



CAREER LIFE STORIES

S2E3

Interview with

Matt Alder

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Presented and Produced by Nick Price

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Interview with Matt Alder, hosted by Nick Price

Nick: [00:00:00] My guest on this episode of Career Life Stories is Matt Alder. Matt has been at the forefront of digital recruitment marketing since the late 90's. He continues to innovate in the sector and advises a growing number of major employers on their talent acquisition strategies. He hosts a weekly recruiting and HR podcast that has over 14,000 global listeners a month. He has also recently published his first book called 'Exceptional Talent' whose co-author is Mervyn Dinnen. Talking about his life and his career to date, it's a pleasure to introduce Matt Alder.

Nick: [00:00:34] So Matt, your career is: starting in recruitment advertising, you've worked in digital recruiting, now you're a consultant with your own business Metashift; but the common thread through everything you've done, really started with the internet. Was it part of the plan that you saw the opportunities with the internet and that was where you wanted your career to be?

Matt: [00:00:55] I came across the internet when I was working in photography. It was really disrupting the way that photography, commercial photography was working in the late 90's. And I just saw it as a fascinating agent for change in how we live and work. So I was really keen to try and get an internet job as it were, whatever that was at the time as soon as I possibly could and it was really total accident that I ended up in recruitment. But I think it was a happy accident and it I suppose, it really aligns with what's important to me and really with recruitment, it was the opportunity to be in an industry at the very start. So when I first started working in digital recruitment there were very few job boards, didn't really even exist as a thing in the UK and the opportunity to get in at that innovative ground floor level was just like a brilliant opportunity to help shape an industry.

Nick: [00:01:56] Which is quite interesting isn't it, because a lot of people at the time were in recruitment and then sort of migrated towards the internet and online and understanding that, but you went into it really with an online mentality first and then recruitment became part of your world alongside that?

Matt: [00:02:13] Yeah, I mean I think when I think about it, in some ways it feels a bit random, but I think also there are aspects of it that fit together, that fit together quite well. So my first proper internet job was again working for another photography company and I was selling an internet photography online catalogue solution to big creative advertising agencies in London. And I'd go into their creative department and try and persuade these creatives that the internet was the future for photography and these people didn't even have a computer, they had nothing connected to the internet. So I got this real sense of



kicking against the norm and struggling and just really enjoying being that persuasive person to help people see the potential in this new medium. And I think when I got in to the recruitment side of things it was exactly the same. We'd go to presentations and we'd tell people that the internet was going to change the way that people looked for jobs and they used to laugh at us. And I loved that. I loved the fact that it was us against the world and I loved the fact that we had to really think about, how is this going to work, how can we persuade people, how can we grow up as an industry and move forward? So when I look back on it, it all makes perfect sense. But you know, perhaps at the time it was slightly random but I think there was a real, this kind of real theme of trying to try to change the world.

Nick: [00:03:45] So when you were younger did you have an idea of what you wanted to do for a career?

Matt: [00:03:50] I had quite an early exposure to technology. My dad worked in IT. He got into computers before computers were really a thing and I found that absolutely fascinating. I did, I was really, really interested in the development of computing what it could be could be used for and all that stuff. But I really, I think felt that it was cut off to me, because I wasn't really a maths or science person, I was much more into the arts and the written word and all that stuff. And the guys who did computing at school were those kind of sciencey maths geeks, so I just ruled that out as a career path for years and years and years and years and it went off in a very, very different direction. And I think when I saw what the internet was doing to work and business in the late 90's and I saw that actually there was the opportunity to look at this from a business perspective, from a marketing perspective, even from a creative perspective. It suddenly felt that perhaps the career that I had always wanted had opened up to me again.

Nick: [00:04:58] So you spoke about being at school and the sort of maths and science geeks. So where did you where where did you fit into that because ultimately you went on to do English and Drama at University?

Matt: [00:05:08] I did. Absolutely.

Nick: [00:05:09] What were you like then when you were sort of studying and that, were you quite academic, were you interested in lots of different things, was drama something you loved doing?

Matt: [00:05:17] When I was at school, particularly when I was at primary school, but also when I was at secondary school, I was incredibly shy, like painfully shy. You know, I'd never



say anything. I really, really didn't like speaking up in public and all that kind of stuff. So obviously I started doing drama! Because that's the complete opposite of that. And I think I learnt that my life has always got better when I have done things that are outside my comfort zone. I started acting at quite a reasonably early age and I just absolutely loved it. And I think it was that that learning opportunity of being outside of my comfort zone, but also the kind of a safe place to play within a character that isn't necessarily you.

