



## S2:E9 – Garry Turner | Putting People at the Centre of Business

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**Beth Stallwood:** [00:00:00] Welcome the Work Joy Jam podcast. I'm your host Beth Stallwood and in this episode, I am joined by Garry Turner and Garry is such interesting thinker and actor, I mean, actor in the terms of doing acts versus actor on the stage, he's a person who works as a senior leader in industry, and he has been on a journey, oh, cheesy word, alert of discovery, about things around vulnerability and courage and stepping up and work and being yourself and the power of values and behaviors in terms of working in business. I asked Garry to come on because so many of us, including myself in this world are people who work as coaches and advisors and consultants.

[00:01:22] And I thought it'd be really interesting to get the internal perspective as somebody who's doing this type of work internally. With a job, as a worker in an organization, as a leader in an organization. And we have a really interesting conversation about the way he's been, how he's got that. And actually how so much of this stuff that I talk about a lot around work joy.

[00:01:46] And we talk about a lot on the podcast doesn't just have results for you personally, in terms of you feeling more joyful, but he's seen a direct link between that and better innovation and better revenue growth, which he attributes to doing some stuff differently. So I really hope you enjoy this conversation.

[00:02:19] Hello. Hi everyone. And welcome to the Work Joy Jam podcast. Today. I am having a lovely conversation with Garry Turner and rather than me introduce him, I'm going to hand over to Garry. Garry, tell us a bit about yourself, your story, and how you came to be, where you are today.

[00:02:36] **Garry Turner:** [00:02:36] Thank you very much, uh, Beth.

[00:02:38] I'll try and do that in less than two minutes. So very quick. So my name's Garry Turner, I'm based in the UK. I am a happily married man. So my wife and a step dad to a couple of lovely children and also a fur daddy, which is really exciting. And I think the, where I am right now Beth is I'm on the journey, I'm on the journey of emergence.

[00:03:02] And what that means is I have a day job where I work at three and a half billion turnover, global corporate, but whole Garry. And this is the exploration I'm still on, is a whole person that cares deeply about people, uh, qualified in organizational design, L and D, chartered member of the

CIPD. So sort of peopled up but also have extensive international experience with developing people and businesses and just in that emergent space, Beth of really bringing all of that stuff together so that I can show up as whole Garry and I'll probably leave it there for right now.

[00:03:33] **Beth Stallwood:** [00:03:33] Love it. Great intro there, so the first thing, because I'm obsessed with fur babies, cause I have my own is what fur baby do you have?

[00:03:40] **Garry Turner:** [00:03:40] We have a wonderful cockapoo called Winnie. Winnie the Pooh.

[00:03:45] **Beth Stallwood:** [00:03:45] That's amazing, I have a, a mixed breed who's also a bit of a poo and she's called Mabel and she almost got called Winnie. So there you go. We're in a, uh, a very similar world with our babies and I'm completely obsessed with mine. So that's great.

[00:03:59] And I'm really interested in this idea of how you're on the journey and isn't it interesting that aren't, we all on a journey and I know that's a bit of a cheesy overused phrase at the moment. We're never really, really complete. Are we? And I'm interested in how your thinking about your current corporate life and what you're doing and bringing the whole of you together.

[00:04:18] So tell me a little bit more about the journey you've been on to get there and what you're still working on.

[00:04:24] **Garry Turner:** [00:04:24] No. Sure. Thanks for the question, Beth. I think that there's probably not all of this stuff is fluid. Isn't it? And first of all, yes, we are always, always on a journey. We're never the polished article.

[00:04:34] My goodness. Do I know that having offered out a microaggression just last week by accident, whoops. Exactly, but I think what's really interesting for me that there's, there's almost been like stages. So the first big stage for me, Beth was back five years ago when I turned 39 and it wasn't at all a midlife crisis.

[00:04:53] I joke about this a lot. It was really a midlife awakening from the point of view that I woke up from the need to be attached to the car, the job, the identity that I will be okay when I've made enough money, when I've got the car and I've got the house and the perfect life. And it sounds ridiculous when I'm talking to you now, but it's very, very innocent.

[00:05:12] And of course, very systemic. Particularly in the west. When we look at education and the stories our parents tell ourselves and the stories we tell ourselves, and this is the big thing I'd like to leave the first answer with. And that is, I was bullied. I was bullied psychologically and physically for, for two years, age 12, 13 and I held on to the stories I held onto the feeling of not enoughness after that experience and what that led to dysfunction throughout my early teens, self-harming failed first marriage burnt myself out, you know, and none of those things were cause or to that, but it was all stories I just held onto these unnecessarily.

[00:05:49] Fear-based stories of not enough following being bullied as a kid. And guess what Beth, the following day, those kids probably barely thought about that yet I have for 20 years.

[00:05:59] **Beth Stallwood:** [00:05:59] Thank you for sharing that because it is a challenging thing to be able to open up about and it's so great when people do, because that vulnerability to share that is such a story that I hear.

[00:06:10] So much. And when we talk about work joy as a concept and as something that you can do, a lot of people who I coach around this are in the same world that they're holding on to stories that might have been true 20 years ago, but probably weren't even true at that point in time, there was something that you were told and you believed, you know, people who are in their forties now kind of go, oh, but I'm, I'm, I'm not very academic.

