at the end of the session, we might have 10 ideas. We've got 10 pages, uh, and they're called the, the, the, the concept canvases and people go away and go right. I'm off, you know, um, this is how we're holding each other to account. And I'll often go back in every couple of months and hold people to account, but more often than not the team hold each other to account.

And, and the, the reason that they do that is because once you created that kind of intent of the boom state and what success is going to look like, you want to create the alignment that goes with it. You want, you know, and you want to do everything you possibly can because that future feels really, really exciting.

And it doesn't matter whether it's a team vision for the strategy of the next three years or whether. How are we going to deal with, you know, the next six months or the next three months as we, as we come out of lockdown, it can be any space, any challenge you want, but the minute you start thinking about the future and the success is the minute you start taking accountability and creating the, intent. And then if you get to the other end, when you get to that end, where you're unleashing and unlocking and unleashing you, creating the alignment, it's going to make it happen. So it feels like you've really created something that's meaningful, actionable and doable rather than, you know, loads of blue sky thinking that it's someone else's responsibility to make happen.

[00:37:53] **Beth Stallwood:** Yeah, I love that. I wonder if one of my friends calls it the difference between creativity and crazyivity. [00:38:00] I love that it's that you can all get into a room and do all the endless brainstorming and have lots of lovely things that come out of it. But I also love the idea here that you're moving it from that into, and you say that, you know, you call them technical, the practical bits, the things that you actually need to do.

So you're almost within that zone of unleashing are getting super practical about making it happen and making sure that people are aligned to it because you've had that conversation as you go through, I think yeah. And finding that, how you translate it into something and making it happen. I love the idea of concept canvas.



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It sounds very exciting,

[00:38:39] **Scott Morrison:** I think the interesting thing is Beth as well as we, even though we talked to the very beginning about working in core brands, everything else, people who say to me, oh, it just must be like, you know, crazy ideas and loads of thinking. And then people coming out with loads of, you know, and just doing crazy stuff and doing whatever you want and you go, well, there is an element of that in the unlocking bit, but the, the, the rigor and the discipline that's required. For example, we did the 30th birthday for Diesel and we did a 24 hour parties. It's a party every single time zone around the world had a party for 24 hours for Diesel to celebrate our 30th birthday. And people just go, you know, that's really, you know, it's just really straightforward, no know the level of precision and professionalism and accuracy and you know, capability required to unleash the idea. You know, you, you, you've got to get into some real detail. None of it's sexy. None of it's cool. Cause you know, you thinking about, well, you know, how do we wire up an internet link from here to Brazil or whatever, you know, you're doing all the kind of boring stuff, but that's the reality, you know, and, and professional athletes or anyone will tell you, you know what, you know, when you see Usain Bolt as was, you know, doing those, you know, breaking world records or any of these athletes breaking records, you know, the, the unsexy uncool bit is every day getting up at seven o'clock 7:05, you know, [00:40:00] having a massage 7:08. My breakfast, you know, 7:23 ice bath, 7:27 run a thousand meters. It's that it's those boring things that you think, oh, you know what, you know, the discipline of doing that. But that's the, that's the thing about unleashing and it's having that rigor and that discipline to actively think about what action needs to be taken and detail it. That is the difference between blue sky thinking and loads of happy brainstorms and the reality of translating great creative thinking to, to deliver the impact that you want to see.

[00:40:33] **Beth Stallwood:** Yeah. I love that. And I often talk about this I probably won't put it in the same way, but will you talk about the rigor and discipline? There is learn to find the joy in that stuff, because that's the stuff that actually you do most of your job within is rigor and discipline. And if you can find the joy within the rigor and discipline, you will get the extra happy joy, like the amazing achievement, joy of the bigger picture thing that you're trying to achieve. But if you just focus on the bigger picture thing you're trying to achieve and not the rigor and discipline, you're actually going to end up in what I would call a disappointment cycle.

[00:41:04] **Scott Morrison:** Yes, totally. And, and, and also, you know, from my learning as well, if you don't, if it doesn't bring you that joy, find somebody for who it does really, really bring joy and bring them into the team quickly because you'll get joy from seeing them be joyful.

And you'll get the joy of delivering such great work.

[00:41:22] **Beth Stallwood:** Yeah. Yeah. It's totally true. And that's where you then go into the whole world of work with your strengths and think so strengths and joy, I would put together and say, work with the things that you're good at and that bring you joy because there are some things like, am I good at some things, but they don't bring me joy.