Nick: [00:06:07] Are you someone who's naturally confident and comfortable standing up in front of people performing?

Matt: [00:06:13] I am now. You know we're talking, I do a huge amount of presenting in my job. So I present to audiences all the time. I absolutely love, love being on stage. I love helping people understand new ideas and be interesting. You know it's a privilege to be on stage and have all those people giving you hopefully their undivided attention. Have I always been in that position? Probably, probably not. Obviously I did a lot of acting. What I loved about it, was the opportunity to work really hard and be really good at something. So the amount of rehearsal that would go into a short amount of time on stage was absolutely just fascinating to me and at university we did it to quite a high level. And that was brilliant. And when I moved into the working world, I felt that I'd be able to take these stage skills with me. And I just remember though, that when I got to the level of my career that I was making presentations, my first four or five presentations were terrible, just awful. I absolutely died a death.

Nick: [00:07:22] In what way?

Matt: [00:07:22] I'd do things like I'd write a full script for myself, I would have no sense about what I was trying to get across to the audience, I was over confident because I'd done all this kind of stuff and all these all these stages and it was brilliant. I just didn't really think about the message of what I was doing. And I went through a massive kind of crisis of confidence with that and then over time, I found my professional voice if you like, I really thought about how do you make an audience feel. How do you make an audience feel excited and interested and engaged in this content, even if they don't agree with what you're saying. That's still great because it's all about getting reaction. And it was just lots and lots of practice and hard work and really thinking about energy levels and confidence levels and things like that, so now I feel very confident in all of those situations. But it's a real journey. I thought when I was 23,24, I had absolutely cracked it. And I didn't realise that I was very much at the beginning of a much longer journey.

Nick: [00:08:27] What was the reason for choosing English and Drama as a degree?



Matt: [00:08:30] I basically chose subjects at A'level and university that I was interested in. When I was doing my degree actually, there was some brilliant, brilliant transferable skills you learn from doing something like drama. Teamwork is of them, working as part of a team, where you absolutely trust that the person you're working with is going to do the things that you think they are going to do. And then if they don't, how do you react to that? So I think that team building, that level of communication, obviously the confidence to present, (obviously when I rebuilt that in my working life!) I think were brilliant things. But you know I got to the end of university and I still didn't know what I wanted to do. So I never really had much of a clue about what my career would be or where it would where it would take me, even at that point. And then I graduated and there was a recession on. And there were no traditional graduate jobs available, certainly not for people with the sort of degree that I had. So out into the big wide world, with no real sense of where I was going.

Nick: [00:09:39] You were born in Cornwall and then you moved to Kent and then so once you graduated, from Winchester wasn't it? ..

Matt: [00:09:46] Yes.

Nick: [00:09:47] You then took yourself off to London.

Matt: [00:09:48] Yes. I think I've always been quite nomadic and the only real jobs that were available at that point, were sales jobs. Probably the first 18 months, two, three years of my career I was in telephone sales in different environments, started off selling travel solutions, then I was lucky enough to move into photography, which was a bit more interesting. And then I worked for The Guardian newspaper, then I went back to photography and then I finally landed in the world of ad agencies and marketing agencies and that was the start of the whole digital recruiting thing.

Nick: [00:10:27] You joined TMP, which was the start of your digital career, if you like?

Matt: [00:10:32] Yes it was. So I, this whole internet career thing, had become a thing, I was working selling this internet photography solution. But really I wanted to work for an advertising agency. I'm not quite sure why, but I'd always wanted to I suppose, work for an advertising agency that was the nearest thing I had to some idea of career direction and really just through a whole series of bizarre coincidences and accidents, I ended up working at TMP which was a recruitment advertising agency. And as I say, it wasn't planned, but as soon as I arrived and saw the opportunity with this online recruitment, digital recruitment thing, I was blown away and fascinated by that. And it was, yes, it was a



very odd time working for a company that claimed to be an internet company. And you know on our floor of the office there was just one computer that was connected to the internet that people had to share. So that was quite interesting. But yes, I felt my career had really started at that point. I felt I had finally reached the starting line.

Nick: [00:11:52] Just paint a bit of a picture about where the world was at that time then?