[00:06:34] It's like, whoa. Wow. How does that even matter in your life right now that you weren't very good at passing exams. We all know that that's a bit ridiculous. Anyway, so it's really, yeah interesting about those fear-based stories and I'd be interested to know from you. And I think our audience would be too, is but letting go of that, isn't easy. And I'd love to know for you. How did you recognize it? First of all, recognize that that was what was going on. I mean, it sounds like you're awakening, midlife awakening. I'm totally going to call it that much better than crisis - awakening is what really happening here.

How did you then when you recognized it, move past it and get past it to be able to not perhaps live with so much fear or have so many fear-based stories in your head.

[00:07:19] **Garry Turner:** [00:07:19] Yeah. So first thing I would say, and it links to your point about vulnerability, which of course, I mean, I talk a lot about myself, but asking for help, Beth.

[00:07:27] And when I say asking for help, I mean, getting a coach and paying because I was one of these people as well, and again, no judgment in this, it's very innocent. I working in corporate as I still do. I believed as Garry, it was the organization's responsibility to develop me and to make sure I'm safe and happy and well, and of course there is an element of truth in that, but fundamentally it was all down to me.

[00:07:48] It's the stories again. So what I did is I actually just went, I wonder what it'd be like if I invested in some coaching, never had the experience before. I can't really expect my organization to spend three grand on it for me at this time. So I invested in myself and it was an incredible experience across six sessions.

[00:08:06] And that was the start Beth of the, I'd say it's like the, the first ripple in an ocean of potential within me that just got totally unleashed during those successions. And the reason why is that the coach at the time helped me realize that what I was dealing with was emotional suppression. I just did not have the emotional maturity between age 12 and 39 to even vocalize what I had experienced or what I'd been experiencing the following 20 years. So, so it's really asking for help being vulnerable, not needing all the answers is in that moment, that everything started to shift.

[00:08:43] **Beth Stallwood:** [00:08:43] Great. And that thing in there about asking power and investing in yourself and a big part of the work joy theory of life is that you are responsible for yourself.

[00:08:53] Your organization can help you, they can support you. Sometimes they don't, and that's awful. Sometimes they can only support you in certain way. And it, it, you know, your organization can't be responsible for the emotional development and every person there. It's just not realistic to expect that. Yet our expectations about organizations versus our expectations of ourselves are often

very different. So it sounds like you kind of really took the bull by the horns went. No, actually I need to do something for me, I need to invest in myself. I need to find a way through this. And it sounds like that opened up your thinking was able to take you to the next step on your journey.

[00:09:28] **Garry Turner:** [00:09:28] A hundred percent. Absolutely. And I really want to hold space for a second, Beth and acknowledge that not everybody on this planet has got the ability to spend three grand on coaching, to be, do some self-development. So I want to hold that, that space, but I also want to reinforce the importance of that accountability that you speak to.

[00:09:45] It costs nothing to reach out to someone on LinkedIn and say, hi, can we meet up no agenda. Just want to learn more about you and your work. I do it all the time and I get some of the biggest learning experiences by doing that and not spending thousands.

[00:09:57] **Beth Stallwood:** [00:09:57] Absolutely. And it's a really good point to make. And thank you for doing it is that we do not expect everybody to be able to do that. And it's not the right thing for everybody, but a big part of what I know about even just things like your own personal wellbeing, if you're not even thinking about your career or anything in that world. The, the emotional stuff, the suppression, the things that get you down the imposter syndrome, whatever it is that isn't quite working for you in your head right now, it thrives in silence and it's able to get deeper and deeper into.

[00:10:27] You know, subconscious and make you feel worse if you don't talk about it. So even if you don't have a coach, not everyone has a coach, but you might have people that you trust that you admire, that you can talk to start having the conversations with them and see where it leads you. Or as you said, like reach out to people who is it that you think is interesting.

[00:10:44] Find them the worst they can say is no. Right. And you're no worse off in a position than you were before you were. So, yeah, it's a really good point, but it is that there's so many things you can do. There's so many, free things online now there's Ted talks. There's different ways you can development, but just require a little bit of effort versus a big investment.

[00:11:03] Ye.

[00:11:04] **Garry Turner:** [00:11:04] Love that. Beth love that.

[00:11:06] **Beth Stallwood:** [00:11:06] So tell me once you had awakened yourself, what were the next steps you took to be able to move towards where you are today?

[00:11:19] **Garry Turner:** [00:11:19] There's been a number of avenues, Beth, but I think that the biggest ones I would say is community. So you've got your, the community you're developing, you know, around work joy. I've got the communities around me in different areas and it's really tapping into and being very intentional about being part of growth fueled inclusive diverse communities. And as I stepped into that, and it wasn't always conscious, I must be honest. I sort of fell into the first one a few years ago, which was actually the humans first community who were amazing. As I stepped into that and realize there are other people Beth, like you and I, and many others that actually do want to become a better, bigger, more impactful, more humane version of themselves.

[00:12:05] There are a lot of other people on that same journey and community, I believe was a critical next step.

