

Transcript: Episode 14 - Bryan Garvey

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SPEAKERS

Richard Lee, Bryan Garvey

Richard Lee

Welcome to *A Day In The Why*, where I talk with fascinating folks about the jobs they've held, the things they've learned and how those fit in with their values and goals. You may just learn something, but I hope you'll at least laugh along with us as we dive into the mistakes we've made, the lessons we've learned and the secrets behind the career curtain.

Richard Lee

Today's guest is Bryan Garvey, a local designer, musician and all around really nice guy. I met Bryan a few years ago at Scripps Networks, where Bryan was a designer and I believe at the time I was running a team in Ad Operations. It wasn't until I changed roles and led a front end engineering team that we had a lot of contact.

Bryan and I shared a lot of ups and downs at Scripps: a love of motorcycles and most impactfully our growth into UX as designers and leaders. I've really enjoyed watching him navigate his career - but something has always struck me about him. Something strange, something rather different than most design professionals.

By night Bryan is the front man for a rock and roll band, The Coveralls. Welcome to the show, Bryan.

Bryan Garvey

Thank you. Good to be here.

Richard Lee

We'll get into your backstory and your career arc in a little bit, but in this episode I'd love to call out how you having had kind of a dual track of music and design has changed how things have gone versus your only having followed a single path. Can you sketch out really quick a background of who you are and what you've done in the design world over the years?

Bryan Garvey

Yep. So I had a degree in journalism, really liked the writing and the interview part of it but wasn't really keen on the profession. And I took a break off that for a little while and decided I wanted to go back to school for design. I had the idea that I wanted to start a publication focused on local music, because I thought that those are two things that would make a ton of

money. And yeah, for some reason, I talked to a local publisher, he said, "we're gonna need a graphic designer." I said, "Well, no, I've got kind of that stuff. I could probably do that." He's like, "no, no, there's some stuff to that." So my brilliant plan was to go to school for design, learn that so that there'd be one fewer person than I would have to worry about.

Richard Lee

You were gonna go to college for design so you could be the graphic designer on a fanzine?

Bryan Garvey

Oh, when you put it that way? Yeah, no. Yeah, well, I essentially tried to drop in to the UT program, second half of the sophomore year when you're supposed to, to pass portfolio review, and I did not. But there's something about it. I just, you know, I just want to keep sticking with it. I got a lot of grief from the professors over there. Because I didn't do a lot of visual exploration. Like they want to see. I would solve the logo or whatever it was, book cover, and they're like, "Okay, what, show me 10 more. And..."

Richard Lee

just like in school, show your work.

Bryan Garvey

Right? Well, and I would go "I solved that already." I'm more interested in some of these other problems, right. And whether it was getting involved with bringing video into things or more sound based media, or potentially web stuff, the program really wasn't geared towards that. And I found that experience building much more interesting.

Bryan Garvey

And so that's how I started into it. As soon as I graduated, two weeks later my second kid was born. And yeah, started sort of the pounding the pavement and Scripps Networks was starting to ramp up some of their online stuff. And I got on over there as well, when I very first started, there was still a lot of it was combined, where you do the visual design, some of the code and everything. And they were just then starting to split off the front end department. And then right after that, forming a UX group and I kind of saw what they were doing. I didn't know there was a name for that at the time. I was like, yeah, that's, that's more of, I'm into designing that, that piece of it. And yeah, that's how I got started into it.

Richard Lee

When I got out of design, I got out primarily because at the time, I felt it really was only visual design. And after having done that for a number of years, it wasn't challenging anymore. And when I got back into design, I was gleeful that there was so much more dimension to it. And it was so pervasive, it was becoming a factor in a lot of product development, whereas it used to be kind of just an afterthought. "Oh, yeah. Interesting. I guess we should make it look good."

Bryan Garvey

Right? Yeah, like Mike Monteiro's article, the [Sad Cushion of Design](#) - that's kind of about that where you make a chair and it's not comfortable. It's like, well, let's just add a cushion to it. Right - should be there from the beginning. What's the intent and all that right? Yeah, it's actually because there's so many debates still.

Bryan Garvey

My favorite thing is to follow the whatever is currently getting mixed up on Twitter. And there's still a lot of talk about design and where it goes, but you're right. I mean, there's so many aspects of it and it's ingrained in a lot of different ways. I mean, even the way it shifted where I'm at now. The younger designers are sort of like "we want more impact, we want more impact." And then one of the more senior designers left, not too long ago, he said, "You don't realize how much impact you do have. You know, when I started, we weren't even invited to the meetings. y'all are key to the meetings now." And you see that and product design and everything now. Yeah.

Richard Lee

So you mentioned where you are now. Where are you now?

Bryan Garvey

So I'm currently at Radio Systems Corporation, a CDNR portfolio company. Yeah. So it's a parent brand or parent company for a lot of pet product brands. pet safe, invisible fence, sport, dog kurgo.

Richard Lee

And what do you do there?

Bryan Garvey

I lead up the whole user experience, effort. Everything from, you know, websites and the apps, but also a lot of the product, anything that has a physical product, like the hardware, it's anything that has an interface, or some sort of interaction to it. We work with engineers on figuring out the best way to do that.

Richard Lee

And then you would also work on the software, elements of those physical products, if there were any software?

Bryan Garvey

So there's a lot of Internet of Things, products going on, and a lot of investment in that.

Richard Lee

What is your organization size look like on the design side there?

Bryan Garvey

Oh, just design?

Richard Lee

Well, we'll say design and design research.

Bryan Garvey

Okay. So at one point, I had both the UX team and the research team, and there was a 14 people

Richard Lee

Are they fairly well integrated with dev teams? So you actually have sort of product teams? Or is it a pretty pretty staunch split?

Bryan Garvey

Yeah, well, right now we're going through the matrix phase. Right. So I think that you see organizations go back and forth between the matrix versus product team. I recall that one point back in the Scripps days, we went through that phase there. Yeah. And yeah, right now, we're really matrix. So we're sharing resource across all the brands,

Richard Lee

You and several others I've known have worked there. And it's been really encouraging to hear how much more design and preliminary research has played into the product development.

Bryan Garvey

Yeah, well, it's interesting, because when I started, they didn't even have the title of UX designer there. There were just a couple of people that wanted to bring that in, first on the website. And when I was having struggles working with the team, they're the development team. And so I put together some presentations, we said, Okay, this is, this is a, let's try this as a way to approach things, because they're used to the whole, "make something in Photoshop a lot of the way", right, you end up with, you know, a CSS code base, that's all full of **important!** decorations and trying to overcome Bootstrap and all these things...you've got 1000 different shades of black.