So do I really want to do that all the time. And there might be some things I'm bad at that do bring me joy, but the real sweet spot is the things, get people working on the things that they're really good at and that bring them joy. And if you can combine that together, the energy that you will create to get stuff done, to enjoy the rigor and discipline, to see that as part of the process can [00:42:00] be massively beneficial.

[00:42:01] **Scott Morrison:** Absolutely. Absolutely.

[00:42:05] **Beth Stallwood:** I love it. I could totally carry on this conversation for many, many more hours and we could dig into all of your tools and we could take every little bit of information out of your brain, however, what I'm going to do for us now, because not everyone might want to listen to us, chat for hours and hours and get totally, totally nerd out about how we do all these things. Is, are you okay if I move you onto some quick fire questions? Absolutely. Right. Let's go. Love it all. Unblock unlock, unleash, great methodology. It's in my head now I'm going to go for it. But for you personally, let's dig a bit deeper here. What is one thing that's always guaranteed to bring you some work joy?

[00:42:42] **Scott Morrison:** Oh, that's absolutely one of the things I often talk about as, when I talk about my leadership stuff with, with The Boom – it's t still gets me out of bed in the morning is seeing people deliver things t hey never thought possible. It goes back to my days at Saatchi's and the idea of nothing is impossible.

There's nothing that gives me more joy in doing what I do than seeing somebody or seeing a team, or I'm just like today when I was with the team this morning. And they were like, we're not quite sure what it's going to look like. And you know, I always ask what they want to get out of the session at the end of it.

They're all leaving, going. That's amazing. That's incredible. And the future that they created for themselves, that they stepping into was just like a world away from where they were first thing in this morning. And that for me is just what really brings me joy, giving people the tools, the time and the space getting out of the way and just watching them do things they never thought possible.

[00:43:39] **Beth Stallwood:** Yeah, amazing. I love that. And I love it. The how it links right back to that first bit, that where you found your joy in your career as well. It's like the whole thing is meant to be somehow isn't it. We could go very deep into that one. Let's not do that right now. My second question for you is what book are you currently reading?

[00:43:57] **Scott Morrison:** And you're going to ask this I'm reading. [00:44:00] And I think we said this, I am reading about four books. I'm reading three. Definitely. I'll tell you what they are because I reread them actually more for the read them because I just use them as constant resources The



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Road Less Stupid by Keith Cunningham, which is just a brilliant book, especially helping you unlock thinking about your business.

It's a great book. I've not read it yet. I'm going to definitely put it on the list. The other one, I mean The Untethered Soul by Michael, a singer, less reading, it's more of an audio, I, I audio book stuff, to be honest, rather than read it generally. And that's much more of a. Living with the now and, uh, surrendering to what is happening rather than trying to take overarching control over everything all the time, just surrender and allow things to happen and see what happens for you, but maintain your intent, but just chill out a bit. Um 21 lessons for the 21st century, I just started, that's by Yuval Noah Harari. People probably know from Sapiens, I've read, I've read his other two books. This is the, I hadn't got round to listening to this one yet because I just thought it was a bit, bit deep and a bit bit hairy given the pandemic, but I thought I'll give it a go now.

And then my last book that I haven't got yet, but I'm just going to recommend this to anybody who hasn't tried. Mark Billingham, he's a comedian was a comedian. He writes the Tom Thorne novels. And he writes a new one every year and he's done about 16. I've read every single one of them. They are if you like true crime where it's not true crime, it's fictional crime. It's beautifully written, incredible crime stories that are ever twisting and really play with your brain. And I love them. So I'm waiting for I've ordered pre-ordered it it'd be out in the next week, but by the time this goes out, I'll have read it.

[00:45:46] **Beth Stallwood:** I love the variety. You've got. And I'm the same. I always have like a couple of novels and a couple of, um, work type books and usually one other random thing that's come up, appeared in one go, say a great range of recommendations.

I'm definitely my, the thing I [00:46:00] started doing a few years ago. Whenever anyone recommended me a book, I just ordered it straight away. I now have a pile of about 50 unread books item, but it's never goes down because there's just more and more. I, I love a book. I'm a total nerd for it, so I love it. Love it. Love it. Right. Into it again, your personal world of things. I would love to know what the best advice somebody has given you in your life that you always find yourself coming back to.

[00:46:27] **Scott Morrison:** Well, I'm going to go with something recent, actually. If anyone, this there's one bit of advice. I would, I would always go back to you, but I'm going to let your, your listeners do some homework on this.