[00:12:11] **Beth Stallwood:** [00:12:11] So whatever that community is, and some people find it in different places. Some people find it at work. Some people find it in their faith. Some people find it in a community of professionals. Some people find it just in, you know, in their friends is to really tap into that community and to talk to people like have a conversation. And one of the things we all think is that we're the only ones struggling with something. We're the only people who think like that. And when you start being that vulnerable person opening up and asking questions and finding out, we often find that everyone is actually just making it up as they go along.

[00:12:44] We're all in that world, because like, there is no guidebook to being yourself. You have to work it out yourself and there's no guidebook to being a human again. What is it that you value? What is it that's important to you? How do you become that person that you want to? And I, you know, I like your phrase.

[00:13:00] I like that better, bigger and more humane version of yourself. Well, you will only work that out doing something about it. It doesn't just come to you magically one day.

[00:13:10] **Garry Turner:** [00:13:10] I really liked that. And I really, really liked that statement because I think also I've been guilty in the past, Beth of, you know, everyone knows about the secret and you know, if you manifest it or land.

[00:13:21] I don't think anything's manifested by me just sitting in the garden, waiting for it to land. So there's definitely an element of intention and action required for sure.

[00:13:30] **Beth Stallwood:** [00:13:30] Totally. And actually, I always said, if you take one step forward, some of the other stuff will look after itself. So it's not like you have to work really hard to, to everything, but, you know, just sitting in the garden and waiting for a magic light bulb to appear over your head, probably isn't going to happen.

[00:13:45] But having a conversation with someone while you're sitting in the garden that might spark a little bit of something in your mind. Might allow the little light bulb to come on and might allow you to feel like this is where I can head to. And this is what I can do.

[00:13:57] **Garry Turner:** [00:13:57] Yeah, that's, that's beautiful. And I'm going to take your metaphor.

[00:13:59] Let's keep the metaphor of the garden going one of my biggest realizations, and even in the last 12 months, as part of the journey I'm on, Beth has been getting out into nature. Like the pandemic has been horrific on many, many levels and on other paradoxical levels, it's been an absolute godsend from the point of view of, I have meetings now with my colleagues in nature.

[00:14:19] I go for a walk and talk. So hours of my line manager, we did not do that pre pandemic and the richness and innovation and insight and connection and collaboration that comes out of getting out of the boxes that we've lived in. And that we keep up selves within has been a truly transformational part of this journey so far.

[00:14:37] **Beth Stallwood:** [00:14:37] And it's so lovely. I totally believe in the power of actually just getting outside, getting some fresh air. If you can do that, if you can go on a walking meeting, if you can get yourself out of any kind of box. And I would say there's mental boxes, as well as the physical boxes that we put ourselves in, is that.

[00:14:55] You might have put yourself in a box that says I can't do this because I was bullied when I was a child and that's limited me, or some people put themselves in a box of, I'll never be able to do that, or I could never make that happen because there's so many reasons why the answer could be no, but actually if we think about how do we take ourselves out of those boxes and how do we give ourselves the opportunity to make great things happen? And by this, I don't mean, and people always think about this when I talk about what drives the concept, they think, oh, is that about being happy a hundred percent of the time? And I'm like, oh no, it's definitely not about, uh, it's about actually noticing what brings you some joy, doing more of it, understanding that there is no such thing as a hundred percent joyful life because challenges happen, bad things happen, there will always be people that annoy you. That always be it, that doesn't work. They'll always be something that gives you a little bit of the work gloom, but how do you manage that? And what's the attitude you bring to it. We'll hopefully if you can start to really understand it, bring you more joy more often, and that joyful moment helps you get through the stuff that isn't so good.

[00:16:01] **Garry Turner:** [00:16:01] Yeah, that's, uh, such an insightful, statement for me. So, so just to bring this to life for your audience today, that kindly joined us like literally three days ago, I was in an absolute tizz. I was out in nature doing what I love doing. And I just had a head-on absolute, like, this is all false. This is there's absolutely zero rhyme, nor reason to why I felt that way it was just one of those days. But what I've learned in the last couple of years is that that people talk about it's okay to not be okay. It even comes to that level of just because you're in your head for half an hour about something that seems really insignificant, it will pass. And what I've spoke about for a while of Beth is emotions are just a data point of where our thinking is in that moment, not the second before, not the second after. Right. In that moment, there is no need to attach anything to what we thought about or felt in that moment,

[00:16:54] **Beth Stallwood:** [00:16:54] That is so true. I often use the phrase this too will pass. I was talking to some people yesterday, very similar, you know, you had a, uh, like I'd probably call that I had a {?} on and I'm not saying you just got out of bed, the wrong side. There's no rhyme or reason for it. You're just feeling moody. That is something that happens to absolutely everyone. And sometimes we go into different directions and I was talking to a group of people, yesterday is that sometimes we go in the direction of, I need to move past this because this feeling is not good and we don't want to be here, so I'm going to rush through it and I'm going to find a way of not feeling that. Or sometimes we get the other end of the spectrum, which is we get so stuck in that feeling that we then perpetuate whatever it is that's making that feeling happen. And what I always talk about is how about, rather than trying to rush through it, we just recognize what it is.

