**Wake Up Eager Workforce Podcast, Episode 86**

**Turning Points For Wild Mustangs and Struggling Employees**

**With Leadership, Language and Love**

**Produced by KWells Podcast Services**

Transcript

[www.pricelessprofessional.com/turningpoint](http://www.pricelessprofessional.com/turningpoint)

**Suzie Price** 00:00

Imagine wild mustangs had been let loose in a horse corral in a big arena. 60 people are there and they're watching, as these frightened horses are trying to find a way out of the corral. They run in a figure eight nonstop 20-30 minutes and longer until they're exhausted. They're trying to find a way out, they want to get back into the wild open spaces. They've got humans there who want to help them because there's 50,000 Mustangs that are loose and wild and there's not enough land for them. So the people that are there are watching so that they can learn how to help these Mustangs, so the Mustangs become exhausted, and slowly but surely the humans start to build a relationship with them. So they can be less anxious, feel worse, enclosed so they can become less fearful. Understand that they have options, you can build trust, and they can save them. And so these wild horses go from being wild, fearful, untamed, on a Wednesday to four days later, being adopted and becoming a productive member of a herd.

**Suzie Price** 01:14

Today's episode is about wild mustangs and last chance employees and what the parallels are, it's with a great discussion with my friend and colleague, John Garrett, who has a program that helps last chance and struggling employees called Turning Point he also owns horses, and was there to learn at this seminar about wild horses and a horse that he was trying to save named Cody. And so we hear that story and we see all the parallels about wild mustangs, and last chance employees and how to help them. It's a powerful metaphor.

**Suzie Price** 01:51

Doing this episode made me remember not that I don't already know this, or I wouldn't continue to do the podcast but made me remember why I want to do this podcast. I've always wanted to capture the good that people are doing in the world and good people and you're gonna get a lot out of this episode. We're going to be able to take this keen insight that John Garrett has about helping Mustangs and show how he can show how it applies to struggling employees. It's going to give you key insight into vital leadership skills that you can use to help people become a productive member of the herd. I can't wait to share it with you. Michael hit it!

**Outro** 02:30

Welcome to the Wake Up Eager Workforce Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere Susie Price.

**Suzie Price** 03:00

I'm Susie Price and this is the Wake Up Eager Workforce Podcast where we cover everything related to helping you and the employees in your organization. Build a high commitment low drama, wake up an eager workforce, hence the reason we call it the Wake Up Eager Workforce Podcast. Bottom line, we want to help you and the employees in your organizations make good decisions and build this workforce that is eager to be there, is committed in the right roles and doing great work and adding meaning to the world and meaning to everyone's life. In this podcast, we talk about everything related to creating a wake up in your workforce. We'll talk about hiring, we talk about onboarding, we talk about coaching, we talk about personal development, professional development, conflict resolution, and everything else related to being human in today's workforce. I have an opportunity to interview great people today and I'm excited about episode 86.

**Suzie Price** 04:05

The title for this episode is Turning Points for Wild Mustangs and Struggling Employees with Leadership, Language and Love and the show notes for today's episode you'll find him at pricelessprofessional.com/turning point make turning point all one word, pricelessprofessional.com/turningpoint. This is episode 86. Specifically, I've already given you some good hands on what we cover. But the three main focus areas are what it takes to help a wild mustang become a productive member of the herd and how that translates into helping struggling employees experience a positive turning point. I'm going to share with you 10 things at the end that leaders must do to help a CIT last chance employ. I'll summarize them at the end so make sure you listen to the end to get the summary. But we talk about these 10 things plus more during this rich full of goodness episode, and then why might you consider giving a struggling employee another chance.

**Suzie Price** 05:07

So I want to tell you a little bit about John's background because it matters in regard to the kind of work he does. We touch on it a bit, but I want to give you the full skinny. He's a very humble person. He takes things easy, and isn't somebody who talks about his accomplishments. So I want to highlight them here so you know who he is and why this makes so much sense the work he's doing. He's a native Mississippian. He has a BA from the University of Mississippi and a Master's of Divinity from Emory, and has done doctoral work at Asbury.

**Suzie Price** 05:41

He's got experience. I've met him in the corporate world, but I've known him all these years and know that he works in the nonprofit as well as in church. He is the founder and executive director of Ridgeline, which is a network devoted to team effectiveness and leadership development. He has worked internationally. So he's been to Africa, Russia, Belarus, Honduras, and China. He has been an adjunct faculty member, he is a certified human behavior specialist with TTI success insights, that's the company that I also work with, we use the same tools and assessments. He has an advanced certification in PTSD intervention, equine therapy, and as a certified tip trainer of wild mustangs with the federal government.

**Suzie Price** 06:22

So you can see how it all ties together, when you see what we're going to talk about today. His area of organizational focus is the rapid change process on the individual level. And the service that he talks about is called Turning Point, sometimes called Last Chance, coaching. He is an elder in his church, and he and his wife live on a horse ranch, which we talk a little bit about. It's 40 miles south of Memphis, Tennessee. So you can go to the podcast episode to get the show notes at pricelessprofessional.com/turning point. Let's go to the episode now.

**Suzie Price** 06:56

John, it's excellent to see you. We were just talking before the call about how much we talk by phone. But we hadn't seen each other since we're on video here, excellent to see you. Appreciate you being here. Thanks for being you. And welcome.

**John Garrott** 07:09

Thank you, Susie, it's great to be on here with you.

**Suzie Price** 07:11

It's great for you to take the time, we're going to talk about your turning point coaching and wild mustangs today. So talk a little bit about let's just jump right in and talk a little bit about turning point coaching in regard to, you know, helping an employee who might be on their last chance. You know what? So you've got somebody who's struggling in the role. If you had a management team who's probably conferred about it many, many times and is not sure what to do about it. Why would someone consider coaching someone who is maybe in trouble? Or at their last chance? Why would they consider this?

