

VOLUME II, EDITION 4

ACCELERATE ***THRU*** **CONFLICT**

**ASHLEY
TURNER**
SPEAK YOUR
TRUTH
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STARING DOWN THE WOLF

NEW YORK TIMES BESTSELLING AUTHOR,
FORMER US NAVY SEAL & FOUNDER OF SEALFIT

MARK DIVINE

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THAT FORGE ELITE TEAMS**

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WITH SALLY GRANT:
CREW CARWASH
LEADERS KNOW
THIS—MOODS ARE
CONTAGIOUS!

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A Message From Dr. Craig Overmyer

What if leaders who were accountable for functions and processes that drive your business successfully had the courage to seek accountability and hold one another accountable? Imagine a workplace without destructive drama and the need for intervention by someone with ultimate authority, such as a boss, an owner, a CEO, or president, even if they were prepared to do so.

In this magazine, you will gain knowledge from global thought leaders, business owners, leaders, managers, and employees of growth firms, like yours. The heroes and heroines portrayed in the articles in this magazine have discovered how to raise the quality of conversations to **accelerate through conflict**.

You will be inspired by learning how to create the habit of putting into practice what I call “In-The-Moment Conversations™” for **productive conflict** before it’s too late! That is, before the stakes are high, disengagement rises, and performance slacks off, requiring a critical conversation with the manager or boss.

Our company, Cultures That Work Inc., helps busy leaders at every level of scale-up organizations. Our clients learn practical tools for having high-quality, impactful conversations with colleagues and peers who encourage each other to seek accountability to do what matters most, and to achieve exponential growth through meaningful work.

Dr. Craig Overmyer

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This is good and well written. We have worked with Dr. Craig 10+ years and he has been instrumental in helping our company scale up and work to achieve our BHAG!

- Jeff Kittle,
President, HKP Inc.

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WITH SALLY GRANT, EXECUTIVE VICE PRESIDENT

CREW CARWASH LEADERS KNOW THIS —MOODS ARE CONTAGIOUS!

BY: DR. CRAIG OVERMYER



What CREW Carwash, an Indianapolis-based company knows, is this; the climate and weather impact the number of cars washed. Rain or snow followed by sunshine bodes for an increase in the numbers of washed cars. On sunny days, CREW President Billy Schaming says, “it’s a great day for a car wash!”

Even more importantly, CREW is a national leader in their industry because they focus on the impact of the inner climate, the emotional “weather”—what it feels like to be at work.

Leveraging the research measuring the link between engagement and performance, CREW invests in developing mindful leadership at every level to inspire a workplace climate of engagement.

Why? Because, as Billy says, “the spirit of the leader is the spirit of the team.” Leadership, especially from executive leaders and managers, creates a climate of engagement or disengagement, one way or the other.

Upbeat moods by leaders are contagious, inspiring teams to feel more optimistic about their abilities for autonomous decision making and goal achievement. Negative emotions are even more contagious. Overuse of the “bossy” style of leadership disrupts and highjacks the emotional climate of employee engagement.

For CREW, exceptional customer service is the holy grail of business growth. Disengaged, inattentive, or distracted workers are not tolerated because of the disastrous results of poor customer service.

According to Daniel Goleman, PhD, Harvard Business School, how people feel at work accounts for 20–30 percent of business performance. “If climate drives business results, what drives climate? Roughly 50–70 percent of how employees perceive their organization’s climate can be traced to the actions of one person: the leader. More than anything else, the boss creates the conditions that directly determine people’s ability to work well.”

Crew has been awarded the Glassdoor Employees’ Choice 2020 Best Places to Work. So, I asked Sally Grant, Director of Marketing, and daughter of Bill Dahm, CEO of this multi-generational family business, a couple of questions:

1. WHAT IS THE “SECRET” TO DEVELOPING A HIGH-PERFORMANCE CULTURE THAT WAS AWARDED BEST PLACES TO WORK?


“We try to always *listen* to our team by asking for feedback. It is not always easy, and we are a work in progress. But we understand how important it is for the growth of our young leaders and the future success of our company. We train our leaders, not just to hear our people,

but to listen deeply to their ideas and concerns. Most of our best ideas come from our teams! We create a culture of psychological safety for everyone to voice their opinions. Even more importantly, our people know that they are truly heard when they do share their thoughts.”