[00:17:42] We might name that emotion and it sounds a little bit, psychological like wishy washy stuff. But honestly, sometimes if I sit there and I name the emotion, I might initially name that emotion. I'm feeling grumpy. And then what I might name it is actually I'm tired. Like this says reason for this emotion.

[00:17:59] I'm really tired. I haven't looked after myself very well. So what is the next step I could take to move myself one little bit further towards not being grumpy? Well, how about tonight? You get a decent night's sleep. There's an action. And one step forward as always like the best way of doing it. So that might be like not trying to rush through it, but trying to understand it versus trying to get rid of it, to understand it move past.

[00:18:21] And that's a really simple explanation. Cause sometimes it's not just that you haven't clicked that it might be something deeper going on within your head, but that thing that it will pass, if you recognize it and move through it, I think is a really important thing for us to consider. And, and to remember that it's okay to have a bad day.

[00:18:39] That is part of it, some time, and sometimes here's the thing that people don't think I'm going to say, but I am going to say it. It's okay to have a day or so wallowing in some mood, if that's what you need. Right. Then that's all right as long as you find a way out of it eventually,

[00:18:54] **Garry Turner:** [00:18:54] Uh, I love, I love this conversation, but the thing, the thing that you're also speaking to for me is we are all innately yeah, can I get a bit spiritual where we were here? We are all part of nature. We are all connected. We are before the layers, come on. The thinking, the fears, the anxiety, the hope, the joy, we are all actually part of one single human race. And I want to emphasize that point with everything that is going on in the outside world, we are made off the same stuff.

[00:19:21] And when we realize that we tend to give ourselves permission to sit in that feeling a bit more, cause you go, oh, if I'm feeling it and someone else is bound to be, so let's just go through it. Let's just sit in it a bit longer because we are all made of the same stuff.

[00:19:33] **Beth Stallwood:** [00:19:33] Definitely. I don't mind going a bit spiritual if that's where we need to go.

[00:19:38] I think one of the things I would probably be. Add to that is this idea. And I am not a neuroscientist. I will caveat what I say now with my very basic understanding of science. And, you know, when we go back to what happened at school, science, my science teachers will tell you was not my strongest point in school, but we'll, we'll go with it for a moment.

[00:19:58] Is that what they're looking at now, when they do all these amazing like functional MRI scans and start to really understand what's going on in your brain. It's that humans feel before we think so the feeling happens. The emotions happen before any kind of logic is applied to it. So you have to, if you want to apply logic to emotion, you have to understand what the emotion is first.

[00:20:19] You can't just apply logic and go, well, I can just get rid of that because it's so deeply human to feel before you think about something.

[00:20:28] **Garry Turner:** [00:20:28] Yeah. Just such a good ad. That's such a good ad. Cause when I think about what brings me joy, for example, it is. That experience of connection and growth and debates and challenge and imagining.

[00:20:41] And a lot of that stuff does start as a feeling like I've never, ever had an innovation that's come from just my head. It's always been, we always joke about when he's in the shower, it's going



for a run. And that's what it is when you're least likely to be thinking about anything that those insights arise.

[00:20:58] **Beth Stallwood:** [00:20:58] Uh, I think that, that they say is that it's the physical repetitive motion that helps your brain get there and whatever's happening subconsciously or going on in your brain. Is that, that feeling that emotion, then you get like a little bit excited about something you're like, oh, why am I excited about that? Oh, hang on a minute. That's something a bit innovative. That's something a bit creative that I could take and apply some of that logic. So all of this amazing learning I have in my human brain, how many years old I am, I can apply that logic to that feeling and see what happens there versus logic, and then see how you feel.

[00:21:31] So it's working with your what's going on in your brain versus working against it.

[00:21:38] **Garry Turner:** [00:21:38] Yea. Very cool. Very cool. Ye. You're definitely doing neuroscience about the mean today. So you should definitely go an nature. Science, Beth.

[00:21:45] **Beth Stallwood:** [00:21:45] I definitely think I like by the skin of my teeth scraped a C in science, like scraped and had to work very hard at it.

[00:21:53] It does not come naturally to me, give me English or some drama or some music and I'll be that, but yeah, the other stuff, not so much, but we can't all be good at everything, right. That is not how we work.

[00:22:03] **Garry Turner:** [00:22:03] Absolutely. Absolutely.

[00:22:07] **Beth Stallwood:** [00:22:07] So what I'd love to do now, if you're okay. If we kind of go down another pathway is your, obviously in the corporate world, still, you're a leader in your organization, your, your, on this journey of awakening yourself.

[00:22:20] How has that influenced how you show up at work and how you lead others at work?

[00:22:28] **Garry Turner:** [00:22:28] Get all of that is a very, very insightful question, It's been significant and it's been, but there's been some, some work again, because let me just, let me just respond by starting with, I think the psychological and emotional contract at work is fundamentally broken and what I mean by that, and we will come back to joy.

[00:22:50] But what I mean by that...what I mean by that? I still think. And I certainly suffer from this that we, we tend to have if we're in a corporate role, a belief that the company owes us. So therefore our lives are completely at the behest of the organization who pays our salary and what it took me a while to work out is as long as I am doing a very good job of what we have mutually agreed is my job.