**John Garrott** 07:49

Sure? Gosh, there's a lot of good questions. Let me let me take the last one. First, I do it because I love doing it, Susan, it changes the thermostat and organization over the long haul, and it changes the employee's life. Many times the reason organizations do it is various, we can get into that a few in a few minutes. But it's basically a six week, once a week meeting based around the employee who's kind of there, for lack of a better word last chance, but we call it a turning point. And we use assessments of something objective, meeting with them once a week, and then hopefully we end up being able to retain their employment with their organization.

**Suzie Price** 08:33

So in six weeks, you meet once a week to do some assessments. How does it change the thermostat for the organization? You said, that's one of the reasons you like it, what have you said?

**John Garrott** 08:43

Well, you know, at the end of the day, the only difference in companies really is the people in them. And everybody knows, I think the culture will end up reflecting whether or not management's got their back a notch. And for me to draw alongside HR as a resource for a little while to try to salvage somebody they want to retain. But I'm having some challenges with that, that picks up and permeates the entire culture of the organization for the long term. It's just that it really changes the thermostat and the temperature in the room.

**Suzie Price** 09:21

Yeah, so people, people pay attention to how everybody's being treated. And so if they see okay, somebody they're trying to help this person, it may be under the radar, but word gets out.

**Suzie Price** 09:31

Gets round. Yeah, yes, yes.

**Suzie Price** 09:34

I like the term Turning Point coaching too, because it is more of an opportunity than a weapon or, you know, you better get better or so I like that term for your program that's awesome.

**John Garrott** 09:48

To be presented that way. I mean, you don't want to hide anything from an employee if they're struggling and the organization is struggling to retain it. But on the other hand, you can also communicate and I will Almost expire. I will exclusively do this, that this is a real opportunity to really dig down to talk with somebody outside the organization. But nonetheless, somewhat semi officially tied to it. But nonetheless, there's one level removed, and to, you know, to go to some places and some coaching that perhaps will reveal something that might have been talked about before, and we ended up, the employee retains that job, which is a fabulous thing.

**Suzie Price** 10:30

Now, when it works, why, what do you think happens that helps it work? So the companies have this employee, and I'm, you know, since you and I are both in and out of organizations, we see a lot of organizations who aren't too good at giving feedback or giving it honestly. So I know that probably how they got to this space, some of it has to do with not getting a fresh network soon enough. Of course, you have to lay it on the individual too, because the individual has responsibility just as much as the organization. But the question for you is when it does work, when there is a turnaround? What are some of the dynamics in play? Is it something that is because somebody new came in and the person could start fresh? Is the organization acting or feeling differently as an employee acting or feeling differently? What are some of the dynamics?

**John Garrott** 11:14

Well, maybe I can use an example from, you know, from the past, working with this young man, one time that was that was employed in sales, basically, a loan officer almost the same thing with a bank and just was struggling, the organization was struggling with him. And he was struggling in the role. He was young, but that really wasn't what was going on. And the CEO called me and said, You know, John, we'd like for you to take a look at this. So we went into a turning point in six weeks and did a number of the assessments once a week, and at the end of it, I went back to the CEO, and I said, you know, you've got you've got him in the wrong place. We were working with a round peg in a square hole, and we moved him over. The CEO has moved him over. And He is head of the department now. So Oh, my goodness. Yeah, it was really a win-win, both for their organization and for the employee.

**Suzie Price** 12:08

Yeah, yes, that is awesome. So I think, you know, sometimes I also think with coaching, and, you know, there's magic in the process. But there's also magic in people getting attention, and having some accountability, the attention, the positive attention. And the accountability together, I think is some of the magic sauce to what's what do you think?

**John Garrott** 12:31

Yeah, that's a good point. The other thing that I want to stress in both the organization and with the employee is that there's some levels of confidentiality that I'll, I'll maintain, there are things that will need to be shared and things that perhaps don't need to be shared. And I'm very comfortable with that. And everybody I've worked with has been comfortable with that, too. So that allows the individual on the other side of the conversation to prep sites and things to somebody a little bit outside their organization that perhaps they would not say to HR, or to, to their direct, you know, to somebody right above them in management.

**Suzie Price** 13:10

Yeah. So they get a confidant and, and you have a minister, and so as well as an executive coach, so you've got that wonderful mix. I know, I always find you to be a good listener. First thing you do when we get on a call, you know, just to check in as colleagues, you're like, how are you? You always remember the last thing and there have been a couple of times where I've been worked up about something and you've kind of counseled me through it just by listening and caring and such. So I imagine that that comes into play too, doesn't it?

**John Garrott** 13:40

You're too kind Sousa. Yeah, it does. And I think people can pick up a crock whether it's in person or even across them, whether or not you, you know, you really are you really care about what you're doing and whether you know what you care about a person on the other hand, so yeah, that comes across.

**Suzie Price** 13:57

Yes, it does. It does. Yeah, yeah. So we titled this program about coaching wild mustangs and, you know, last chance employees and so you know, getting them to a turning point. Tell us about training and coaching Wild Mustangs, and how you relate those skills to coaching people who are in this place of potentially losing their position?

**John Garrott** 14:23

Well, a lot of this came out of a horse that I worked with, so working with him. His name is Cody. He's from Wyoming. And Cody had been rounded up twice. I mean, if there was a four legged picture of PTSD, it was him. And we really, we could not return him because with the Bureau of Land Management, so long story about the Mustangs but short version, there are 50,000 Mustangs that are in holding areas all across the country because we have too little land and too many Mustangs.

**Suzie Price** 14:58

Oh wow. I had no idea. That's amazing.

**John Garrott** 15:01

Yeah, and were there a lot of organizations that tried to move them out of the Mustang Heritage Foundation, primarily being the one. So if you get rounded up twice and returned, this is really awful. But the horses get put down, because they are something there that the Bureau of Land Management decides, there's nothing that can be done.

**Suzie Price** 15:24

It'd be almost like a dog in a humane society that bites people or something, maybe that is that kind of thing we might be more familiar with, which is also sad. They don't know what to do with the horse. So that's kind of like their process.