Richard Lee

...which leads to really good product consistency. <sarcasm>

Bryan Garvey

Oh, consistency. Yeah, you don't ever get to do anything new, you're just working on a CSS technical debt, which is odd took me a year, just to get us from pictures of buttons to CSS buttons was pretty well, but so as I was given that presentation of a different way of approaching things, one of the people in the senior staff that was over the E-commerce sites came to me and said, Hey, can you apply this to our products, because our products are struggling with usability, I was like, yeah, that's where all this came from.

Bryan Garvey

It's weird to see that kind of go back full circle. And so first we started on some of that crossover, which was they had some failed attempts at some IoT products. We tried a new product team approach, even though we were in sort of different departments and had been the first successful commercially successful IoT products for the company.

And so it kind of went from there. And because it never existed at the company, the reason I was saying that that type of thing existed was we were able to sort of tell them what it was. So in some ways, this this little like engineering-first company has really been able to embrace a lot of the customer centric research and design-first approach that a lot of bigger places talk about and are still struggling with. It's really, really fortunate to be there. So for better or worse, we, you know, we want to define what UX is for the people.

So yeah, it's interesting, because some people, a lot of times when new category managers come in, someone who's over, you know, the pet doors or whatever, "I've never worked at a place that had a huge team."

Richard Lee

like a product manager or a product marketing manager.

Bryan Garvey

Yeah, it's, it's a blend of like a portfolio manager. They do a lot of product manager type stuff. But it's really a struggle when they have an IoT product in the mix, because they don't have that software background. So that's been an additional challenge.

We actually have a dedicated product manager for all of our IoT stuff. But they do a lot of make, you know, historically, they're the ones that told the engineers how, what the lights should do and things like that. So close. But yeah, not having a dedicated team like that. They're used to saying, "Okay, I think the product should just do this work."

"Well, no, no, you know, here's how we approach it." At first, it's a real struggle. Then after a while they, you know, they really appreciate it because that's just a whole load off of them. They don't have to guess.

Richard Lee

they're not personally responsible, or rather they're responsible for reviewing data that has been gathered.

Bryan Garvey

right

Richard Lee

....and making an informed decision, which is a lot less pressure and a lot more repeatable.

Bryan Garvey

Yeah, exactly right. That's actually a really good way to put it too, I need to write that down. Because that's exactly what we tried to get across. Because, you know, initially, they feel like it's just someone else trying to tell them what to do.

Bryan Garvey

Because in that position, they've got senior executives telling them what to do. They've got engineering, supply chain, everybody telling them what they can and can't do. And so, you know, where we really made a lot of headway is working, convincing the people that were there to kind of help them exactly with those data decisions, because there's never a right or wrong answer. There's just trade offs, right?

Richard Lee

It always depends.

Bryan Garvey

Yes. And we've I've tried to strike that from the vocabulary any time we're talking with the business. But it is such... I don't like to hear that. Oh, there's a reason it's a cliché.

Richard Lee

You know, let's paint a picture of that parallel track as musician, as a bandmate, and as a business.

Bryan Garvey

okay, yeah, so I picked up the bass when I was maybe 13. But I was gonna play keyboard. One day, I was listening to an album and picked up this thing in the background, like, what the heck is that? Like, that guy's gotta be bored out of mind. But that wasn't true, you're doing the same thing over and over and over, if it all falls apart, figured out that was the bass guitar. I figured out how to play, that if you play bass or drums, you're pretty much in a band from the time you pick it up, because there's just not enough of them a lot more these days.

But yeah, so always played it. I always really liked playing live, I never, I love getting a studio and recording but I had friends that that's all they wanted to do was sit at home and make, you know, tapes and stuff. And I would just rather be playing out. And still to this day. I just love that live experience of feeding off of what the crowd... reading the crowd and, and adjusting accordingly. There's just been something really great to that.

So I was in, you know, some original bands, and one of them broke up in the studio. And we've been sort of getting after it for a while trying to quote, you know, make something. I talked to the lead singer, had sort of split off. And I said, Hey, this 80s things kind of come around. Let's just learn some cover tunes and play for fun. And then maybe in a year figure out what we want to do.

Richard Lee

What time frame was this?

Bryan Garvey

This was close to 20 years ago. God. So I expected it to last a year. And we're still together. Yeah, so we did it because we want to have fun. But we also wanted to, again, I was approached to, you know, create an experience.

You know, we even started off with because we caught a lot of flack at the time was a lot of people were doing just covers, that "we weren't there to change your life. We're just there to change your night."

You know, after a while we adopted this motto that we're not in the crowd getting business we're in the crowd-keeping business. Because we ran into some issues as we started picking up and getting more and more paid gigs. People try to hire us out to remote places, and expect the big crowds we have downtown, whatever. So you know, we're not like a touring act, it's gonna bring in anything, but if you got people hanging out, we're gonna play the songs and I keep them there. And really, buying stuff. You know, from a business perspective, always, you know, gigs, the ones we're choosing and how we're approaching our playing it is just really tough to get paid as a musician, especially I'm saying if you pay attention to what the people paying you, how they're making their money, and you can maximize that, then they're happy to give you more, right? And that's what we've been able to do - we draw in the people who spend a lot of money, having a good time, and club owners are happy to pay us.

Richard Lee

Okay, so now you've recovered from the whole fanzine thing, because you've become successful as a band by analyzing psychometrics and gaming the system!

So you focus on creating a commerce friendly environment feeling so that venue goers want to go buy drinks and buy food and stick around and have a good time.

Bryan Garvey

Yeah. So it's combination of how you talk, how you are - that effort, you're kind of putting into it to encourage people to want to, you know, stay and be a part of that and buy more drinks, you know, the longest day and do that, of course, the happier the club owners are. it's a win, win win.

Obviously, more people, we have more fun, if you're having a fun time. That's what they came there to do in the first place. And of course, that's what the owner saw, the reason they brought in entertainment in the first place was to try to get people and keep them and make money off those sales.

Richard Lee

so as the Coveralls, I imagine you have to be able to cover just about anything under the sun. How do you handle that breadth of work?