[00:23:24] I can show up in whatever way I want to, as long as I don't bring the company to disrepute. But that took me five years to work through Beth. Now we're at a stage right now in this moment and I'll come back to the difference it's made for me, not fully like we, we actually added a, uh, 6 million in sales and one and a half million in gross margin across my international sales team between 2015 and 2018.



[00:23:47] By just intentionally shifting how we came together, changed our meeting structures, challenged the values that we had. Held space for debate healthily. We added 6 million. I mean, there's no other change apart from how we came together, market dynamics stayed the same, exactly the same personnel. And what this brought was this awareness that by me being on my journey, I mean, bringing in with curiosity and courage and just the desire for me and us to be better.

[00:24:14] We added this incredible value. And it wasn't just because of me, I was the catalyst, but the team then came with that journey because who doesn't want to be in an innovative co-creative experimental life-giving team. And that's what we co-created and more and more of that is starting to seep in. So the more that I show up, the more value my organization gets.

[00:24:38] **Beth Stallwood:** [00:24:38] It's so interesting. And I'm going to come back on a few points that you just said there. So number one, anyone who's ever thought that what we talk about here on work joy is a little bit fluffy, which I know that some people do 6 million pounds. It's quite a big jump isn't it? And, sales, revenue, period.

[00:24:58] That is not something that is intangible. Now a lot of it, and I will, I will put out that a lot of the stuff that we talk about can't be measured in that way, but that's a really great example of actually yeah. The link direct link between how you shown up and how you are the catalyst for making a different type of conversation happen for different type of connection for different type of innovation actually leads to better results than if you turned up thinking that the business owned you and you have to do exactly what, you know, put you in a box and do exactly what the box says.

[00:25:29] So that's a really interesting. Example that about that. How do you show up more to actually have a better result? Uh, but the other thing I just wanted to come back to is that didn't happen overnight. So anyone who is thinking that it's a silver bullet, quick win, this is it. It's not, is it reality?

[00:25:51] Check? It's not like that

[00:25:53] **Garry Turner:** [00:25:53] hundred percent not like that. And in fact, I can even, and again, I'm, I'm not, I'm speaking as Garry and not as my employer today, but I had a wonderful catch up with my line manager, literally two hours before we came on here today, Beth, and we're reviewing some of the really good work we did back in 2016.

[00:26:07] Why? Cause it isn't embedded as much as we thought it could be and should be because of the advent of technology, you know, how it's rapid adoption of it during, during the pandemic, we're super excited by revisiting that stuff. And co-creating with the team in a way that we didn't five years ago. So yes, we've been on the journey five years and we're going to go back to some of the steps where we faulted several years ago.

[00:26:31] So we added all of that value yet we are nowhere near from being finished and never will be. And so is that. Genuine curiosity, vulnerability and desire to stay in a creative journey and to not be stuck on the number, because those numbers, Beth, they were the outcome of us doing this. We didn't go out to add 6 million or one and a half million.

[00:26:54] We went out to be better as a team, knowing, innately that if we get out of our own way and reduce friction in processes, in how we communicate work together, nothing else can happen apart from add more value.

[00:27:08] **Beth Stallwood:** [00:27:08] And it's so obvious, isn't it? It's that? When you just look at it like that, it's like, if we work better together, if we get rid of stuff, that's stopping us being great at our job, it will be better.

[00:27:19] Ye. In the business world, in the corporate world, wherever you work, actually, all of these things feel like such a massive headache and you're so focused on that big number. Sometimes like we've got to get better at sales. We gotta get better at sales that you focus on sales versus focusing on what stopping us getting there. What is the actual real challenge here? And then focusing on that. So I would love it. If you could give us just some real concrete examples of some of the things you did to make, like co-creation happen to be more curious to get the team really flying. What were some of the practical things that people might go? Ooh, that's a bit of inspiration for me as a leader as to what I can go and do with my team.

[00:27:57] **Garry Turner:** [00:27:57] So, yeah, so Beth, we did a number of different things within the team. So one of the key things, which is a really simple intervention, which I think we forget to do is we reviewed our meeting structure. So actually, why do we do meetings?

[00:28:11] How do we organize them? Who do we hear from? How do we communicate during them? And honestly, that was probably one of the most transformative transformational changes. We moved from death by PowerPoint and consider we are an international sales team. So it's a number of our colleagues are actually translating in their head from their mother tongue into English.

[00:28:30] So we standardized the process. We standardized the PowerPoint presentation and we moved from basically what was 95% focused on metrics to a 90% focus on how do we make sure we can remove the roadblocks collectively that stop us being brilliant as a team. So I think that's probably one of the biggest ones, really simple intervention, but it took an intentional slowing down and bring it to you of the team to, to review it. That was one of the big ones.

[00:28:53] **Beth Stallwood:** [00:28:53] And like something, yeah anyone can go and do, right. You can say, this is my team. What meetings are we having? How can we be better at that? What are we focusing on is what we're focusing on, actually producing what we want it to be. What else should we be thinking about?

[00:29:09] And I love the idea and it links into one of our previous podcasts, which is Kath Bishop around The Long Win that let's stop focusing so much on metrics and focus more on how we go about achieving some of the things that we want to achieve. And that, that, that difference that obviously really helps and something so simple.