Matt: [00:11:56] So I always like to tell people that in that job I was lucky enough to share a bank of desks with the whole of Monster Europe which at the time was two people, because they were they were expanding and opening versions of what was the Monster Board in all those countries. So, it just felt like really kind of exciting times, because we didn't have very,very good equipment. Everyone thought we were slightly mad, but there was this brilliant sense of camaraderie between the first people who were working for Monster. We were on the TMP marketing side, so we were selling website solutions. We had an ATS product which was so early to the market that the words ATS didn't exist, so we didn't quite know how to describe it, it was like this magic database that would help you with the recruitment process. And yes, it was difficult and it was challenging, but there was this real sense of camaraderie, this sense that we were doing something that would be would be big.

Nick: [00:13:07] It was quite pivotal wasn't it, because there's a whole sort of mental shift in attitude towards recruitment as a whole, wasn't there?

Matt: [00:13:14] Getting into this at the start of the dot.com bubble was just fascinating because people used to say to me you're mad working in this internet thing, we don't know what it is. And then there was this incredible 18 months where it was the biggest thing in the world and there was all this money flying around and we weren't actually billing anything, or making any money. But the world had changed and it was going to be amazing. And then 18 months, two years later that just literally disappeared, the bubble burst, and a lot of the people who got in to the industry, then got out and we were left almost looking at each other going 'what happened there'? And that was when the hard work really started, where we said OK, now the hype has dissipated. What does the internet really do for recruiting? I think that was the interesting thing, just trying to work out what tools and techniques that were facilitated by the internet and digital technologies would really move things on and improve things.

Nick: [00:14:14] Was there much resistance to this change both from clients and within the agencies themselves?



Matt: [00:14:20] There was a tremendous resistance to change. People don't like their way of working being disrupted. That's when I really had to grow up in terms of how I communicated and how I persuaded people. So there was lots of resistance, but also there was lots of support as well and lots of people coming on board helping us refine what we did. There were some fantastic clients who wanted to be absolutely at the front of this and do things differently and they weren't necessarily always the most the most obvious client. They were just people within organisations who could see this as an opportunity and really wanted to see how it could benefit their organisation.

Nick: [00:14:58] You mentioned there that you had to change the way you communicated with people, how you persuaded people.. what do you mean by that?

Matt: [00:15:05] It's really easy to be very preachy to come from this, 'I know something that you don't know' to really make the most of this technological change. You have to take everyone, to take people with you to make it happen. So I think I realised very quickly that this was a this was a real collaborative process and people who object to this kind of change, very often have a very valid reason for doing so. Taking on board. people's points of view is very important. But also I think it's important that you do have to have that vision and say you know what this is where it's going and I believe that it's going to be better, otherwise things would never change. But I think that I still see people do it all time, just get incredibly preachy about what should happen and what's going to happen.. it is a very long way away from being a kind of an agent of that change and making things happen. But it was a massive learning curve for us as well. We were kind of young and inexperienced. And when you're operating in an environment where there aren't really any case studies and there isn't really much precedent about what's happened, that's kind of tough. It's yes.. it was an interesting time.

Nick: [00:16:16] The agencies had those defined roles Account Director, Account Managers, Account Executives. But during that time there was a whole new world of job roles created wasn't there?

Matt: [00:16:26] We had to define what the best way to sell, build and deliver digital products would be. And this was happening, it wasn't just happening in our sector, it was happening in ad agencies in every sector. It was inventing jobs for people, it was like we think we need someone who's going to do this and what would they be called and what skills would they have and it was it was incredibly, incredibly, exciting time and as digital got bigger and bigger, people got more and more specialised in what they what they did. And I think you know in my first digital job, I did everything, from being out selling, sell the website, write the copy for the website, project manage the website. The only thing I



couldn't do was programme it. But you know everything else. And by the time we got to sort of you know this is like 2008, 2009, the world was specialised.

Nick: [00:17:08] After TMP, you moved to a new role as Head of Digital at Barkers, which was one of TMP's competitors. Just explain a little bit about that time.

Matt: [00:17:17] I really specialised in media planning and online media buying and we were one of the biggest buyers of job board space in Europe in TMP in that time and it was just the opportunity to go and expand my digital horizons again and be in charge of a team that did web development and other aspects of digital. It wasn't an easy job, it wasn't an easy move but it was certainly, I certainly learned a lot.

Nick: [00:17:40] So after that was when we sort of get into the time are at now really, with your own business and set up your own consultancy. How did you start that business?