2. WHY HAVE YOU TRAINED YOUR EXECUTIVE LEADERSHIP TEAM AND AREA DIRECTORS TO IMPROVE THEIR SKILL OF PRODUCTIVE CONFLICT?

“All organizations, including CREW, are occasionally going to experience friction. We want our leaders to know how to navigate through what can be uncomfortable situations and turn them into successes. Breakthroughs can happen when you’re not afraid to have difficult ‘In-The-Moment Conversations™’ and hit them head-on through productive conflict resolution.”

CREW employs a quarterly engagement survey from a company called *Emplify*. Until *Emplify* came along, data connecting the positive link between human emotional climate and performance was sparse.

Positive emotions at work turn out to be one of the strongest predictors of engagement and performance. *Emplify* has the data that proves executive leaders, managers, and influential employees who spread bad moods are bad for business. 

[CLICK HERE TO VISIT CREWCARWASH.COM/THE-CREW-STORY](https://www.crewcarwash.com/the-crew-story)

ASHLEY TURNER

BECAUSE PEOPLE STILL HEAR WHAT YOU'RE NOT SAYING:

5 STEPS TO STOP SUGARCOATING & SPEAK YOUR TRUTH



The truth shall set you free! Clean + simple. Nothing else liberates us, frees up stuck energy, lightens our load as much as taking an honest look at what's happening, seeing things clearly and speaking the truth with ease and grace.

Here are 5 simple steps to help you start living and telling the truth.

1. NOTICE IN WHAT CIRCUMSTANCES OR AROUND WHOM YOU TEND TO WITHHOLD YOUR TRUTH OR SUGARCOAT.

Where do you find yourself 'talking in circles' or never getting to the 'heart of the matter'?

Often this happens with colleagues, or other people in our career that we may feel intimidated by or we feel that they have 'power over us'.

Begin to notice who triggers you to keep quiet or hesitate. Do they remind you of a critical teacher or parent? A dominating sibling? The girl in your grade school who always knew the right answer before you? Or are you trying to protect a lover, co-worker or spouse by not clearly stating your needs, concerns or offering relevant constructive criticism?

Awareness is everything. Just noticing where we shut ourselves down (or up) is the start of changing the pattern.

2. GIVE YOURSELF PERMISSION TO TAKE YOUR TIME TO BUILD UP YOUR COURAGE + GET CLEAR.

Speaking truth is a muscle we build. Sometimes, we need a little extra nudge or the 'inner cheerleader' to encourage us to fully express ourselves. Instead of beating yourself up for not saying what you really wanted to on that phone call, congratulate yourself for noticing the habit of avoidance or sugarcoating. Then, make a vow to call the person back or set an appropriate time to revisit the conversation.

Sometimes, it takes awhile to develop the clarity of what we really want to say and how. It may be necessary to

GIVE YOURSELF PERMISSION TO BE HEARD. YOUR TRUTH IS JUST AS VALUABLE AS EVERYONE ELSE'S!

remove ourselves from the emotion of the moment and pause to drop into your center, or Core Self, and feel what is underneath the surface and needs to be said.

3. TRUST THAT 'THE TRUTH SHALL SET YOU FREE'.

Yes, this is a nearly universal tenant in the world's ancient wisdom traditions (the Bible, the Yoga Sutras).

In yoga, *Satya*, or Truth, is the second (only after non-violence) of 10 lifestyle foundations (*yamas and niyamas*) that naturally set us up for freedom and happiness.

Unequivocally, when we live a life based in truth (actions and words), we are happier. It may be the road less traveled, and seem a little more arduous at times, but all those little ways we lie to ourselves and each other clog and sap our energy and unconsciously hold us back from what we really want. We end up wasting a lot of time when we drag our feet and stall instead of facing the music. Often we end up depressed or negative and aren't sure why – but our energy is actually turning in on itself and on some level we feel this self-abandonment and mistrust.

Truth cuts through illusion. When we speak truth, we are wielding a sword. It slices the fog of illusion

and sugarcoating. This will liberate every single relationship you have and not only set you free, but every other person in the circumstance or moment, as well.