[00:29:27] So thank you. What other examples have you got?

[00:29:30] **Garry Turner:** [00:29:30] Yeah. So another one, which is still work in progress, to be honest again, it's one of the things we discussed again today is values. So previously back in the earlier days, back in 2015, 2016, the organization didn't really have clarity around the behaviors and

what values the business stood for. You know, we're a money making machine, like many, many other corporates. So we lapped that clarity around what it meant to be together as human beings. So we decided to create a team set of values. But, and this is where we learnt a lesson Beth, is my line manager, and I've done a lot of the work and then sort of offered that for approval rather than doing a full co-creation job.

[00:30:14] It won't surprise you to know that they did not embed particularly well.

[00:30:18] **Beth Stallwood:** [00:30:18] Values what I want work with the people!

[00:30:23] **Garry Turner:** [00:30:23] Exactly. But, but again, you know, part of this journey, we're all on, but part of the joy of the journey for me. Ye. That failing that mocking up that learning and iterating as we go.

[00:30:33] And that was so we've actually reviewing that situation right now around the values. And actually, are they the right values? We've now got corporate values. How aligned should they be? But again, everything as in everything that is structural within this team of 15 people is under a discussion now none of it is dictated and I think that'd be an invitation I'd offer your listeners.

[00:30:54] Is which of your processes or how do you come together as humans. In a way that you tell rather than ask and co and genuinely collaborate, because that is where the friction is and that's where the money is being lost.

[00:31:07] **Beth Stallwood:** [00:31:07] Yeah, for sure. And if you fit this thing is isn't, it is that you don't know until you've tried it and you tried it one way and now you're like, no, that isn't the way we want to do it now we want to make sure it is something where we come together, where we get people's perspectives, where you find a way to do it together. And it's interesting because you probably now, it sounds like you're in the zone of one of your values would be around something around co-creation versus, you know, telling people what things are.

[00:31:33] So you're your, well, I don't really like the word failure, but you call it a failure. So I'm going to go with it the same, the failure. I think there's so much negative connotation with failure, as opposed to actually is how we learn and how we get better. But, but what you've done there is your failure has told you more about the values that you need to have anyways it's like that ongoing process of learning and development and improvement is it just tells you something every time you've had it that have you got one more real concrete example that you could share with us as well.

[00:32:03] **Garry Turner:** [00:32:03] I've what I would like to share with you is the, what I would call the innovation space.

[00:32:09] So this is, we are intentionally now as a team, we have learning development, I mentioned earlier that I've sort of done, done quite a bit of space work at myself around that area. And we now have a team learning development structure. Not dictated by the corporate. It's not signed off by anybody. It's co-created by the team for the team based on what the team needs.

[00:32:33] Of course, we bring an external help as it, when that's necessary. But 90% of what we need, we already know, like we know what doesn't work, we know what can be improved, but it

takes vulnerability and humility in a safe, safe enough brave space to be able to do that. And we're gradually getting better, better at creating and co-creating that, that safe brave space.

[00:32:53] So we're now seeing the innovation benefit of that. And it's significant such as, you know, without sharing too much sort of IP, again, I don't wanna speak too much in part for the company, but, but, but let's just say there are some things we're now doing in our particular market that nobody else is doing, and those innovations would not have come up, which are leading directly to joy in people's roles to bottom line performance enhancements, and that those innovations would not have come about. How do we have continued the way we were five years ago.

[00:33:24] **Beth Stallwood:** [00:33:24] That's a great example of that. Getting that safe space for innovation. And so many organizations are wanting innovation to be the thing, right?

[00:33:33] They want innovation. They want to be able to kind of beat the competitors in the marketplace yet so many of them, they have so much focus on the current metrics and the day job. Working, you know, the eight til eight or whatever it is, vibe in an organization that nobody is working on innovation. There isn't that space for it.

[00:33:52] There isn't that openness, time, dedication and intent around it, even though you want it. So finding that space and making it happen sounds like it, it made a real difference.

[00:34:05] **Garry Turner:** [00:34:05] Yeah, absolutely. It's it's huge. And again, I just want to add something in here as well. Do get external help when you need it.

[00:34:12] But your people have got so much insight, so much knowledge, so much wisdom. Don't keep doing the hard route of trying to make it come top down or from those with power, your people are waiting to be unleashed and it's so such a waste of human potential if you don't.

[00:34:27] **Beth Stallwood:** [00:34:27] And one of the interesting things there are. So often people get in people to come and tell you the problem it's like, well, you could have asked three people and find out what the problem was. You didn't need to pay somebody to do that. And my advice here, and I, you know, I'll pitch it out there is if you're getting external help, get external help to release the insights to gather the knowledge, to understand the wisdom within your people, not to tell you what you should be able to do.

[00:34:51] It's like if you need a bit of help to make that safe space and you need a bit of help to facilitate some thinking or to get to the bottom of what their ideas are that I think would always be money well-spent vs get someone to tell you what the problem is.