**John Garrott** 15:37

There's a lot of times there's a reason that the horse is getting returned. And sometimes it's not the horse most of the time, if not all the time. It's not the horse's fault. No, right, we got to hold the coding. And he was wild to the point of wild, capital W wild. And yet, we had to make it work. And so that whole thing about training a horse from the perspective of the horse, I know this sounds a little a little bit of a reach, but I could not do my job, he doesn't understand English. So I have to understand him, I have to be very patient, I have to look for the cues. And we have to take it inch by inch until we get a breakthrough. And that's very similar. If you stop and think about it, whether it's my life or your life, where there have been turning points where we have to move past the anxiety, which is the greatest block right fears, the greatest block in any conversation, or in any stage of change to where the horse starts listening to me, and I primarily start listening to him. And so as a result of that experience with Cody, this turning point stuff really took off, because if some of this transfers and that transferred,

**Suzie Price** 16:53

Yes, yes, yes. So understanding him. So what does that involve? I'm just really curious. So you've got Cody, he's now on your property and tell me you live exactly where I have an idea that

**John Garrott** 17:05

We're about 30 minutes south of Memphis,

**Suzie Price** 17:08

30 minutes, okay. So he's on your property, and you have other horses, but he's not mixing with the other horses. You've got him somewhere, and you're trying to understand him and take his cues and take it slow. Until you get a breakthrough. What does that look like?

**John Garrott** 17:24

Well, the first issue is trust, right? And that's true in a coaching relationship and a business relationship and any kind of relationship really, is there an element of trust, and the horse has no reason to trust you. Matter of fact, he has good reason not to trust human beings. Yes, many, many times. There's a reason not just that he's wild but he's been shot out or he's been put through a corral process. That's, that's been violent and sometimes brutal. So that first issue is trust. So I have to make sure none of my body language is threatening so I don't talk very loud. And I stay away from there because there is a cue around a wild horse that you do not violate until you are sure that you can get within that body space. Oh, wow. So it's a while there, but it moved. A lot of times it didn't. It didn't take very long. It didn't take very long with Cody. It took about two days for me to slowly walk, wake up and touch him on his nose. And that's all I needed that was taken away. It got out of the corral at that point. But that was the start. Yeah.

**Suzie Price** 18:35

Wow, that kind of I don't know why that touched me. I just have the visual. And of course, we have pictures of Cody that we'll put in the show notes. But that really touched me. I feel my eyes missed a little bit about I could just imagine you in a in a in a what do you call that corral or most I know about farms and horses is from Yellowstone TV series. So I'm imagining that you've got Cody there and I can imagine you for a couple of days chatting with him and talking to him. And because I know you I know what you were saying that you were being kind and he was picking up on those vibes I guess.

**John Garrott** 19:09

Yeah. Pat Parcelli likes to talk about love language leading the three L's of horse training. And some of the transfers to us to humans. Yeah. language, language leadership.

**Suzie Price** 19:22

And who talks about that you refer to somebody rarely, who

**John Garrott** 19:25

I think is the finest horse trainer in the world. Pat likes to say I don't train horses. I trained the people that train horses.

**Suzie Price** 19:32

Exactly. And it's Pat, what that trainer? Yeah, Pat Pacelli, okay.

**John Garrott** 19:37

It's just an interesting thing was his creation, the three l's and you know, if you stop and think about it, Susie, that really translates if you think about C does the word you use the fact that you you do think that there is a change possibility which is about leadership, right? Coaching can lead people to where they already are. You cannot lead people to where they already are. So you have to be willing to engage the horse. But you know where you've got to take him because you've got to introduce him to the world of human beings and domestic horses love language, and leadership and love at the end of the day trumps everything else. I mean, he's going to pick up eventually whether or not you're on his side or not love languages, Pep Rally stuff, it's the finest in the world, I think, wow. What do you do? And some of what I do?

**Suzie Price** 20:28

Yeah, we're always talking about you know, people before tasks before ideas, or you know, with the Hartman language, intrinsic is greater than extrinsic is greater than systemic. So, yes, connection before precision, you know, so I love that this, it just translates to all beings. And what a beautiful thing. So you touch his nose, and then you just get out a little corral there and say, Okay, it's given some space.

**John Garrott** 20:52

Yeah, correctly, and other people teach that you never, you never end a session with a horse. And perhaps some of this translates to Suzie, you never end a session with the horse on a negative note. In other words, when he gets something, when he learns something, you'll be able to tell when a horse has learned something, because he will lick his lips. Oh, wow, that's that you leave you get out? Because he's got it, then. And you don't

**Suzie Price** 21:17

Usually I can slip saying, yeah, look at me, I'm good. Yeah

**John Garrott** 21:22

He's beginning to process and he's got the information, and you never want to leave on a negative note, if he's, if he's acted up, if you've had to correct him. And sometimes you do. That's the leadership part. You don't want to, you don't want to walk out on that, because he'll remember that. You want him to remember the positive aspects that he learned. And then you come back, and he's good, he's good, he'll pick that back up where you left them at that point.

**Suzie Price** 21:47

Okay. So that's also touching me, because I just think it's so important, you know, that we have the conversations, which translates to the humans in our world, when you have a conversation with somebody, and maybe it's a tough conversation, especially somebody who's struggling in the role, you're still looking as a good leader, you're still thinking about love, and and leaving them in a good place when you finish, you know, and so finish the coaching call or finish that conversation. So, and sometimes I think people hold back because they will, you know, okay, they're struggling, so I can't give them any encouragement, because they'll think they're okay. You know, so how do you kind of help leaders with that, I'm sure you've seen that where people are just frustrated, understandably so because I've worked with this person, and they're not working out. And they think they've tried everything. They don't want to give any encouragement, they just want to tell them what's wrong. Talk a little bit about that. And how do you transfer that into your program?