Bryan Garvey

You mean, how do you remember all those different types of songs? Yeah, I've wondered that sometimes, because I have trouble remembering, you know, some of the dumbest things. And a lot of times I can't even remember how a song starts even though we've played it forever. As soon as someone says "it's an A", you know, idiot like me, okay. And then it just unlocks it. It's interesting, because it's really made me think a lot about how memory works. Because I think I learned visually, I see things as songs as patterns, which is a lot like what we do in our daily work.

Bryan Garvey

We have to recognize thinking and systems and how to recognize patterns, right? And that's kind of how I approached the song. That plays into a lot of how I'm able to access all those things. I don't know how the other guys actually do it. I haven't really talked to them about it. That's interesting. But yeah, so it's interesting because a lot of songs will end up falling out, because there's some quirky thing to it, that you have to be really, really on top of it.

Richard Lee

So it's higher maintenance.

Bryan Garvey

Yeah, it's higher maintenance, which is not what you want. When you're trying to balance all the things you're doing while managing a live performance might, especially whether you're at a bar or at a wedding or whatever, you're really, again, reading off of everybody and watching them sort of rise and fall with energy, as well as all the technical stuff you have going on. I also run sound for us when we do our private gigs. So there's a lot to go on. So you don't want to have to think about you know those songs too much. Or you have little mnemonic devices or some of the things that you know, to Hey, bring up right beforehand, that again, helps unlock it for everybody. Hey, remember, third versus weird

Richard Lee

Well it's a memory pointer. Like you don't remember everything. You just remember the key that unlocked that? Yeah, a bit of memory in your brain.

Bryan Garvey

Yeah, it's it's wild how often that's that's, that's been the case where I just can't remember a song at all. And then someone says one thing, and then you just got it and it rolls. And I've seen that before, like somebody else will blank on stage, sing all the songs, you know, someone else will blank and they like, how's this even start rolling down the back, you know, and suddenly I got it. And he sings the whole song. That's kind of how we manage that, you know, we essentially we started off, we were just doing rock stuff. And then someone asked us to play a wedding that I'd worked with. And then somebody else asked us to play a wedding.

Bryan Garvey

And then pretty soon people were like, Hey, can you play some Motown and we're like, Well, we know Ozzy Osborne, and then we prided ourselves in..

Richard Lee

Wait! Ozzy is not Motown?

Bryan Garvey

Ozzy is not Motown, and so it was a grandmother asking about it. She wanted something she could dance to. And she struggled with Crazy Train. And that well, that's kind of rock and roll of us. But we should probably she was seemed really nice. I would love for her to dance and have a good time. So let's learn a Motown song. Even though it seemed like the furthest thing we could pull off. That's the only thing - we had to adapt all these different things to what we could do and actually make sound right. And a lot of the way we approach you know, the way the songs.

Bryan Garvey

It's been real interesting, because there's been points where people asked if we had a CD back when that was still kind of a thing. I thought that was the strangest thing - like no, turn on the radio. You don't need them writing all the songs you'll hear elsewhere. But what I kind of came to realize is that moment that the live moment is kind of what they like about it. And I like to think that we'll look at a song figure out what is it about that song, it really is awesome. It makes sure we get that right as opposed to just making sure we nail the chords or sort of change the ending or cut out certain parts to make it work better live, we do that, you know, we're constantly testing and iterating we'll try a new song. So at our last gig actually the first time we tried Post Malone Circles, which we talked about for a long time, but it was just kind of out of what we normally do. And you know, it went really well. And there were some parts that didn't go well and overall was great. We'll probably do it again. But there's like okay, well, there's that middle part that did not work like we thought it would. Let's tweak this now let's try some keypads instead

Richard Lee

So do you basically capture that, you know, put it in a in a parking lot? And then when you get together to practice, you pull it out and be like, "Okay, if we're gonna do this again, this is what we need to polish."

Bryan Garvey

Yeah. Or do you know right afterwards, we'll talk about it. We actually don't rehearse.

Richard Lee

just like on the on the spot like after you pack up? what you're kind of doing is your retro?

Bryan Garvey

Yeah, absolutely. You know, we'll give each other the retro look in the moment specially if somebody messes up, you know, part of..

Bryan Garvey

That's the "we'll be talking about that" look, yeah?

Bryan Garvey

Yeah, well, it's kind of interesting, because a little laugh sometimes sometimes you get really angry, you're like, you're really leaving me out to dry. I'm the only one singing right now. And you're supposed to be there, you're not. But a lot of times, if we make something, you know, some dumb area, we'll just kind of hope that somebody else in the band notices it. And laughs with us, like, Okay, I'm gonna keep going, because a lot of people probably have noticed that it's more important to keep going. But yeah, mental note. So yeah, yeah, we do retros and all that and actually do approach a lot of my work that way. And just as informally, honestly.

Richard Lee

Your design team work?

Bryan Garvey

Yeah, the design team work. So for example, recently, two of the designers were working together on the interface for a new in ground fence, they had some success with that. So you know, we started applying the same pattern, I call it interaction discovery through that one, the hard parts about making change at a company like this, which I'm really interested in how you've approached it in some your past work that have really long product cycles, how, you know, it takes a while to get in the beginning of one, and really set that up. But we have an interaction discovery, where we get this list of requirements, or we get some of the research and the category says strategically, they want to have these other features, right? Well, our interaction discovery process is we will look at each feature and figure out where it came from, or is a secretary from an insight is this from a review is just just something we learned from the last product. Is this something the competition has, we feel like we need to is it the industrial designers thought to be cool, right? Let's understand each one of those and then sort of boil that down into like, what were the basic inputs? What are the basic outputs? Right? What is the mission? What does the system need to tell people? What do people need to do into the system? And then what is the core feedback loop? And then let's experiment with what's the best way to do that with the industrial design or whatever? That's kind of the same thing, right? What is it about the song that works really well?

Richard Lee

Is it the initial rhythm or an initial hook, you know

Bryan Garvey

Yeah, absolutely.

Richard Lee

is it a callback of some kind....

Bryan Garvey

Right? And, you know, do we need to leave space for people to do a response call response thing? If that's it? Or is that an awkward thing? And we just need to sort of minimize that part of it. Because then flow, but yeah, exactly. What's the hook? Is it is it? Is it the speed, we need to make sure that that's coming forward? Same thing.

Bryan Garvey

But as they're doing this discovery on another new automatic feeder, you know, they discovered that some of the features they didn't think had as a strong case, as some others that may have been left out, you know, what I never want is a designer to be like, hey, we need to do this, because this is what people want. This is just the right thing.