And it's, it's the moment that I was in the presence of Nelson Mandela and something that he did taught me an incredible bit about literally taught me some leadership advice, but I'm going to let people seek that out on my website. It's called the Dance Like Mandela. It's a blog that I've written because it's too long a story to tell now because, uh, we've, we've not got very long we're on quick-fire so I want to keep it quick fire.



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But my practical advice that people can do is something that was given to me recently. And it's all about when procrastination sets in, we often beat ourselves up about it. And we see it as a sign of weakness because it's a moment of, and production is that's the word unproductivity, whatever the word is, we've also conditioned that it's kind of lazy and it gets a really bad press. But in reality, I see that as an opportunity and that's what. There's a wonderful book with great advice in it. Um, and it's written by Dr. Benjamin Hardy. And the advice he gives is at that moment in time, when you are struggling to move forward with a project, it's not that you're being lazy, it's not that you're not doing the thing that you need to, you need to ask yourself with this project who not how. Who not how, and what that means is ask yourself, who can help me move this forward? Because what we do is we spend an inordinate amount of time thinking to [00:48:00] ourselves, I've got this things too, how am I going to do it?

And we get ourselves into all sorts of brain funk, you know, where we're like, oh, I can't do that. I've never, I've never, I'm never going to get to do that. That's gonna take too long. And that's partly what procrastination is. So see, procrastination is an opportunity to ask you that quick, ask yourself that question.

Actually who not, how, who can help me with this rather than me thinking about how I'm going to do it. Look as far and wide as you can. Cause sometimes it might be Google might have somebody who's done something like this already that you could, you could tap into. It might be someone in your network might be a friend of a friend.

It might be just pick up the phone and have a couple of conversations with people. But when in doing that, it starts to break down the resistance that you have. It helps you move forward. And in fact, in many cases, the who might be somebody who could actually deliver it for you rather than you having to deliver it for yourself.

So procrastination is a powerful tool. Use it to ask who not how.

[00:48:54] **Beth Stallwood:** I love that. It's like telling you that you need to change whatever you're doing. It's not just that. You know, and I think we all say it. I know I struggle with procrastination sometimes. I'm like, ah, what am I doing here? And you always get, I get annoyed with yourself. You judge yourself. Whereas actually asking who is it that you got to get on the phone? I love it. Great. Love it. Love it. Love it. Um, next one is. What is something from your world and maybe it's under your unblock unlock unleash. I don't mind where it comes from, but from your word, there's something that our listeners in their worlds could go and do for themselves today, tomorrow the next day, that might help them get some of the boom or the work joy in their lives.

[00:49:39] **Scott Morrison:** I will. I'm going to make this available actually, Beth, as a resource, if you're happy to do that. Cause we've talked a lot about it today the exercise that I do with, with my brands and my teams, I've made it available before, but I'll make it available for you and your listeners, but it's the movie poster process.



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And it doesn't matter if you allow yourself 20 minutes, 40 minutes. You know, whatever an hour you can indulge yourself and three or four hours for yourself. If you like. The point is it's about giving yourself some time and some space. So rather than looking at the challenges that you're facing or, you know, we're all coming well, we're all changing the way that we work.

We're all changing. The way that we live, the world is moving at incredible pace sometimes to sit back and go, right? These are the things that I'm thinking about. What would the future look like for me? How can I create this future for myself and visualize it in such a way. The inspires me and brings me joy, spend the time to do that.

Use the movie poster tool to do that. And then from that start thinking to yourself, okay, how can I start moving towards this? What do I, again, what do I need to unblock? What do I need to unlock? And what are the actions that I need to unleash, but I'll make the movie poster tool available through your podcast and the links and reference links to everything better.

Your listeners can, can have a go at it. And I think that will really help people to get a bit of a flavor of what the boom is about.

[00:51:07] **Beth Stallwood:** I love it. And I'm going to totally do it as well. So we'll put it in the links and the show notes and the links on the social, everything. So we can get that happening.

That's amazing. I love it. Thank you so much. So on that note as well, you said to obviously check out your website around the Nelson Mandela dancing story, which I'm totally going to go and have a look at after we finished today. Where can people find out more about you follow you, get in touch, all of that kind of stuff?