4. HAVE NO ATTACHMENT TO HOW OR IF YOUR TRUTH IS RECEIVED.

Your Truth is subjective. It may not be anyone else's truth or they may very well have their own version of it. However, your Truth is valid! It deserves to be spoken. It deserves to be heard. We can't control someone else's perception, but we can give our truth a voice.

Before you begin to speak, take a moment to drop in + let go:

- Feel into your center.
- Take a couple of deep breaths.
- Get grounded and dissolve your attachment to any outcome.
- Release your attachment to it being heard or validated in any way from the outside.
- Know that your speaking truth and standing up for your inner voice is enough.

5. PRACTICE THIS AFFIRMATION: 'MY VOICE IS NECESSARY. WHAT I HAVE TO SAY IS VALUABLE.'


Many of us did not have role models who demonstrated healthy communication. Perhaps, you had a sibling who was always dominating the conversation and you could never get a word in edgewise. Or you were one in a long line of siblings and home was chaotic, loud and overwhelming. Maybe, your mother always deferred to your father and never voiced her true opinions and feelings. Or maybe your family was living a pack of lies to cover up alcoholism, sexual abuse or family secrets.

These patterns are deeply ingrained and it's necessary to lay down new tracks in the unconscious mind.

Practice this mantra every time you feel yourself hesitating to speak your honest opinion and state your needs:

'My voice is necessary. What I have to say is valuable.'

Give yourself permission to be heard. Your truth is just as valuable as everyone else's!

Speak your truth — not just out loud, but in the written word, too. 

MEET ASHLEY TURNER

Elevating personal growth as a lifestyle, Ashley Turner, M.A., MFTI (#62103) is a yoga/meditation teacher, registered Marriage + Family Therapist Intern, writer, speaker and Initiated Priestess.

Ashley is a sought after presenter at international events and conferences and contributor to top tier media publications including *Self, Shape, Mantra, Origin, Women's Health, Yoga Journal* and *Natural Health*.

Ashley consults Hollywood creatives, distinguished CEOs, couples, adolescents and individuals. With a diverse palate and ability to speak directly to her audience, Ashley has toured with rock stars, lectured in academic settings and led transformational events worldwide.

Contact Ashley at AshleyTurner.org





7 LEADERSHIP COMMITMENTS THAT FORGE ELITE TEAMS

MARK DIVINE

What does it take for your team to commit to serve at an elite level? This is the question I learned to ask after meeting Mark Divine, retired Navy SEAL Commander, entrepreneur, and *New York Times* best-selling author of *Unbeatable Mind* in Anaheim at the October 2019 Scaling Up Summit. When speaking, Mark said this: Everyone must say to themselves, when facing conflict, “I must challenge the story I am telling myself.”

Not only did Mark’s quote help supercharge the message in my book, I became one of his Unbeatable Mind Certified Coach students!

I asked Mark what it takes to overcome the fear of engaging in productive conflict resolution by unpacking the wisdom from his new bestselling book, *Staring Down the Wolf—7 Leadership Commitments That Forge Elite Teams*.
- Dr. Craig Overmyer, editor*

I was a leader in the SEAL teams, and I found that the SEALs were very effective at building elite teams.

I was effective as well. And when I left the SEAL teams in active duty and went into the business world as an entrepreneur, I realized that it wasn’t anywhere near as simple as the SEALs made it look to build an elite team!

I struggled, time and again, through my multiple entrepreneurial ventures to do this until I finally figured it out. What I figured out is described in my book *Staring Down the Wolf*.

Elite teams who are firing on all cylinders and accomplishing great things together are committed to seven key principles: *Courage, Trust, Respect, Growth, Excellence, Resiliency, and Alignment*. All of these are present in an elite team, deeply committed to forge the character worthy of uncommon success.

What ensues from these practices? It is about the great authenticity and humility of the leader, not about the ego of the leader. Then the team responds in kind! The team feels the sense that “We’re in this together, rowing in the same direction, and our leader truly cares about us.”

The book is called *Staring Down the Wolf* for a reason. You’ve got to stare down the fear wolf to get to the courage role. This is a metaphor that the Native Americans would use to help their young leaders understand that fear is a debilitating factor. The fear wolf resides in the head, and the courage wolf resides in the heart. And the wolf that you feed the most is the one that’s going to dominate your behavior.