Bryan Garvey

Actually, I was just reading, you know, a thread on Twitter today about that you can't just come forth with "because this is the right solution. Because I'm the designer, you know, don't question this. You don't know design", Always like speak their language. Right. That's been any role, right? It's really important to speak the business language always know how you're contributing to the the financial success of the company. Same thing with while you're in the bar playing the music, right? You know, speak to that

Richard Lee

I really like by the way, the "not here to change your life, here to change your night". That's scope definition right there.

Bryan Garvey

Yeah, right. I never thought about it that way. That's exactly right. Yeah. So I said, Well, if you want to do this, we're gonna put together this presentation and like, let them run with that. We talked about it beforehand, like okay, well, this isn't what's coming across this is, is that what you want? No, no, let's take those, they present it to the business owner, get some reactions, they're expected some they're unexpected, then thereafter is like, you know, we'll talk and be like, okay, how'd that go? And wait for them to say, well, we spent too much time on the on the build up, right, we really should have gotten to it much sooner. Right? How do you read the room? Right? How do you read the crowd, especially hard when you're kind of remote. But there's cues and there's ways to do it. A lot of times it starts with understanding what problem everyone else trying to solve when they come into that room. And making sure you're, you know, mapping to that.

Richard Lee

in this manner that the room is the internal stakeholders, not not your end users, not your customers?

Bryan Garvey

Yeah, correct, right. Because if you don't do that, then your end users don't get the great solution. Because there's so many, there's so many constraints that you have to navigate. I think that there's this myth that you can't do things just because there's constraints, I mean, that that's

what design is, is stuff within constraints. And so we've actually had some cool victories along the way where people initially say, well, we can't do that, that that's either out of scope, or that's, that's not really the primary thing we're going after, with this product, we'll reframe it like actually, no, we do have time to do this, you know, talk with engineering, talk with developers, this is doable, and it actually would solve this other problem here, this is how it's gonna better position your product, which you said was the primary thing you needed to do against whatever.

Richard Lee

"Here's how this decision would fulfill your goals", right, you know, XYZ, based on our research, this is what it looks like, you still get to make the decision, but we want you to be fully informed.

Bryan Garvey

Right. And I think that that's, it sounds so obvious, but it really is hard to shift your brain to sort of think that way, when your day to day is relying on you being a subject matter expert that is deep diving into, you know, the nuances of a Figma library, you know, even on the technical side of that, or, or really diving into how the customer is visualizing the system, which you know, most people aren't doing, right. And so a lot of times I see designers go in and talk about something that seems really obvious, and then get frustrated, that's not obvious to everybody else, because they're going there with that assumption, everyone's thinking that way. But everyone else has got those different problems and solve and we want them solving those problems. I want the product owner to be doing those things. I want the developer, the engineer, whoever, I want the senior executives to be doing their thing, because I'm not good at those things right now, or I can't focus. They've certainly beyond my scope. And I like all coming together so that we can continue to do this every day.

Richard Lee

Yeah, I mean, we all need our specialties, but we've got to align behind their product vision, right?

Bryan Garvey

Well, that's actually a lot of work that we've done is getting everyone to be very specific about that vision upfront. Because they are so used to saying, "Okay, I need to have this product, because so and so has this product", or "and I'll lose market share if we don't have this", that is a thing you need to happen. But that's not going to happen unless we understand what that's really going to do for the customer. Like one thing I've been really working on a lot lately is embracing that, like I get it, you're looking at shopping studies, and people will look at something with 10 bullet points and something with five bullet points, and they perceive 10 bullet points as more value. But when they actually go to use it, only one or two actually matter. And if you don't get those right, you're lost, it doesn't matter if they buy off the shelf that you're on. So a few of them and then that's it. And that's you know, really important when it comes to the product development because you hand something to an engineer, a list of requirements, they want to do every one 100% rock solid bulletproof and so you know, it's easy for projects, to your point about scope to get really out of hand quickly because every one of those things branches off.

Bryan Garvey

And you're almost just throwing the dice to see whether or not the really important stuff gets in or not or if it gets squeezed out by the far less important things.

Bryan Garvey

right and and for the dumbest reasons. You'll get to the end like "Well, we thought we could do it. We just can't. So we're launching without this feature,

Richard Lee

And you're like "but that's THE feature!"

Bryan Garvey

the feature, right? well it was number seven on the list, but it was it was the feature, right? And so the more we can show that evidence base up upfront and be like, primarily, this thing has to scoop cat poop, without anyone touching it, right? Or this thing has got to feed meals on schedule, whether or not you're connected the internet or not.

Richard Lee

it's got to verify it, right? It's got to provide proof to you as an owner, because you need the assurance, you need the peace of mind.

Bryan Garvey

Right? That's that's the whole Yeah, the whole value proposition is that it's taking away that anxiety of being late from work and knowing that they're taken care of.

Richard Lee

the feature that we included was the feeding of the animal, but we couldn't get to the assurance, we couldn't get to the audit log.

Bryan Garvey

Right. And it's great that you bring that up, because one of the things we first discovered, in actually testing, which this was still controversial that you would, you would test with a few people around the product process, because when I started, they would work on it for two, three years. And then they would test with people and molds are already done. Like there's no significant changing anything. We had this fear. And we were testing a really rough prototype early on. And what we found is that the number one touch point for the customers was that notification that the pet has been fed.

Bryan Garvey

Which at the time, I think the engineers had put in "meal has been dispensed", right. It's just a, well, that's what it did. And we were trying to make things work. That's not an important thing to us. And like well, this is the first this is the major touch point is the first time they trust the product. And now they rely on that. And so we at least make it something nice. I mean, we're telling them, we just fed their pet like that's what we're doing as a company. That's all we've all

signed up as well we love working with this brands is it's about pets and its connection. we can't, we can't approach it like that. And at one point, I was even had to say, "Listen, I understand you're trying to get the Wi Fi to work and there's still bugs with it. But if it Wi Fi works, but people can't understand how to use it, the product doesn't work."

Richard Lee

Right.

Bryan Garvey

So I need you to 5050 these front facing things. Fortunately, you know, after having built some relationships with some of these devs, especially with on the back end, they're just like, whatever, it's just got to work for me, you know,

Richard Lee

I think it's Seth Godin that says, and says people don't want to hammer. They want a nail in the wall, or to hang something on.