Matt: [00:17:49] What happened was the financial crisis hit. The industry took a massive hit. There was lots of change, lots of change that was being driven by the market. It wasn't a particularly pleasant time, after a confusing few months, I took the opportunity to go and set up my own consultancy business. The ability to go out and prove I could do this by myself was important to me and just being able to work directly with the clients and really think about what was next for the industry, was why I did it.

Nick: [00:18:22] What was it like setting up your own business?

Matt: [00:18:24] You know I had to really think about and refine how it was that I that I helped organisations and what value did I give to them? Going from having a salary to suddenly not having a salary is always an interesting process, but it sharpens your mind it makes you think differently. In some ways it's stressful, but I've found it to be almost a much more positive form of stress. You know I love the fact that everything I do comes from me and ultimately is within my control in some way. So yeah, it's certainly been incredibly challenging, but eight years later I'm still here and I'm still doing it. So I'm guessing, I'm guessing that's success.

Nick: [00:19:10] And what was the most difficult part during those eight years?

Matt: [00:19:14] The most difficult thing for me has been really working out what to focus on. My passion is very, very clear. I love the industry that I work in. I'm really, really passionate about doing something that facilitates people finding the right job and the right career for them. I think that's important to me.



Nick: [00:19:38] You also were involved in a tech start-up called Three Sparks. What lessons did you learn from that?

Matt: [00:19:44] Basically we built what was a great piece of technology, that was a really simple way that employers could have mobile websites and mobile apply processes and entered that with a certain amount of confidence, that the timing was right and people would buy this product. And actually you know I think perhaps some of that confidence was slightly arrogant, because it turned out that maybe it wasn't quite the right time, or I think it turned out that we needed quite a long time to develop and bring this product to market. Things didn't happen quite as quickly as we'd hoped. And you know we struggled to keep funding that business, so while we had a great product, great team and some excellent clients and some great coverage - I mean we got, we were mentioned in Fortune magazine at one point, but it was just that keeping that momentum going through the product development, when that's all you do, was a tricky thing. So in the end, we had to walk away from that.

Nick: [00:20:47] Tech start-ups become almost quite a fashionable thing, but it's pretty difficult thing to do as well isn't it?

Matt: [00:20:52] There's also this kind of narrative that if you have a failed tech start up that's kind of fine, because you launch a start-up and it fails and everyone's all right. The reality isn't quite like that. You know if you have a business and you put everything into it in terms of your in terms of your time and your passion. But also your own money. If it fails then there are there are things you lose and that's difficult. And I think people in the tech space talk about failure as this great learning thing and it is, but it's not easy... it's very hard.

Nick: [00:21:27] And so after 20 years of working in London, you've now moved to Scotland. How does that work for you and what's the motivation for that?

Matt: [00:21:36] It took me a very, very long time to find the right person to marry. But I finally did and she's amazing. She makes everything, she makes me better in every single way. And really we were looking at about, what would happen, what would happen next with our lives. I did 20 years in London, which was impressive as I only moved there for a year in the first instance. I absolutely loved it. . I love living in that city, I loved being part of such a dynamic and changing environment. But as I said, I think this has been something that's reoccurred through my life and through my career, things always get better when I take that leap out of my comfort zone. So my wife is from Scotland and it so happened that



we decided to move to Scotland which I love - it is such a fantastic place to live. We live right on a beach which is amazing and certainly not something you could do in London. I'm learning a lot about how you can run a business with global clients effectively from anywhere.

Nick: [00:22:38] How have you found the practicality of living in Scotland, but with lots of global clients and a lot of work in London?

Matt: [00:22:45] There are always trade-offs. The lifestyle is fantastic. Living in a beautiful place it is such a such a cool little town that we live in. There have been certain aspects of my work that I've had to back away from I can't really do anymore. So I've had to really sort of reinvent what I do, look at my offerings and look at the businesses that I run and really work out how it fits. There's always trade offs and I suppose that I'm always interested in that process in terms of how does that work and how can I make the best of this opportunity and leverage the advantage of where I am.

Nick: [00:23:23] Have you always been quite career focused, would you say? Are you career focused?

Matt: [00:23:27] Interesting question because I think the answer is yes and no at the same time. I'm very passionate about my career and what I do. Lots of things that I enjoy, I've weaved into my job, so I enjoy travelling I enjoy presenting, I enjoy reading, I enjoy researching, I enjoy looking at new things and I think that I've been able to weave those into my job and into my career. So everything is so intrinsically linked, it's quite difficult to separate that out.