[00:51:33] **Scott Morrison:** Well, I am absolutely always welcomed to join The Boom Community. So if you go on the website, I've got tools, free downloads newsletters. I've got some free master classes that help people do some of the initial phases of unblock unlock unleash. It's all there. You just. Drop your email in, and then the stuff will be sent to you. It's a little program and there's videos and all sorts of things. I've got on my masterclasses that people can actually buy as well based on the book that I wrote, creative superpowers, I co-wrote with [00:52:00] some brilliant creative minds and there was an Amazon bestseller. So by the book, but also there's online masterclass that will help there.

And, um, I do keynotes and bespoke programs all over the world. You can book me if you want to, but you can find all that information on my website. And also again, I'm. Sharing knowledge and sharing insight and sharing, understanding. So I do a monthly show too, which called Boom Time, which I interviewed people like Rankin, June Sarpong, Caroline Rush and others.



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And, and I, I asked them, what is the, they're all creating the future in my mind, all these people that I interviewed that they're creating the future in some way. So I asked them to help us understand how they do that, how, what they unblocking, what they are unlocking, what they unleashing. And I create an insight sheet called a boom sheet at the end of each of those that I give, give to people so that they can take the insights from the show and try and apply them to their own their own world.

So we've done everything from the future of content, the future of photography, the future of fashion, the future of careers, and there's loads more of that coming through. So yeah. Find out, yeah, just join us on The Boom somewhere. And I'd love to hear people's thoughts and feedback on the work that we're doing and, um, and welcomed into the Boom family.

Absolutely.

[00:53:12] **Beth Stallwood:** Thank you so much, Scott, for coming on for accepting my perseverance in getting in touch with you and ...

[00:53:19] **Scott Morrison:** absolutely I've had a blast. It's been great. Really, love your energy. Loved. I love the name of the show of the show at the show. I just wish everyone could have more, as much work to it. In their lives, as you have doing this, I think you do a fantastic job.

[00:53:37] **Beth Stallwood:** Thank you. It's been great. And yeah, I love it. Maybe in a couple years time, we can come back on and do a little, what another one again, when we've looked at what the next stage of all this stuff is. So thank you very much, Scott it's been great to have you on the Work Joy Jam.

[00:53:51] **Scott Morrison:** Thanks Beth.

[00:53:55] **Beth Stallwood:** Well, a huge thank you to Scott for being on the Work Joy Jam. There are so many different things I'm taking from my conversation, but I think the main one is the most obvious one, which is that three stages of thinking about these things, the unblocking looking at what you need to have in the future.

Where do you want? She what's that started with the end in mind factor. What stopping you, getting that? What are the things that are getting in the way? How are you going to unblock them then looking at unlocking? What are the ideas? What does the change look like? How do you make that transformation happen? really digging into it and getting people aligned, getting people, talking about the things that matter to them, and then the unleashing, the discipline, the rigor, the making it happen. They're getting the plan together. The accountability, I love how simple it is. But when you think about it, there was so much detail behind it.



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And so many things that we can take either for ourselves, for our teams, for our organizations, for our businesses. And take that thinking and to really play around with it, to really explore it with each with each other and to get the joy while you're doing it as well. And I know Scott calls it, The Boom, I call it The Work Joy.

It's that real feeling of feeling great when you're working. I hope you enjoyed this episode as much as I did recording it and having my conversation with Scott, who was a fantastic guest. If you'd like to find more about Scott, we will pop all at the details in the show notes, including the link to his great movie poster exercise, which you can go and do yourself.

If you'd like to find out more about Work Joy, follow us on our social channels. We're on Facebook Twitter and LinkedIn. You can also follow me, Beth Stallwood. I am on LinkedIn and Instagram as Beth Talks A Lot. And if you want to join our community, we have Club Work Joy out there now. And Club Work Joy is a growing community of people who are determined and passionate [00:56:00] and really want to create some cultivate, more joy in their working lives and in the lives of the people around them. And so do you come and have a look on our website, which is www.createworkjoy.com to find out more about how you become a member of the club.

There are also many other episodes of the Work Joy Jam that you can go and listen to with lots of different people from lots of. And I also have my program, the Work Joy Way program, 16 weeks that we'll really dive deep into you through some experiments through one-to-one coaching and through group coaching to help you through transitions in your career, to look at where you want to go to help you move from a slightly gloomy state into a more joyful state, if that's where you are. I'd love to hear more about what you think of a podcast. Um, so do you get a touch hello@createworkjoy.com or comments on any of the social posts.

Thank you all for listening today. And I will speak to you again soon.