Bryan Garvey

Right. Right. Yeah. Right. which veers into like, the whole jobs to be done thing to the holder. But yeah, they want it to do they want this outcome. And that's why in the beginning, it's hard. You know, we were especially you're gonna push for that type of change, because you're seen as just someone with an opinion, oh, okay, you're the subject matter expert on this, but that's an opinion. And I have an opinion. And it's like, well, that's not so my opinion. You know, I've been watching people use things for like 20 years, like interests me,

Richard Lee

let's say application of human behavioral patterns.

Bryan Garvey

Yeah. And that's interesting thing is that that is a science right? There is like that heavy science stuff side to what we do in and UX. I think that's being seen a lot more now and to one of your comments earlier, whereas before it was just "how's it visually presenting itself."

Richard Lee

So what would you say is the biggest challenge that you're grappling with right now? I'm not trying to paint that as a positive or negative, just something that's consuming the most cycles? What are you pouring energy into these days?

Bryan Garvey

Yeah, what's our fidelity here? How many rings out are we talking about?

Richard Lee

I'm just thinking, I'm just thinking pure energy, like what's what do you, you know, maybe if it's horribly inefficient, you're putting all your energy into the, to move it an inch, or if it's your tail end

of a five year arc, and it's super successful, and it's almost coasting on its own, but you're still focused on whatever that is.

Bryan Garvey

One thing been thinking a lot on, you know, recently about what is the future of my department, because so much is so much has been accomplished, we've gotten sort of, I wouldn't say we're infused UX infused by, by any means, like a 2018, I took over the research department, which at the time was really quantitative, an approach so to send out surveys, it was really frustrating for the UX designers, because it's like, this is not the questions we need to be asking, isn't that how we should be asking for what we need, and you would see the larger product teams getting frustrated, too, because they want to know the why, you know, or they be given these charts, but with these statistically significant things, but they're like, do I need to fix this? Where the power port is on this or not? Is this a problem is are people gonna be frustrated with this?

Richard Lee

Well it's pretty hard to do effective synthesis from surveys, right?

Bryan Garvey

Right. It is you get it something that is eating other, you know, a lot of my philosophical cycles is this notion of, you know, not being enough data, hard numbers in the qualitative side of things, when, you know, the more the more I've gotten involved in the, you know, management side of things and in the business decisions and how they're being made and how we're reporting on things.

Bryan Garvey

Every number is made up, right, everything's a guess. I can show you, you know, you can show your projected sales chart, that's fake, but if I can tell you like, hey, people are gonna, you know, really struggle with this and I want to buy it like, "well, where's your data?" I guess I can make you a chart that shows it but

Richard Lee

would you believe me, then?

Bryan Garvey

would you believe me, then, you know, and I see and I've tried to do that a fair amount, you know, I put together ROI I, for every headcount that I was able to build, that was, I can't go back and track the ROI of that, really, but and how at the same time, it's a struggle to veer too far into that and you miss really the important things of what you are pushing. Sometimes you can get reduced. NPS is a really good example of that. we so badly want to have this number where executives or the business or whatever will take experience,

Richard Lee

but it's all based on a false premise. Yeah. Example. Specifically, a lot of people feel that it's not incredibly useful. The recommendation premise, yeah.

Bryan Garvey

My favorite is a Microsoft, "I need you to understand that when I'm hanging out my friends, we're not talking about my email program."

Richard Lee

right? As a user, I want to log into the system. No!

Bryan Garvey

yeah. Right. And so you know, constantly thinking about staying on the right side of that. But you know, and in terms of thinking about where now that we are getting full product cycles, and we're, you know, kind of involved, what's the next thing to push, because I, you know, I'm always wanting to look for that next thing to push an address, I'm not really good into like maintenance mode, I get a lot of enjoyment from my job, developing people and helping designers, you know, level up. So I really love that aspect of it, but they're looking for, you know, vision to they want to, you know, keep pushing. And so with times like these, where everything is so up in the air, when's the next variant gonna hit? And suddenly, you know, do something else, you know, supply chain is just knotted up for a while, right. And I know that that's the business focus. And so what are ways you can add value in that scenario?

Richard Lee

given the supply chain issues in what I perceived to be some durability behind your products... Is there a lot of thought behind how you can upgrade the software side of existing hardware analog products, given the kind of to a degree skirts the supply chain issue?

Bryan Garvey

Yeah, yeah, well, I'll tell you there, you know, my boss is thinking about that a lot. She's really trying to transform related digital transformation. It's interesting to say this back in Scripps days back, when you could even convince people that we should design for mobile. "This is approaching fast," and they were like "well, not until it's at 50%..." I'm like "it's gonna fly past 50% We're not gonna be ready." You know,

Richard Lee

remember, we didn't use to actually deploy or monetize ads that went to mobile because they didn't figure it was a significant enough source,

Bryan Garvey

right? Oh, it's only 18%. Now, okay. It was like, 5%, six months ago, but whatever. But yeah, but and there's a reason for that. I mean, you know, I remember talking to somebody like, it may have been you - you were like, "well, it doesn't matter because if someone clicks on that they're gonna go to something that's not mobile optimized, because our sponsors aren't, don't have mobile sites" and things like that. So I not kind of you know, it's interesting, I understand that.

Bryan Garvey

It is a challenge, it's the whole thing of digital transformation is you don't you have to recognize that you're now a tech company, even though historically, you made non technical things. I think that that's really still a struggle to sort of, you know, when you're used to incredibly successful decades of doing one type of business to then think in terms of digital.

Richard Lee

No no, we're manufacturing, right?

Bryan Garvey

Yeah, they see it, they recognize a need. I mean, they're really smart people running things, but it's just tough institutional habit is incredibly hard to, to overcome. That's a lot. That's something I've actually spent a lot of time on, right is applying what we know about what we're designing every day is understanding people's behavior patterns, and how do we want to alter that, so it fits in with their existing patterns, if it requires a significant change, being very mindful of that. It's the same thing when you're trying to push for change inside of a company, not only do you have what the senior executives, patterns and and what their habits are, but the organization itself has habits and patterns as well, because you can have all the people who say, Yeah, we should be doing this differently. But yet, we're still doing it. It's fascinating. That's always really intrigued me. So org design is is has been something that's really interesting. How do you design an organization and to kind of evolve it that way? Yeah, that's what's kind of eating up a lot of my time now is trying to think about what that what that next step is.

Richard Lee

Well, thanks for sharing that. I appreciate it. Yeah, I'm really happy we keep finding these connections between your music and your in your design and org design, to organizational intuition, playing for crowds.