Nick: [00:23:57] So what are the things that are important to you now?

Matt: [00:23:59] To me one of the things that is incredibly important is making things better by putting out really interesting, quality content and I suppose crucial to me now is, I have a podcast. So every week, I interview someone different from round the world, talking about their experiences in the space and how they're using technology to do different things. And it's a huge privilege to be able to do that. And you know I'm always delighted that people listen to it.

Nick: [00:24:33] Let's talk about your podcast then, so your podcast's been going two years. How did that start?

Matt: [00:24:38] I was doing this huge amount of research and talking to people and going



to conferences and reading and all this sort of stuff, I thought wouldn't it be interesting to actually do that in public? So I've always been a massive fan of audio content and radio and I love podcasts so I thought why don't I create one? So the original idea was it's kind of my research and development. Me being curious and finding out about what people are doing, but doing that in public and giving people access to those conversations and that's how I started it. In some ways I've been blown away by it's success. It's been more successful than I could have imagined. And then the other half of my brain that says these things are never good enough, tells me that I still need to work on it and I still need to make it even better.

Nick: [00:25:23] So you've now just written a book, or co-written a book. How did that start? What's that experience been like?

Matt: [00:25:30] It's always been my ambition to write a book. And I always thought I would, but I never really had a plan about how that would happen. Sometimes these things just come along and you have to run with them. So Mervyn Dinnen, a very good friend of mine and also a colleague. We collaborate on a lot of content marketing production for a number of companies, was approached by a publisher to basically write a book and we talked about it and we basically put in a joint proposal with us as co-authors. We agreed that the contract, the book was finished, I think it took us about eight months to write it.

Nick: [00:26:06] I guess that's one of the highlights of your career?.

Matt: [00:26:09] Yes. I think it'll all come down to how many people buy it. But the book's called 'Exceptional Talent' and it's all about what we almost call with 'the new talent journey'. So we break down the whole of the recruitment and employee experience. I think what's interesting was we looked at the title 'Exceptional Talent' and a lot of it is actually breaking down, well what is 'exceptional talent'? And I think you get a lot of narrative, particularly in the tech space about employing A-players, employing people who are absolutely brilliant and will drive the business forward and that really isn't our definition: it's all about your values and attitudes and having people who are flexible in their thinking who match the values of the organisation. You can help companies navigate through what are very unpredictable times both socially and economically. And I think that was fascinating and it was a it was a great process to go through and a lot of it was just getting out a lot of the stuff that had been in my head out onto onto paper. So it required a lot of time and concentration and retraining my attention span to do it. But it was a great process and I'm personally really proud and really pleased with the content and I genuinely hope that people will find it useful.



Nick: [00:27:30] Looking back over your career, how do you think you've developed and changed?

Matt: [00:27:35] I think a lot of it has been learning about myself and I think I've talked a lot about doing things that take me out of my comfort zone and then life gets better and I think to deconstruct that process a little bit: It's been about realising that a lot of the things that have held me back at various points in my life and my career, are of my own making. It's just unhelpful beliefs I have about myself or the way the world works in my head and I think that if you really challenge yourself by doing something that you feel is completely out your comfort zone, you can expose that and say actually, well what would happen if I didn't believe that, what would happen if I thought this was possible. And I suppose that I look back on my career now I can see the evidence of that. So 10, 20, years ago I couldn't see that, I couldn't get that context. So I think that as a person I've just become much more self aware and just really clear on where I'm heading and where I'm going and I think for the first time, things are starting to make a little bit of sense about how I've ended up here. I think that's it's an exciting time. I look at the rest of my career, however long that will be and I'm really looking forward to it.

Nick: [00:28:53] You've worked with people, you've worked for people, collaborated with people. What qualities in people bring out the best in you?.

Matt: [00:29:00] The qualities in other people that I really look for and really respect, I think honesty and openness are really important, but it's also a sense of curiosity about things, looking at things and thinking 'what would happen if we did this completely differently?' I think I work best with people who have that, who share that values and share that kind of attitude. It's generally that curiousness, that willingness to challenge things and say actually, is that just because things have always been like that, does that mean that's right, or you know that's appropriate? And it's not necessarily being completely contrarian and disagreeing with everything, but just having that natural sense of curiosity. I think that the people that I've worked best with in my career who've had all kinds of different skills and types of experience, have really shared those values and that philosophy, that openness, that honesty and that curiosity.