**John Garrott** 22:37

Well, they're telling what's wrong based on what they know, right? And we tend to because of lack of time, we tend to go, you gotta fix this, you gotta fix this, you gotta fix this. But most, a lot of times with so many of our interactions, we don't know what we don't know, right? to salvage something like this or a relationship, or horse, you've got to be willing to spend the time to slow it down, slow this thing down and be willing to engage at a different level. And that's what turning point does.

**Suzie Price** 23:13

That's wonderful. Yes, yes. Yeah, organizations really do need someone who needs you and someone like this. And because there is a lack of time, and there is a history of frustration that they bring to every conversation with someone who's struggling. And they they might need a chance to the actual leadership tense chance to reframe doesn't mean you don't don't hold somebody accountable, but you've got to touch their nose when you leave the chorale in order then to them to say, Okay, I'm actually going to move in a different direction.

**John Garrott** 23:43

You know, you got a problematic, I mean, I've done this with organizations, I've been asked to lead on the short term basis, you got a staff person not not working out and you get in a cycle of, look, we need to talk, let's, let's, let's step aside for a second and chat, you know, the language right, and you get in a cycle of this, and turning point breaks that cycle and lease kind of expands the parameters of the room, at least for a little while. And let's a little layer and let's, uh, like, is it 100% foolproof? Of course not, but it works most of the time. And it's really exciting when it does.

**Suzie Price** 24:24

Yeah, that's amazing. So talk a little bit about and there's there's some notes that you sent me so he talked about the language, learning their language and how that transfers is the is the assessments and that helps you understand who they are and how they think plus just being with them spending time and slowing down what you've talked about. And then you talked about influence of the herd talk about that with the horses and then transfer that into this turning point coaching and

**John Garrott** 24:49

That's, well, let me use an example again with Cody Cody came off the trailer, very frightened and not a domestic animal. He's just as wild as he could be. And we really weren't making a big breakthrough with him. He really didn't have his breakthrough until we had a storm one night. And I had inadvertently left the latch in the rush to get out of the lightning unleaded. I didn't secure it tight. And when I woke up the next morning, he was out with the herd. And he did not have his Paltrow, which means I really couldn't catch him.

**Suzie Price** 25:29

Oh, well, that's interesting how big a herd was he with?

**John Garrott** 25:35

Yeah, my, our domestic horses, the herd actually began to cultivate their relationship with him.

**Suzie Price** 25:42

How many of them are there,

**John Garrott** 25:44

There were, there were four at the time, okay. And he got out,

**Suzie Price** 25:47

and he's running around with them.

**John Garrott** 25:49

He's running around with them. And they will go in this is what we do. This is what we don't do, what we don't do, who was in charge and, and this is not in charge. And, and this is where we go, this is where we don't go, this is how we treat the human. This is how we don't treat it. By the way, I really appreciate that part of let us tell you about John.

**John Garrott** 26:15

But you know what, he gained weight, I could not put any weight on him in the corral. I couldn't figure it out, because he was getting all he needed. And then when he got out with his own kind and relaxed, he went to the next level. Oh, and began putting on weight and began to really thrive at that point. Well, that's true for a lot of us. And if you think about it, there are therapeutic approaches, like people that go six weeks into, you know, in, in treatment, or rehab or whatever. And they tell you, you cannot go back into the culture you came out of you cannot you cannot associate I know it sounds harsh, right? But, to use horse language, you really have to change your herd, in other words, to influence a change. So to go back into the case of the young man, we moved him out of one herd into a different herd.

**Suzie Price** 27:11

And different departments. Yes. And it was probably a better fit, because you were using the CSS same assessments that I use, which is okay, what kind of what is the job needed? And what those are his soft skills and things?

**John Garrott** 27:22

Yeah, that's right. But he began to run with a different crowd, you begin to, they begin to ask different things out of it. And unlike just like the horse, he began to thrive, there is some overlap with all of it.

**Suzie Price** 27:33

Oh, I know, you're being humble. But try not to say, you know, be so direct about the overlap. And there's a ton of overlap. So, so with Cody, he ran around with the herd, and he was better and with the example of the employee who changed departments and became the head of that department, being in the new department. So that was a fresh start. And probably even more than that, just being in the right role. That was a good fit for his talents.

**John Garrott** 27:56

That's true. It was the role, but it was also he was with a crowd of people, a different crowd that behaved differently, thought differently, approached their job differently. But they were all part of the same company. And it's a great company, by the way. Yeah. But yeah, he was to use the language. His role was different, but also his heart was different.

**Suzie Price** 28:21

Yeah, yeah, that's one of the reasons I'm so passionate about hiring for job fit, because so many times, you know, we call us like, oh, this person is not motivated, or this person is failing or struggling or my team doesn't work well together. Half the time, it's because they're in the wrong role. Right? Time not spent. People don't know how to really think about that outside of background and experience. And it's so much more than that.

**John Garrott** 28:45

It is so much more than that. And I would agree with you probably about 50% of the time, they're in the wrong role. Sometimes, there's a relational glitch in life. I mean, at the end of the day, there's relationships are all we have, whether you know, it's at home or at work or wherever, and you're coaching will end up going down that path that they're probably not willing to go down in HR, you know what I mean by

**Suzie Price** 29:13

that? Yeah, yeah, yeah. Your personal things are going on and they need a confidant to discuss it a little bit. I mean, we see that all the time. If you look at the Hartman with the roll awareness, rolling awareness is low so they're not seeing where they belong and sometimes as professional and sometimes it's personal and when it's personal. There's been, you know, a death there's a divorce or something and or struggles and that impacts performance because you're all that's taken up all your mind space.

**John Garrott** 29:41

Yeah. And you know, mind space for my peer group. And this is interesting stuff we don't have time to get into today but the mind space within the younger crowd is a different mind space now.

**Suzie Price** 29:56

Say more about that.

