

Video Transcript

Ben Ryan video

After reaching the pinnacle of success, Ben Ryan was faced with a question that leaders in sport *and* in business often struggle with...

Should I stay or should I go?

Ben Ryan

After the Olympic gold medal final, when everyone's in the changing room, there actually wasn't a lot of shouting and singing.

There was a lot of very happy faces that just looked at peace.

It was a pretty big goal that we'd set ourselves, and we knew that it would change probably all our lives from that moment.

In Fiji, I'd clearly set out some goals, and at the end of my tenure, the Olympic Games, those had all been achieved.

And I knew at that point that it was the right time to move on and pass the baton on.

The opposite to that was with England, where I had kind of fallen out of love with the game, with professional sports.

And even though our last result was getting to the World Cup final for the first time in 20 years for an England team, it was a bit of an outlier in what had been a pretty average season.

And I'd lost my passion and my purpose, and didn't have enough people around me at the time that were honest enough to tell me that perhaps it was time for me to move on.

Laura Morgan

Leaving at the right time is really important for an entrepreneur because staying for too long could have a really detrimental impact on the business, upon the employees, upon the legacy that they are leaving behind.

Ben Ryan

It took a bit of time to fill that hole of joy that I had with Fiji. But it didn't stop it being exactly the right decision.

We were back-to-back world champions, gone into the Olympics as number one and won a first gold medal for that nation.

It's hard on many levels to see a coach that comes in after you and achieves more.

And yet that's kind of your job, to have someone that can come in that can just put a slightly different flavour on things to enhance what you've put in place.

But it also gives you an opportunity to grow and get better.

Laura Morgan

Being an entrepreneur can feel like an incredibly lonely place at times, but it doesn't have to be.

There's so much information out there to help you understand and learn from others.

Ben Ryan

In business, in the military, medicine, psychologists, psychiatrists. It's really important to get that full range of IP and wisdom.

To narrate your exit is as important as the reasons why you're exiting.

So anybody you think, you know, that will affect them, the decision that you've made to exit the building, you need to make sure that they understand what's going on and the roadmap, and that they're also part of that and that they can contribute to the conversations in that exit period.

Laura Morgan

So when thinking about change management, one of the most important things to do is to have a plan.

Really think about how you want to exit and the message that you want to give to your employees that are staying put in the business and the other important people that are associated with the business.

However you're transitioning the business, to whoever it is, sit down with them and think about how you're going to deliver that message.

Ben Ryan

Whatever leadership role you're in, success is going to be measured by making yourself redundant, going into the shadows, and for the other people that you're leading to be the shining lights.