Richard Lee

So we've got a really good idea what you've done in the past and what you're doing now. I'll take a step back and figure out what early on let you here. What would you say are the most influential stepping stones in your life? Would it be like a first summer job or friends and family? What led you on the path?

Bryan Garvey

Yeah, it's it's hard to pinpoint. I except I've thought about this before. in this type of role anyway, it's always hard to make like a five year goal or a five year plan, because there's all along like I said, when I first got into it, I didn't even know it was a thing. And everything changes So often.

Bryan Garvey

I'll have people come up to me and say, hey, I want to get in. I want to get into this, you know, what do I need to do? Like, Well, why don't you do an expression of interest, which is a program we have at my current place where you work in one department, but you can spend X amount of hours per week doing this Some small work and just kind of attending meetings, kind of seeing how that Department operates and see if that's a role you would be interested in. And inevitably,

they get, you know, some people get really frustrated, I had one person come to me from the writing team, our first meeting, she got really frustrated that I didn't have like a syllabus,

Richard Lee

do this checklist, and you will be a UX professional.

Bryan Garvey

You're right, which is the funny thing about some of these boot camps and things I said, Well, that's, you know, that's not how we work. The truth is, I could lay this out for you. But the nature of the job that you'll have, if you get into this and do get that job in a year or two is going to be completely different, potentially, or, again, may not even exist yet.

Richard Lee

It's also different, because what they bring to the table in terms of skills, is completely different. So the insights that they will be able to grab the connection that they would make are completely different than those you would make.

Bryan Garvey

And you don't want to block that, right. You want them to bring that as well. And you don't want to have something so rote and laid out that it doesn't allow them to bring that because I think that what I love about the idea of this concept of a podcast is is that - that you see people coming from different things. The journalism side is, for me was one of those points where I was like, I love interviewing, I love getting to the heart and bottom of this. And then, you know, articulating that to others So they understand that and the distilled way, but I didn't like losing some of the other aspects of it. And so now I find that, you know, my visual chops weren't as good as a lot of people. But I could interview people really well, I could, I could interview users as they were doing a usability test or whatever, which a lot of people really struggle with. And then I could write up I think about it, that's really important.

Bryan Garvey

Yeah. So you should bring that background in, you know, I pointed mentioning that person that was really frustrated, she now is leading the the UX writing department for healthcare startup. So someone who started really frustrated and wanted to have this sort of curriculum, and you know, step by step laid out once got into the flow of no, here, the core tenants that were sort of following, but every situation, you know, you'll be open to learning and adapting, and it worked out for her once she embraced that mindset. And so a lot of people come to me, and I'm like, I can tell right away? Well, your mindset isn't really for this. And I kind of realized that about myself early on, that I was just more interested in getting to the heart of some of those things.

Richard Lee

Well it goes back to your early design experience. Right? You didn't want to go through 15 iterations of a logo to come up with a logo, you wanted to get the logo done and move on to the next thing, because the purpose of a logo is to communicate a brand or communicate a concept.

Bryan Garvey

Right? And and that's just one aspect of that whole thing. That's exactly right. It was that and another Key point for me professionally, was when I went to school, I talked to Carrie staples about getting into the program. For some reason, she let me just drop in to that second half semester, which is totally over my head, it was great for me to get my butt kicked that way. But I don't want a lot of people do that. But one thing she said was go talk to to wade at DMG because he's got a good eye for this kind of thing or whatever. So I took him out to lunch. And at the end of lunch, he's like, "you seem nice, but I'm gonna tell you, you're not supposed to be in design." And I was like, Hold on What he's like, Yeah, you should be a marketing because I hear you talk about, you know, money and, and things like that. And that's, you can make money in this, but there's a lot more in money marketing for him. Yeah, so I actually have a chance to follow up and to dive into, you know, his whole perspective on that lunch, I was kind of shocked.

Bryan Garvey

One thing I didn't like is I didn't want to go back to school for a whole thing that, you know, like I did the first time, that wasn't gonna be what I wanted to do. And here's this person is supposed to be the one that can really assess that. But I knew at that moment that I'm supposed to be in design. I know this. Why did he say that? It has more to do with how what I was must have been saying to him, and not about where I'm at what I'm supposed to be doing. And I think that you know, a lot of people and I've said this type of thing to people since I was like, I don't you know, you're not supposed to be in this in, you can tell their reaction, I'd read this, I can't remember who it was. Now, there's a musician who said that people who come to me saying like, you know, I love playing music, and I, you know, want to get into this and like, it's like, don't, it's really hard. It's really hard. And most people don't make it. And so the only way to do it is if you absolutely can't do anything else, and you just have a passion and a drive for it.

Richard Lee

So in the face of that "you shouldn't do it, don't do it", if you still have to do it. And that's almost a qualifier.

Bryan Garvey

it is. And again, it really shifted me from looking for, you know, what are other people seeing and how can I tailor to that to be more like, Well, how am I presenting this? Because obviously, I know, this is something that I want even I didn't realize that until someone said that, how am I presenting that? Right? And that one thing is really, you know, carry me forward, really. So like all the things I was talking earlier about how you present to the business and everything. It has nothing to do with who you are, what your idea is, but like what are you actually communicating?

Richard Lee

tailoring the message.

Bryan Garvey

tailoring the message. Yeah, that was a big turning point. Because at that point was like I was married, had responsibilities to spend money to go back to school was going to be you know, kind of a big decision. I could have easily been like, oh, I can do this. That's kind of sounds kind of risky. But

Richard Lee

Well, I for one, I'm glad you forged forward. Typically I would ask about what kind of link you feel exists between hobbies & careers, but That's what this whole damn show has been about. So

Bryan Garvey

I can connect it all to backpacking, to home improvement.

Richard Lee

We don't have the time. Maybe another maybe a follow up episode.

Bryan Garvey

Alright, find some beers or something.

Richard Lee

I want to switch gears and talk a little bit about values and goals. Most of us don't actively reflect on our values and goals very often. i mean, some people do. But a lot of us don't, and I've found that stepping through that exercise can be really valuable, particularly if a long period of time has gone by since you've done it, or if you've gone through major life changes. A lot of times, you'll find that you're not really spending your time anymore in a way that's aligned with those values. And that can be the hidden source of angst, of anxiety, of stress that you might be feeling inside. And if you can identify that, you can act on it.