**John Garrott** 29:58

Gosh, I'm not sure I've got quite the handle on all of that. But they have been so attuned to the screen where you and I were not. We were raised with books right now. We've gotten familiar with this, and comfortable with it to a certain extent, but they, they are very, they're, they're a different group. And it's a wonderful group, the Z's and all that. But mindspace is a little, it's almost like a different herd, almost almost like a different herd. And so to learn the language it, is a learning curve that I'm trying to get up speed on, and

**Suzie Price** 30:37

you come up with the love, and you got the leadership? It's the language part. Yeah, yeah. That's it ever evolving for all of us? Talk a little bit about why I know you said you like helping to change the temperature and employees, but not everybody says, I'm gonna take the, what I would say the hardest challenge, the most sensitive challenge, and I'm gonna make that a cornerstone of my business. Well, why have you? Why is this part of who you are, what you do?

**John Garrott** 31:10

Think it, I think it shows me I don't, I'm not, I don't think I chose it. And the organization I've been with for a long time, they ended up giving me the hardest of franchises local, is the church world, and I'm not sure I would have chosen that. But I ended up thriving in it, and being of real service to it, and there, a lot of times there, you run into relational blockages there without going into great detail. So and then, and then in the church world to Suze, you, you end up talking with people and they with you, that you really, there's an intimacy and an opening there that I'm not sure is available to a lot of other professionals. I mean, if it can be done or said or thought you will end up hearing it and working with it. And that's a pretty rich set of conversations right there. Sometimes it's very, it's spooky, and even threatening. First time you hear some, but nonetheless, we you know, you were I believe it's redemptive, at the end of the day, that there's a chance at that. And many times, that's what occurs. So both in the organizational side of my work, and also the individual side, it's been something that's occurred, I didn't choose it, it more it chose me. But I've found a level of success. And it's been a, and it still is a great journey right now.

**Suzie Price** 32:48

And I think it's what's unique about you, John, is that you have the capacity to go deep, even if someone doesn't want to. So they may go, you know, to another words, talk more richly about what's really going on, they may not share everything, but they may share more with you because there's an understanding of your ability to hold the space. Oh, to be with him. You know, you could tell when somebody does not want you to say, well, you know, I kind of feel a little left out or, you know, you could tell what it's like, Okay, I just spoke to the air because you know, but with you, you would listen and say we'll say more about that. I mean, you would be right there, wherever the employee is not going to try to take them anywhere, they don't want to go, but you're there if talking about it would be helpful. So it's like being a counselor without being a counselor. I mean, it's coaching, you're helping them reach an objective. But you have you bring this extra piece of and that's the heart of service, you know, somebody who's going to go save a horse, like Cody, and you do that with people all the time. That's a special individual.

**John Garrott** 33:51

Or your client. Well, Suzie a year. You know, I think the world is what do you do, too, so I feel like I've learned a lot from you. So if there's been any reciprocation here, I'm grateful for it.

**Suzie Price** 34:05

I think we've known each other I don't know, since like, I don't know, 2005 or 15. I don't know, I've been in business 20 years and seem to some, like 15 years ago, maybe even I don't even know if it was that long. But yeah, well, when

**John Garrott** 34:16

When I think of the top of the pyramid for consultants, particularly with the group that we're with, I think of you and you're the best.

**Suzie Price** 34:24

Thank you. Thank you. So let's talk a little bit about oh, I do want to ask you one question. You sent me a video of horses running into the corral wild horses running into a crowd. First time it gives the context for that. We'll put that in the show notes. So you see a bunch of beautiful horses running in and they run up a loop. It's a 15 second video at the most, what does that represent? What was that?

**John Garrott** 34:48

So this was at a conference I went to Athens not very long ago this pep rally he puts us on in a cold Florida and he very I think there's a very first time he did As with a herd of wild mustangs, and he took them for three days, a three day conference, and he took this herd and we see him in this clip coming into the arena for the first time, and they are scared to death. And the clip is very short, you know, seven or eight seconds. But what the clip doesn't show is that they ran around in a circle, and in and out and figure eights for 20-30 minutes. They would not stop, because they're looking for a way out. Oh, wow. Oh, anywhere they could get out into the open again, they were looking forward. And in the tool they had exhausted themselves, they weren't gonna stop. And eventually they did. And that's when the humans began the slow process of approaching them. And in three days, they had pep rallies, young interns, with a saddle on those horses and riding them away. And they were adopted and people took them home. Oh, my gosh, they went from crazy wild on Wednesday to adopting it on Saturday morning. So it was great. It was great.

**Suzie Price** 36:11

So that was what was it? What was the name of the conference? Not the official name, but like it wasn't like how to train all the Mustangs or what was it something like that? It was

**John Garrott** 36:21

I'm forgetting the title of it. But basically he

**Suzie Price** 36:26

The objective was to train you to train horses.

**John Garrott** 36:29

Yes,that's his approach. He says I don't train horses. I've trained the people that train horses. Yeah. So a lot of this could translate over to domestic horses. But there were a number of us there that also worked with Mustangs, and we want to see the master at work. And I, I really believe pep rallies the best at what he does. And it was amazing. It was an amazing time. Yeah.

**Suzie Price** 36:52

You think about somebody who's struggling in the role, and they're about to lose their job. And maybe they have a lot of other outside circumstances pressing on them, or internal relationships that are stressing them out. And you think about the horses running in that figure eight until they're exhausted. I mean, that's the kind of frenetic energy that you can feel unsafe from somebody who's struggling, right?

**John Garrott** 37:11

Absolutely. And if you stop and think about it, when you and I have gotten that way. So if you stop and think about it, our minds are going in circles. And we tend not to be able to concentrate on anything other than the loop, the loop the loop, the loop, yeah,

**Suzie Price** 37:27

safety, safety, safety, let me get to what I know.

**John Garrott** 37:31

And until something can break that cycle, horses and people will continue running in a circle not going anywhere. And so something has to break that cycle. And for them, they just had to put them in a corral and human construction slowed down. And that's it. And you sometimes when our brains start running that loop, let's slow this thing down. Let's look at something else. You know, though the Latin word for anxiety is enclosure?

**Suzie Price** 38:01

Did you know I did not?