Nick: [00:30:02] So the flipside of that then, is what situations frustrate you?

Matt: [00:30:06] Other things that frustrate me, I think people who people who are just absolutely set in their ways and will not countenance that things could be different. Huge things about social media frustrate me. Social media is brilliant, but I think there are aspects of it that are very frustrating. The whole sound byte culture that someone can say



something and it suddenly becomes the truth if enough people like it. People who create entertainment for themselves by just dissing things that other people do, not really offering anything or any kind of alternatives themselves, I think I find that very frustrating about social media as well.

Nick: [00:30:43] And we've talked about your book being quite big highlight of your career but when you look back, has there been a pivotal moment in your career?

Matt: [00:30:51] There's been a few that I could say, a few things that I might be able to identify as pivotal moments. But when you ask me that question there is one thing that came into my head which was again, it's funny it always comes back to this. It comes back to presenting. We've talked about you know my journey of learning about presenting, being a presenter and trying to be better and better. And there was this one time where I just took a massive shift in style and I think that you know I'd done a presentation internally within the organisation I was working for and it had gone down particularly, particularly badly. I got some very negative feedback about it. I really thought about that, took that on board and completely changed the style in which I present, very much to what I do now, I never use a script. I always make sure my slides are as visual as possible. I always try and make sure there's no barrier between me and the audience. But it really came down to one presentation where I suddenly did all of those things. All of those things for the first time, it was a very big presentation with a not particularly friendly audience and it just went phenomenally well. It was it was a massive risk that I took, to do what I did. And it was amazing. And I think that really sticks out as a pivotal moment, because I completely changed the style of how I do things and how I communicate.

Nick: [00:32:12] That's interesting. And do you think that's the type of person you are when you talked about taking yourself out of your comfort zone? And actually, when you talked about going to drama and everybody working really, really hard, that these things don't happen by accident. Actually, you have to work really hard to achieve what you've achieved.

Matt: [00:32:31] I think I've learnt that through, through everything that I've done. Luck and talent play a part in things, but actually if you want to be really good at something, if you want to really push the way that people think about things in the way that things work, you just have to work incredibly hard. You have to have those failures, you have to have those learning moments. It goes back to when I was doing drama. You have to rehearse and rehearse and rehearse and rehearse until you get bored of rehearsing and then just keep doing it. And I think that's been an important lesson to me and even with my podcast, I feel it took me 20 episodes to get even vaguely into the ballpark of where I wanted it to be. So I think persistence and hard work are incredibly important.



Nick: [00:33:18] And what is that you most enjoy about the work you do now?

Matt: [00:33:21] The variety of situations that I experience. So I work with some really big global companies on recruitment innovation really working in partnership with them to try and find where they take stuff. And then the next week I'll be working with this smaller company who have never done any kind of online recruitment ever. And helping them choose an ATS system and then the next week I'm writing a book or producing content, so I think it's just the sheer variety of experiences that I can now have is just really important to me and something I really value in my career now.

Nick: [00:34:00] Is there anything you would change in your career?

Matt: [00:34:02] There are a number of opportunities to take things in a different direction so I could have pursued acting. Do I regret that? Yes I do regret that. But you know, that's not what I did. There's been a number of times that I could have left the recruitment side of the industry. But actually when I look back on my career as a whole I have no regrets at all. I'm delighted that I am where I am now. And I'm just really focused on what's next. I think that some of the changes that might happen in the next few years will make a lot of the stuff we've been talking about just seem irrelevant. And I think that's really interesting. So I'm just really focused on what does the future look like. You can have regrets about the past but you can't change them. So why focus on them?

Nick: [00:34:49] So finally what does the future hold for you now?

Matt: [00:34:52] I am very much focused on where I can take the podcast. So I'm up to 8,000 listeners a month which is amazing but I think I can take it a lot further than that. So really looking at how I can get really interesting guests and really improve the production, working some with great employers and I really want to continue doing that. I love the podcast because it gives me the opportunity to talk to people who are on the ground and driving change within their organisations. We're a very interesting time in terms of what technology is doing to work. So I really want to help people negotiate that and navigate that and understand that. And by telling stories and linking people to interesting content that's really what I want to do moving forward.

Nick: [00:35:47] Matt, it's been a pleasure talking to you. Thank you



About Career Life Stories

Career Life Stories is a series about people, their lives and their work. The format was created and produced by Working Films Ltd, a UK company founded by the producer and host of the series, Nick Price.

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