[00:35:05] **Garry Turner:** [00:35:05] That is such an incredibly rich insight. And why is that so important, Beth? Because everybody's unique businesses in a separate context, there is no one size fits all for that in fact I go crazy with some of these models. It works over here for Google you can do it here in the cabinet industry.

[00:35:24] **Beth Stallwood:** [00:35:24] And the thing is, is one is that I always think, and some people think I'm crazy for saying it, but the answers are already in the room. You know, if you were in a meeting, a team meeting where you're actually in a room together, the answers are in the room, they're in the virtual room, they're on the zoom call that you have, you just haven't listened or

explored or ask the right question yet, or given the right culture where people can speak up and say what they're thinking, but the answers are always there. I honestly believe that, some people think I am mad, but I'm all right with that. Because I, I think that either people in your team have infinite potential to have the answer or the innovation, or to find a solution to the problem that you have, you just haven't given the right conditions to make that happen yet.

[00:36:06] And it's what, it's what I'm really reflecting on with this conversation, Garry, and thank you so much for sharing all of these things. Is that what you did was you were on a mission to create the conditions for success.

[00:36:18] **Garry Turner:** [00:36:18] Yes. Hundred hundred, hundred percent. And I think I'd love to answer that as well. That mostly I can't be completely ego free I don't think any of us can, but the majority of why I've done, what I've done is nothing to do with me. It's not been about promotion. It's not been about trying to be as seen for being A, B or C. It's literally been because I believe in better. Literally.

[00:36:40] **Beth Stallwood:** [00:36:40] Ye. So stepping out from that, what could I get from this and being like, how can it just be better is a real way of helping make great things happen. I'm gonna, I'm gonna move on, time-wise to make sure we, we get to the end point. I am going to ask you some quickfire questions if that's all right for you. Right. So my first one, and I want you to kind of dig deep personally here for you. So not about what you've experienced in your team, or, you know, any of those things, but for you, what's one thing that in a day is always guaranteed to bring you some work joy.

[00:37:16] **Garry Turner:** [00:37:16] Human connection, simple as that rich, deep human connection.

[00:37:20] **Beth Stallwood:** [00:37:20] Love that. And it's so important. Is it like conversations what's going on, how you connect with people can bring you amazing amounts of joy. So thank you for sharing. What book are you currently reading? What's on your reading list.

[00:37:34] **Garry Turner:** [00:37:34] I've got such a long reading list that I can't get through quick enough Beth. Well, I really I'm going to come back to quickfire. So quickfire is a book called Regenerative Leadership by Laura Storm and Giles Hutchins and it is completely mind bllowing..

[00:37:54] **Beth Stallwood:** [00:37:54] Oh, I've not heard of it. Tell me a little bit more if you can,

[00:37:56] **Garry Turner:** [00:37:56] For sure. As I've stepped more into this sort of trying to understand how we are all part of nature, literally as human beings, what they've come up with is a, not a mechanistic model. They've come up with very much an organic model of organizational design, which is very much in line with nature system. So they talk about the story of separation and they talk about balancing masculine and feminine energy more effectively. How it's just, if you have any interest at all in not just agile, that's part of this, but in creating the conditions to use your language, Beth beautifully, to allow your people to thrive in lime and natural systems whilst they're developing life-giving practices, not just regular of more of the same or extractive practices, but practices that truly give life to the organization of people, then you need to read this book. Like it's completely different.

[00:38:51] It does touch on like Frederick Lewis reinventing organizations and other types of that sort of ilk. But this is something truly game changing that. I truly believe it's going to nudge humanity forward. I don't say that lightly.

[00:39:03] **Beth Stallwood:** [00:39:03] Wow. It sounds amazing. It's going on my list. I'm going to get it delivered and I will give it a read.

[00:39:10] Thank you for sharing, I would love to know in your life so far, what's the best or most useful bit of advice that somebody has given you that you always find yourself coming back to and referring to and using yourself?

[00:39:26] **Garry Turner:** [00:39:26] Yeah. There's so many, I'm going to use, I'd love to, I'd love to give you something from someone really wise I know closely, but I can't give you that Beth, not because I don't know wise people Beth just got nothing comes to mind, but it's something that I do always come back to and it's from the wonderful Brene Brown.

[00:39:42] **Beth Stallwood:** [00:39:42] Oh I love Brene, all hail queen Brene. I think she should be in charge of the world. So I'm very happy for you to quote Brenda

[00:39:52] **Garry Turner:** [00:39:52] Brilliant. So what it is, I do come back to this genuinely from the bottom of my heart, a lot that is people are always doing the best they can in that moment. So they could be hurt as horrifically you know, it could be the horrific negative side or the super positive side of experience. But every one of us is doing the very best we can in that moment.

[00:40:16] **Beth Stallwood:** [00:40:16] And, and I find if you take that as a bit of a mantra for life, it's such great advice, it helps you to look at those situations that used to wind you up or frustrate you or make you annoyed or make you angry and kind of just take a breath and go that person's having a difficult time right now. I can tell that because what's coming out, isn't their usual behavior is not how they would want to be so it does help you, I think, to find that joy and to, to be able to help and go with a helping mindset versus a judgment mindset. So amazing. Thank you very much for sharing, ye, queen Brene, we love her, right. What is one super practical bit of advice for our listeners that they could go and do today, tomorrow the next day that you think would help them get more joy in their working lives.