**John Garrott** 38:04

I shouldn't have said did you probably have heard this?

**Suzie Price** 38:07

I did not know that? No, I did not.

**John Garrott** 38:09

So when the horizons broaden from almost all of us, the fear and anxiety drops when we have options, right. And you're giving an employee more options than what they had. Wow, at the end of six weeks, they have more options than what they had at the first six weeks. And the horses do too.

**Suzie Price** 38:31

That's amazing. Okay, thanks for sharing that video. It's gonna be in the show notes. Let's talk a little bit about you and your career so people can get to know you a little bit. Who's most influenced you? And what are some things they said? And did that make a difference to you in your life?

**John Garrott** 38:46

Or, you know, that was a great question that in the notes that you sent me, I got to thinking about that, I'd have to include a grandfather who introduced me to the outdoors, the whole, you know, creation, if you would, and that's still a very big part of my life, obviously. And think about people along the way that they are at the right time at the right moment. Use the right language. You know, they they cared about me, they used I can still remember you can probably still remember people speaking into your life that both positive and negative,

**Suzie Price** 39:22

right? Yep. Yeah, definitely.

**John Garrott** 39:24

People, they said something that stuck with you and it came true. And so I like to talk about and this is not original with me the power of positive prophecy, three, the power of positive prophecy, where you are speaking words that you believe positive into somebody's life like somebody did with me back along the way, and then you have to live into it and has to you have to live into that and then it comes true and then you look back and so Gashi that's that's what he said, you know, kind of thing. And that's proven true for me with a grandfather figure, a great uncle, social Minister of a church, one time a supervisor in a church of what we call the district superintendent. And they simply spoke things and, and stayed with me long enough that man, those were turning points in my career and continue, I continue to run and they were extremely positive. Susan, I really, I really admire that about you. You're extremely powerful. I don't know where you got that. But, or if you cultivated that, but that's a I bet you you use that power of positive prophecy. But even without using that language? I bet you do that.

**Suzie Price** 40:42

I wrote it down because I liked the language. Yeah. So I just think it's important to look for what's good and people. Sure, you know, and I just learned that way. But I think I've cultivated that too, you know, over time. So let's talk about waking up eager. That's what we talk about here a lot. What are the things that you do mentally, in your body and in your spirit to wake up eager days, you've cultivated a great life with your family and your sons and your land and work that you love and making a difference? You know, what are things that you do daily to kind of continue that and have that helped you get to where you are today? Mind Body Spirit.

**John Garrott** 41:24

So which one first is the mind body ever wants? Ever wanting one?

**Suzie Price** 41:29

Yeah, you pay

**John Garrott** 41:32

Let's talk about a 24 hour cycle here for just a second. If this works for me, it doesn't necessarily work for everybody, but it works for me. I have to have it. I have to have a quiet time in the morning. I cannot get up and I wake up eager, but I don't wake up working.

**Suzie Price** 41:49

I like that differentiation. Gotta go be quiet. You're gonna pray and read baby or? Yeah,

**John Garrott** 41:57

I don't wake up. Susie. Do you ever see a thoroughbred? Wake up and immediately run a race? No, no, they don't do that. So there is a waking up process, a wake up vaguer most days but I have to have a quiet time where a slowed down cup of coffee is in my room. Pray, read, listen to and if I missed that, gosh, my entire day is different. So that's that's more of a, you know, they're also connected. Yeah, that's okay. They let me move on. I also find some time each day to get outside and do something physical, something physical labor, and there's always something to do on the place. And I learned that from our Catholic friends, particularly the old monastic orders. Have you ever visited a monastic like the Benedictines and whether it's nuns or monks, doesn't matter, but they have a cycle of the day of worship, prayer, physical labor, and they go in and out of that Mind, Body Spirit, and including what they call spiritual reading. And they move through those cycles through the day I learned that, that is where I learned not to feel guilty for going outside and taking an hour or two and just getting dirty and physical work, because what it ended up doing was making the rest of the day much richer and more productive.

**John Garrott** 43:24

I went to management class one time, they said, you can divide your day up into three sessions, morning, middle, and evening. And most of you can work all three phases of the day for a long period of time. But you have none of you will eventually last doing that. So you take two of those phases, you can pick morning and evening, and go do something in the afternoon, or you can pick afternoon and evening. Or you can, you know, do all three if you can't go wide open seven days a week. And I learned that to me I learned the hard way on that one. So that's something and then the third thing is just to pull this together and be through with it that I have to have solitude and I have to have community and I have to have a balance in between. It's just not people or relationships all the time, because you never get to the deepest source, you know, in my worldview, which is the creator and the way he has shown himself at the same time, if I get too secluded in too much into consulting or too much into one on one or on the computer, I lose that intimacy with the community. And I've missed that and I realized my life's too poor for that. So I have to move in between those two between solitude and community back and forth in order to lead a balanced life if that makes any sense.

**Suzie Price** 44:54

Yes, yes, love it perfect.

**John Garrott** 44:57

Work and includes outside quiet it and also community those three things,

**Suzie Price** 45:03

I think I hope that people are finding more time to take those breaks. Now that people are having the option to work virtually a little bit more, because you do get in a corporate environment and sometimes maybe you feel stuck but even then I can remember I worked for Oracle Corporation and we were in this big high rise so I would work and then there was an upstairs there was a on the rooftop garden. It was a high rise in in Atlanta in the Alpha Abernathy, which is North Atlanta, but I can remember I would just go up there and walk around and just I mean, were there I had the time or not I needed to because I needed the fresh air and it's like I was just a little I'm not I sit in a corporate building kind of person. So today living up here in Big Canoe, I go walk my dogs, I mean, it just work and work and personal are all kind of intermingled. That's one of the beauties of it. Like I don't separate them. Sometimes I'm working on a Sunday because I need to get caught up and I want to but it's because I chose to. But I might have played all day Wednesday, you know. So that's the beauty of having your own business. And hopefully with people virtually they're finding that ability to where I just don't differentiate as much, you know. Yeah. I love what you said about community too.