Bryan Garvey

Right. That's brilliant. Yeah. It's interesting because I do this exercise, especially if I have a new manager that's never managed before. But anyone who's trying to get into more learning about leadership, I think, well, first, we got to talk about what's true for you, what are two or three truisms that no matter The situation is always true for you. And everyone's always really confused. Because again, they're like, I want to see the syllabus.

Richard Lee

Do you provide like an example?

Bryan Garvey

Yeah, yeah. And so one example for me is I don't, I don't lie, or I strive to not lie. And that sounds obvious. No, no one should lie. It's, it's important for me to know that and and be very specific about that, you know, especially in the workplace, because you can get put into, especially once you get into management roles and above, where you become privy to information that it's not supposed to be, you know, public whatever was so, you know, example

this knowing that that's true for me that I have struggled with even kind of dancing around knowing something if I'm being asked directly about it, right?

Bryan Garvey

You know, if my manager comes to me and says, Hey, we're about to make this organizational change, but nobody can know about it. You can't say anything for two weeks, but you need to know about now. So you can start praying. I can say, internally, I'm like, Okay, I don't lie to people. So if someone asked me directly, then I will say this, if someone asked me directly, because people know that there's something going on, what would you like me to say? And I like Okay, wow. Yeah, that's a good point. Right? Because not everyone does change management Exactly Right. And no one thinks through, you know, that type of stuff. But for me, it's helped me avoid those situations where someone comes and says, Hey, is the department about to be split, or are we about to acquire this, whatever, instead of me being like, oh, either I gotta be like, and then I like, Okay, this guy doesn't, you know, doesn't have a plan or whatever, or it'd be like, no, no, nothing to worry about, just keep doing your job, then the news comes out, and they're like...

Richard Lee

you lose credibility, and you kind of betrayed your own values.

Bryan Garvey

And exactly, and that's sort of, you know, that a good example I give, because the point is, you have to be able to go home every day and look yourself in the mirror and be cool with it. you find yourself, especially as you get into more leadership, you start finding yourself into things you could never predict situations or predict. And sometimes heated situations where you have to keep composure and, and all these things that you can't really look up and you know, a how-to checklist for being, you know, a leader, or if you fall back to those things, even if the outcome is negative at work, like, well, you're not a team player, you're at cool, I can find another job. That's not pleasant. But at least I didn't lie, and then whatever, or whatever it is.

Richard Lee

you got to live with yourself for the rest of your life.

Bryan Garvey

Yeah, exactly. And again, all that sounds obvious. But it's really helpful to know that and be conflict to fall back to that when when you're in another situation. And so I've had people be like, Well, I really like it really important for me to do it right the first time. Okay, great. What's your like every superhero, that's your strength? What's the flip side of that? And so let's be aware of that. Let's not change it. Because we also want to take away the strength of that being that what's true for you, what was the upside of that? How do we manage that.

Bryan Garvey

And so for me, like, it's kind of obvious thing, but I always want to be pushing something forward, I want to be for the betterment of the situation. So people, their experiences improving,

if I'm not, if I'm just stuck in it, well, we're just continuing to crank the same thing. And it's really just returning shareholder value, or whatever it is, it's like that's not that great. We can do these other things and return shareholder value, right? Like, that's more interesting. Can we push this forward? Can I see people progressing in their career? Can I see research or UX advancing? That while I'm doing and if I'm not, then I gotta look at what why is that not happening? What do I need to be doing to change that? Either here, or wherever else I need to be?

Richard Lee

So honesty, and really the betterment of your world?

Bryan Garvey

Yeah. as it sounds, it sounds kind of lofty, but honestly, that's kind of what drives me drives me to work anyway, you know, Jared Spool's background story and how he got into it. It's just, you know, amazing.

Bryan Garvey

Yeah, you should. Yeah, that kind of thing. It's just like this, this simple thing. Like we can make the world a little bit better for some people. And I love that idea that it is just in the sort of details. I'm not this. I'm not going to be an Elon Musk. I'm interested in those little details and how you make things better that way.

Richard Lee

I'd love to have him on.

Richard Lee

Well, given that those your values, do you have any specific goals, either short term or long term in mind that are kind of aligned with those goals, or with those values?

Bryan Garvey

Yeah, maybe but I don't articulate it that way. I guess. Like I said, I I've always said have been really driven by those values. And as soon as I feel those getting off that I can I move on.

Richard Lee

So it's such a part of your internal structure, your methodology, your way of thinking that you don't really need to articulate it, it just it drives everything about you.

Bryan Garvey

I like the way you said that.

Richard Lee

I think it's time that I asked how you get all this stuff done. Do you have any particular tips or tricks or rituals or habits, any practices that influence your success at work or in your night job?

Bryan Garvey

effective triaging. you know, you don't, you don't ever want to get into where you are fighting fires. And so I spend a lot of time on infrastructure. And it's, it's almost like a behavioral infrastructure, right? Not necessarily, I'm not a very good project manager. That's, that's what my weakness is actually something I'm trying to improve on. But I will look at what are the things that I need to rely on? And how can I make those as simple as possible, right, so that as I go into my day, this random task only takes a minute, instead of 30, right, something simple as specific places where the where the vacuum is placed, and the way the screwdrivers are laid out, and the way the shop is set up in the garage, so that "Oh, no, the shades fell down", right. And this kind of take some sort of interesting crafty way to redo the hardware, because the design is just kind of a flaw going with my 1899 house. Well, instead of that taking days, as I try new things, or whatever, if that can take five minutes, right, then I just kind of I know the drill is whatever, I got the appropriate screws somewhere, there you go. That's a really mundane example. But it compounds.

Bryan Garvey

if a bunch of those things happen in a day, then your whole day shot. And like the three key things you really need to get done, you couldn't because you got to take care of that. And so as much as I can look at and this is why one of my favorite mentors has kind of said that he doesn't aim to tell people what to do. He aims to create an environment that sustains the right thing. So that as things start to get out of line or whatever, or someone's not acting according to the mission or values, he doesn't have to say a word because the environment will bring it back in. There'll be other people be like, Hey, that's not. That's not how we're doing things

Richard Lee

Sort of a self correcting system.

Bryan Garvey

Absolutely. And I've always been really fascinated by that. Because there again, you can't predict things. And so the more the system is geared towards reacting, it just the better off, you're able to navigate unknowns that pop up that keep them from compounding. Right, I really, really spend a lot of time thinking about things that compound and how can I minimize that so that I can get all these things done have time for these things that I really enjoy.