Yet in our society, we’re not taught to connect to our heart. We get stuck in our head thinking that leadership is all about strategy and tactics. But that’s where the fear wolf lies!

7 LEADERSHIP COMMITMENTS THAT FORGE ELITE TEAMS

Neuroscience research discovered that we're wired for negativity. We have five times as much negative mental processing and fear-looping going on in our head as we do positive. Positive comes from the heart. I use this metaphor to show that you can perform courageously. However, if you don't work on staring down the fears that hold you back from courageous behavior, eventually you're going to get tripped up.

COURAGE

Courage is the foundational commitment. Both the leader and the team must work on this every day, by increasing tolerance for risk and taking a stand around what's important. Elite teams radically focus in on what's most important and avoid the distractions of what's not important.

TRUST

Trust is an outcome of this behavior, but it's also a practice. Practice trust by cultivating humility and relentlessly following through on your verbal commitments. When you take absolute ownership of everything that you say you're going to do, and do it, you become transparent. Take off the mask of perfection! Take off the mask of invulnerability! Take off the mask of not having any emotional, soft underbelly!

RESPECT

The third commitment is respect. **Respect** is both a by-product of courage and trust, but it's also a practice. Respect is about how you communicate and connect. It's about having what Dr. Overmyer calls "In-the-Moment Conversations™" and risking engaging in productive conflict. What's left unsaid is going to fester. Poor communication can grind an environment to a halt and really stultify performance. Respect is gleaned through absolute integrity; what you say, what you do, how you do it, and who you are all must be in alignment.

"IF YOU DON'T WORK ON STARING DOWN THE FEARS THAT HOLD YOU BACK FROM COURAGEOUS BEHAVIOR, EVENTUALLY YOU'RE GOING TO GET TRIPPED UP."

GROWTH

When a workplace culture is built upon courage, trust, and respect, then you can really open yourself to the fourth commitment: **Growth**. Look at the work environment as your primary mechanism for growth. And so, you could ask yourself, where do I go to grow? Well, you go to work to grow. I'm talking about vertical character development growth, not just skill development, which is what I consider more horizontal growth. The more you grow vertically, the more you are effective at delivering those horizontal skills. And then once you unlock that vertical growth, it starts to accelerate. But growth can't happen if you don't have the courage, trust, and respect to back it up. Those four commitments really have got to work to support each other.

EXCELLENCE

Excellence is the fifth commitment. Relentlessly pursue it in everything you do. Practice innovation, curiosity, and simplicity. Do that every day, because no plan survives contact with reality! The challenges are going to keep coming at you, sometimes faster and faster. Then you must start to develop resiliency, the sixth commitment.

RESILIENCY

Resiliency is when you fall seven times, get up each time, and put a smile on your face. Elite teams have all those qualities of the first five commitments, but the sixth commitment is what allows them to do this day in and day out. For scaling companies, it's a long haul. Many lose motivation or get burnt out, injured, or sick. Elite teams don't do this. They have a constant process of renewal because they just take it one day at a time, like a warrior. One day—one lifetime. Today is the opportunity to get it right and do things a little bit better. Take care of yourself, recover, and get a great night's sleep! Then go at it again the next day.

ALIGNMENT

The capstone commitment is alignment. **Alignment** requires a relentless, almost maniacal communication strategy. I call it battle communications. You need communication from the leader to the team on the vision and the mission. Always ask; "What does victory look like? What are the boundaries for behavior? What is off-limits?" There should be seven or 10 touch points a day with the whole team.

That has incredible power. When everyone is very clear about the vision of what they're shooting for, and the mission and the boundaries are clear, then you get autonomous behavior. Elite teams don't have to run something up the chain of command or wonder if they're making the right call. They know that their action is going to be backed by the leadership because they're an elite team and they're committing to these seven principles every day. 🌱

*(Mark's book could not come at a better time. One key objective of the book: how to "develop emotional control to remain calm, cool, and collected—regardless of what's going on around you.")

CLICK HERE FOR MARK'S VIDEO
[BIT.LY/staring-down-the-wolf](https://bit.ly/staring-down-the-wolf)

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