**John Garrott** 46:13

Yeah. So I think we get tied to the blue light a lot closer, a lot more than what we recognize, whether that's the computer or the TV, or the cell phone, and it adds up over time. And that's not a real connection as you know, and gosh, as you know, all we have to do is lose our cell phones for five minutes. And we're all hyperventilating.

**Suzie Price** 46:42

Yeah, I'm a little like Generation Z and Ral that I can relate to.

**John Garrott** 46:47

Yeah. So being able to live from that, and being able to engage into reality is a healthy thing for so, you know, you're moved to north Georgia when y'all moved up there. I mean, your level of probably, I don't know, what was it? Like? Obviously, you've enjoyed it. We've talked about this. Yeah. Out of the urban scene and moved more into the mountains. Yeah. So you, yourself?

**Suzie Price** 47:14

Yes. Yes. The nature part. And yeah, it's just I can't explain the calm, but it's just I feel a lot calmer. Or please, you know, so it's nice.

**John Garrott** 47:25

I'm happy for you. Yeah, that's awesome.

**Suzie Price** 47:28

Last couple of questions. What advice would you give your younger self?

**John Garrott** 47:33

Gosh, that was the one that stopped me. Oh, whatever made any difference?

**Suzie Price** 47:40

Yeah, sure. Yeah. Strongly willed. So you probably

**John Garrott** 47:46

25 I'm not sure that would have made any difference.

**Suzie Price** 47:49

Have you changed a lot since you were 25?

**John Garrott** 47:51

I think so. I hope so. Yeah. I think the 25 year old is still there. I'd like to think, you know, I would like to think there's been some maturity there. Then I think, I think there's an initial, you know, I don't have many regrets. I mean, not that, you know, you couldn't go back and, you know, redo some things you would not say, or say or, you know, whatever. I mean, everybody makes mistakes. I've made my share. But Joyce Meyer likes to say you can't get to where you are. Unless you've been where you were, you can't get to where exactly, you can't not have gotten to where you are, if you hadn't been where you were? Yep. So the journey has been a fabulous one that is still continuing. Thank God. So I'm not sure if I would have told the 25 year old version of myself.

**Suzie Price** 48:46

Because it's all worked out a year you love your life and like you say to Joyce Meyers, you know what, what got what, that's what got you where you are?

**John Garrott** 48:55

Right now? Would you? I don't know. I guess I would have but you know, it's a great question. And so at the end of the day, maybe not to have words so much. So when you're in that stage worried about career and yeah, relationships and you know, the next move and all that where do you fit in and where do you don't fit in and all that kind of stuff and then pay it? I just, it's gonna be okay, you know, and we don't believe that 25 that there's a purpose guiding our lives. We don't believe there is a lot of luck in 25 years and so if you push me on that I would say that's the one piece Yeah, yeah.

**Suzie Price** 49:40

Yeah, that's good. I won't ever push it but I like what you say. So if you could put a billboard up for the world to see, where would you put it? What would it say? Would it be around Turning Point coaching and you know, don't give up or would it be around wouldn't be on anything. I do love language learning.

**John Garrott** 49:58

Well Again, I thought that was a great question.

**Suzie Price** 50:03

So I kind of like your message. If you had, if you could send a message to the world, what would you say?

**John Garrott** 50:08

Well, let me tell you. Give me your short answer as quickly as I can. I was flat on my back when I was 21, with a life threatening illness and, and a friend of my mother's walked into the room, I never saw her again, never saw her before and never saw her again. Wow. And she gave me this little book, by Henry Drummond put in a shameless plug, you're called the greatest thing in the world. And it's built around First Corinthians 13. And if you had to push beyond this, and Paul said, look, I can have faith, I can have hope, I can have the gift to move mountains, I could change it all. But if I don't have love, I'm really nothing, you know. So at the end of the day, it's how much do you care? How much of God's resource doesn't even do it justice or asset? How much can that ethic? Value? Spirit?

**John Garrott** 51:03

Let's talk about how much that can be cultivated? And how much can you learn? How much capacity have you got for that simple word love there. It takes a lifetime to figure that out. Really, we don't learn. I mean, that's not something that we're just we're born with that capacity, but it also has to be learned so that's the greatest thing in the world. It's a great little devotional book about 100 pages long. It's kind of old school, but it changed my life. And so if you push me on a billboard, I would put the greatest thing, I'd put those four words on LVP. Ah, I'm a big John Wesley fan. And he understood that at the end of the day, God is love. I mean, that was the whole concept of Wesleyan theology. So

**Suzie Price** 51:47

yes,

**John Garrott** 51:49

it's pushing me on that. But that's a good point. Yeah. Yeah. on the Billboard, which I'd rather not do. But if I had this, if I had to frame it down, that's what it would be.

**Suzie Price** 51:58

Yeah. Awesome. Awesome. It makes sense. It's beautiful. And well, we'll put a link to that book in the show notes so people can find it.

**John Garrott** 52:05

That'd be great. Thank you.

**Suzie Price** 52:06

So as we close, let's talk about one last bit of advice. So people listen. They're either someone who is struggling in their work, or they may know someone who's struggling because they're on their team. And they're curious about the wild horses in the coaching, you know, talk a little bit about some takeaway wisdom or advice around the situation, when you have someone who's struggling,

**John Garrott** 52:33

Change is possible. Three words, change is possible to not give up. And that change does occur both individually, and both corporately. And when it occurs when a quit an organization, you know, not to mention the money they save with the recruiting somebody else and the retraining or the money issues assigned and all of that. But if you have an employee that they know that organizations gone, the second mile, you've got in many cases, probably you've got an employee for life that will have your back and will ride for the brand to use that language of the horse and cowboy in the West, they'll ride for the brand the rest of their lives. So yeah, change is possible. Three words, change is possible.

**Suzie Price** 53:21

There we go, love it. And you're the man to do it. Thank you, John, you have a greatThursday.