Bryan Garvey

There's all sorts of things that can happen in live performance that goes wrong, cable goes out sound guy starts having issues, you know, one of the monitors is just buzzing, the bride's mother is way angry about something, somebody just poured, you know, beer down, you know, one of the monitors or something, there's all sorts things that can happen. And so the more you're able to sort of roll with those and have them sort of derail the better off you are and all that comes back to having this sort of foolproof system that you don't have to think about

Richard Lee

muscle memory.

Bryan Garvey

Yeah, exactly, you know, muscle memory. And that ends up working against you. Sometimes I think that there's some times where you know, Don Norman would have a field day with with some of the ways that I will just completely forget an appointment or something for some really dumb reason was I didn't actually put it in this particular calendar, or I didn't set a drumstick next to the door, or these just odd little things that we'll do to sort of kind of maintain these things. As soon as something's out of the ordinary, you know, now there's a safety patrol meeting, you know, for the kids, it's on a night, that doesn't usually happen, it'll come up and like I had that as the next Tuesday or, or it didn't, you know, fit in with my sort of regular thing that I keep in that subconscious layer, the mind as a part of behavior and routine.

Richard Lee

well, the inverse of your superpower here would be that the rare thing that should be a minor detail, like a safety patrol meeting on a certain night can actually have a spinning way out of control impact because of the way that you have set up the pins.

Bryan Garvey

And you're right, that is that is the flip side. And you know other people can't you know, necessarily understand that it's like this was so simple. All you got to do is write this down.

Richard Lee

So we're nearly out of time and I want to zoom out a little bit and ask two questions, kind of turn it over to you. Since Hindsight is 2020, if you could go back in time, what would you change over the course of your careers, if you would change anything?

Bryan Garvey

It's interesting, I'll generally I'm always of the opinion that you adapt to everything that happens and it all shapes you in some sort of way that brings to where you are. And so in that respect, there's nothing to say I don't have any sort of major things.

Bryan Garvey

I was was taking Bass Lessons from Rusty Holloway and he turned down he turned down a gig as the bass player for Stevie Wonder before Stevie Wonder was popular because it was on a bus with no bathroom and a were air conditioning and "ah this doesn't sound very good." It would have changed his life maybe. Like nothing major like that. But it's interesting like I have things like "What idiot goes to design school to try to start a paper about local music", right that's dumb. Someone should have taught me out of that. And no one did not my significant other not one of the professor's. if I had a kid that had that an idea I'd have a hard time being like "that sounds sounds like a solid business" But no, it was perfect. And you know, it worked out. That's why I say it's it felt right. It felt like it was driving me to that next thing that was gonna be improving something or doing something that felt, right.

Bryan Garvey

Yeah, I have decisions that seem like well, "Was that the best way to approach that?" But yeah, nothing that I would redo or change.

I do think that sometimes I spend too long on situations. there again, I think that that's that sort of patients at that level helps to actually push things long term, that's one thing I really liked about being in house is that you have an opportunity to do something and see it happen, as opposed to an agency or consultancy...Where you can come in and pitch an idea for something hot, everyone gets excited about it, and then you do this thing, but then you leave and then it kind of falls apart..

Richard Lee

You never know how it lands.

Bryan Garvey

Yeah, it's not actually delivering that sort of long term value. So I really enjoy that aspect of things. But at the same time, yeah, there's "Did I stay at Scripps too long?" Yeah, there's times where it's like, well, you know, I've kind of done my thing here, but I'm not going to change just yet. I'm going to kind of see how this rides out. You know.

Richard Lee

I've talked about this before, but I took a role in AD ops, at Scripps... It was a move from design into a purely, you know, business implementation. And at the time, I second guessed myself, and I continued to do that for years and years, thinking I made the wrong move. I did it just so I could join them full time. In hindsight...

Bryan Garvey

Oh because you were a contractor?

Richard Lee

Yeah, I joined about same time you did where we were coming on as a full fledged designer/developers. So everybody hand-coded everything. In addition to coming up with the visual designs. I moved from that into a management role on the ad sales side in AD operations. And for a while I kind of kicked myself - did I betray my design self, my design path by doing that? ultimately, it proved to be good, because it gave me the business insight, the process insight that has proved invaluable as I've moved back into user experience.

Richard Lee

Yeah, yeah, I can see that 100% I yeah, I remember when you were getting back into UX it was almost like "yeah, I've I've left this for too long. I kind of got to reconnect with this this thing"... Well, like I don't know, you've got a pretty good well rounded set of skills. Now. I can see that..

Richard Lee

well, You can ever see your own self great clearly. As clearly as other people see you. Thanks so much, Bryan. This has been a blast. I hope you had a good time!

Richard Lee

Before we sign off I want to share how people can best find you, learn more about you and if there's anything you want to share in terms of words of wisdom or causes that you want to make people aware of. Now's the time.

Bryan Garvey

Yeah, so I love Twitter I'll try to mix it up every once a while. I've got a passion for people that rail on design thinking. It's been out it's kind of come and gone long enough that that's kind of died down but I always love mixing up on that stuff. So I do sometimes get involved with some UX stuff on on Twitter a little bit.

Bryan Garvey

If you want to see videos of my cat as I'm building and fixing up an 1899 house - that's on TikTok. If you search Bryan Groovey, wherever you can find it. Yeah, anyone can always reach out to me on Twitter or LinkedIn.

Bryan Garvey

Causes I'm not active in a cause or one I will say though our one charity for the bands is childhood cancer. Anytime the butterfly fund comes around anytime to help that group. Our guitarist has a son who is diagnosed with a very rare form or rare and very not survivable form of cancer when he was one year old and survived and with a lot of help from butterfly fund among other people. So yeah, I don't have any sort of destination to send you to other than them.

Richard Lee

And what about the band itself? Where would they find you?

Bryan Garvey

Well, thecoverallsrock.com, you can always see but what at least the next public gig is. We play out for five public gigs a year and then various parties and weddings.

Richard Lee

Alright, well, I hope this episode finds somebody out there at just the right time in their lives. If you're thinking about switching jobs, or want to kick that hobby into high gear. Maybe you want to straddle the dual track career, since as we've seen, it can be done.

Richard Lee

Speaking of listeners, to you fine folks out there: the only thing I asked is that you enjoyed this episode, if this talk about how we end up in our roles of interest to you, please leave a review on your platform of choice, and like us on Facebook, Twitter and LinkedIn. Every bit of exposure helps find more listeners.

Thanks so much and until next time, **stay focused on your Why.**