[00:41:08] **Garry Turner:** [00:41:08] Stay curious. I would say really, really simply stay curious and playful would be the two things. Meet new people. Get onto Clubhouse. If you're not on Clubhouse yet. If you have iOS go on clubhouse and dive into some of the incredibly rich conversations that you wouldn't normally be involved in.

[00:41:28] So, I mean, I was on a club house the other day, and I got joy from listening to a conversation about why black men. Struggle to get on with black women at times for like, when would I ever sit in a conversation like that? And it's just probably so much joy to learn these different perspectives from different people around the world.

[00:41:46] **Beth Stallwood:** [00:41:46] I haven't delved into the Clubhouse world yet. So I think I'm going to see what I can do about that. Cause it sounds like a great opportunity to get that perspective, to learn from others. And I'm always fascinated by other humans. It's one of my features of curiosity is I love it. Some call it nosy.

[00:42:03] I call it interested. I don't care which label you put on it, but that, that sounds great. Curiosity, playful have fun. Talk to people. Amazing. So, where can people find out more about you?

[00:42:18] **Garry Turner:** [00:42:18] So thank you for that. I would say the best platforms are probably LinkedIn. You'll find me on there, Garry, inter personal catalyst.

[00:42:24] You'll find me on. Uh, Twitter at Garry IP catalyst. I've got a website, Garry Turner.life Garryturner.life. And if I may say I also have my second podcast going live next Monday, which is actually the 8th of February as we record. And it's called activating consciousness. We're going to be having conversations just like this, like peeling back the onion and truly trying to get really, really deep on systems, , which is something I'm being particularly courageous and brave at diving into. Cause I don't know a lot, but I really think as a, a white male on this planet, I've really needed to do some of that. And I really look forward to it. It's going to give you a heck load of joy.

[00:43:07] **Beth Stallwood:** [00:43:07] Brilliant. Thank you so much for sharing that. And I'm sure lots of people will get onto the podcast too. It's it's one podcast to another. I am totally going to have a listen in and see, all of the amazing things as well. Listen, I suppose, rather than see, hear are all the amazing things that you've got to say. Garry huge. Thank you for coming on the Work Joy Jam today, it's been a pleasure to speak to you. I'm loving the practicality of the advice. And for me, that thing that's really landed is all of the stuff. If you focus on the team, if you focus on working with people and co-creating the results that you can achieve are just amazing.

[00:43:46] And they almost just look after themselves.

[00:43:49] **Garry Turner:** [00:43:49] Ye. Beautiful summary. Absolutely. And thank you so much for invitation, Beth. It's been amazing being with you. And if I'm allowed to, I'm just going to throw a little note out to our mutual friend Jazz, who connected you and I, and I'm really glad she did.

[00:44:02] **Beth Stallwood:** [00:44:02] Yeah, I, I love Jazz for connecting us and that power of the network and connecting with people is just amazing and always brings me super loads of joy.

[00:44:10] So thank you very much, Garry. I hope you enjoyed the, Work Joy Jam today, and we will see you on our next episode. Thank you all for listening episode with Garry Turner. And thank you to Garry for being one of my guests and for being so open about his own personal experience and what he's been working on over the last few years.

[00:44:35] I think there are many interesting takeaways for me. I was just really interested. I think on how as leaders, if you're working at an organization, you can take some of these things and really use them to help you really excel in your leadership and to inspire people and to be able to see the benefits and reap the benefits of a more open, more trusting, more vulnerable, more innovative, , place at work.

[00:45:06] And I love how Garry talks about values. I'm slightly obsessed with values. So it totally links in with how I like to think of things, but getting people really, to understand them working through and creating them, making it happen is so important. And I think also one of the big things I'll take from, and it was only a small comment, but this idea that actually asking for help is a place where you can really, really benefit.



[00:45:32] And it talks about getting insight, knowledge, and wisdom from other people. And I really believe that. And it's one of those things that we often really really see as a strength in other people, but in ourselves, we see us as weakness and I'd love us all to think about how do we turn that round and also help more often and how do you keep doing these things for people setting those conditions for success in your organization and knowing that that won't last forever, that sometimes you have to go back and forth and revisit some of those things. So thank you to Garry for joining me today. I really hope you've enjoyed this Episode and are able to take something from it and maybe go make some thing happen in your world.

[00:46:16] Please do make sure you're following us on the social media. We're on Instagram, Twitter, LinkedIn, and Facebook at CreateWorkJoy, one word. And if you're interested in finding out more about the other things that we do, please sign up to our newsletter. You'll find the link in our bios and also head over to the website, [www.createworkjoy.com](http://www.createworkjoy.com) if you'd like to find out more about my signature 60 week coaching program, the work joy way, which takes you on a voyage, to be able to create and cultivate more joy in your working life, wherever you are, whatever you do, whatever type of job you do, whatever stage you're at, it's something that can really help you back.

[00:46:58] And also to find out more about our Club Work Joy, which is a fantastic community of people that we're building, who also wants to create more joy in their working life. Thank you very much for listening today. And I hope to speak to you again soon.