**Suzie Price** 53:27

Always a pleasure talking with you. We'll talk again soon. This was a real privilege being on this. I really appreciate the time.

**Suzie Price** 53:34

I look forward to sharing it with everybody. And I appreciate you taking the time.

**John Garrott** 53:37

Absolutely. Thank you so much. We'll talk soon.

**Suzie Price** 53:41

I hope you enjoyed that episode. As much as I enjoyed having the conversation, I promise you that I would give you 10. I actually have 12 things that are kind of my favorite thoughts. I want to restate some of the things that we cover in this episode that I thought were very poignant, and could be key takeaways for you and for me and everybody listening.

**Suzie Price** 54:02

First, you cannot lead people to where they already are, such a wonderful statement about you've got to see them where they're going and what's possible so you cannot leave people to where they are.

**Suzie Price** 54:15

Next thing that we talked about is touching their nose when you leave the corral. And that's what he's talking about when he makes his first connection with Cody after they'd had some challenges. And he says never leave on a negative note. He'll remember that you want him to remember what he's learned. So for you as you're helping employees to work by touching their nose when you leave the corral, leave them with something positive, something that they did well, so that they remember what they learned.

**Suzie Price** 54:47

Number three, you have to be willing to spend time and be willing to engage at a different level. I liked that he brought a weave throughout the whole conversation about slowing things down so that you can learn Burn, you know. So it's like the horses that got worn out as they ran the elliptical eight for a long time, slowing things down. So something new can happen. So you have to be willing to spend time and be willing to engage at a different level. And so that is what his services are to because that is how he engages with you, if you're his friend or his colleague, or he's helping you, helping you in your organization.

**Suzie Price** 55:27

 Number four, train from the perspective of the horse, understand him taking the clues or the cues, take it slow until you get a breakthrough. So that's powerful, we often want to hurry because there's a problem and we want to fix it. But we got to find their perspective, we gotta take it slow. And then we will get a breakthrough. But you gotta be willing to slow down for that to happen.

**Suzie Price** 55:50

He talks about fear as the greatest block. And so you think about somebody who's struggling, they're in fear. And so the greatest block is to how do I reduce the fear so that they can do the next thing, which is the first issue is trust. So I've got fear.

**Suzie Price** 56:07

And then we've got to figure out how to help build trust, so that they can overcome the fear, and then allow you to help them. The horses aren't gonna allow you to help them because they don't have any trust. And they're trying to guard themselves, very similar parallels there.

**Suzie Price** 56:22

And one way you do that, what he learned from the horse trainer, Pat Parelli, is to use love, language and leadership. So we want to think about being a leader, we want to think about the language that we use, and we're going to use love.

**Suzie Price** 56:36

And he talks about the number eight point that I want to make is realize the power and goodness of the herd. So how can the rest of the team help someone acclimate? And in this case, coding acclimates, to his farm and his herd by hanging out with the herd like help him and then some of my favorite parts here something to really think about very simple statement, but boy, it has a lot of meaning is that relationships are all we have, relationships are all we have. So that's that always putting people first, putting the intrinsic before the extrinsic for the systemic, doesn't mean we don't pay attention to all the doing and all the ideas and all the things that must happen. We've got to think about the people dimension first. So relationships are all we have.

**Suzie Price** 57:23

Number 10 point is the power of positive prophecy, the power of seeing something that somebody can't see for themselves. The way I've heard it explained, and I often see this visual in my mind is they're in a fog, and they can't see anything other than the fog. And so we put shine a light to the path of the way out, we have a flashlight showing them and oftentimes, that flashlight is us looking for their goodness, looking for their possibility, not seeing them for the wild horses, they are running in a elliptical eighths and trying to get away, but seeing them for where they could be and what could happen. So the power of positive prophecy. I love the spiritual language that John uses.

**Suzie Price** 58:10

And I said there were 10. Now I did say that I did have 12. So here's two more. This meant a lot to me. Anxiety is the Latin word for enclosure. So think about all the people or yourself even if you have anxiety, the Latin word for that is enclosure. So I am enclosed. I have no options. I'm running elliptical circles, because I don't see any options. But when horizons broad fear and anxiety drops, horses, and people need to know that they have options. So remember that when you see somebody struggling, how do you help them know they have options.

**Suzie Price** 58:51

And the last point is important and change is possible, do not give up. And then John said it again. Change is possible. He is realistic. He said it doesn't always work. But we have to have that mindset or that hope and express that to the individual that it is possible.

**Suzie Price** 59:11

So quickly about John's program turning point. It's a coaching effort. It saves the company considerable expenses, which we talked about demonstrates a willingness of the organization to go the second mile in his efforts. He uses assessments, the same tools that I use, so I know that you're getting good information there. And one of his participants, I'm going to just read this to you in case you're considering this. John is the person that I refer people to when they have one of these situations. But this is a quote from a client. John has a wealth of knowledge; his professional training is a guided self discovery process. During the course of the program, I was able to identify areas of my personal attributes that affect my professional career and business interactions. Through discussions with John we were able to find ways to turn these attributes into strings additionally, John was able to help identify some areas of weakness, which as a team, we were able to improve. John's program gave me guidance to help further my career as well as increased my personal aspirations. So that's somebody who went from on struggling to making a big turning point. He also has this interesting program where he does Leadership Lessons with Mustangs, so it's Equine Assisted Learning. So it's a three hour team event, and it combines some of the things that we talked about with working with adopted Mustangs. It's an outdoor experience and trust, anxiety, teamwork, and leadership. And so online and via individual coaching is offered prior to the morning at his place called on the ridge, and it's followed by a morning groups on site session with John and the Mustangs and a catered lunch. So I thought that was interesting. I'd like to attend something like that, and maybe you do too.

**Suzie Price** 1:00:55

So you can find Jon's contact information at our podcast notes at pricelessprofessional.com forward slash, turning point, his web page is on the rich line.com And, but you can also go to pricelessprofessional.com/turningpoint, make sure the turning point is all one word, and all lowercase. And this is episode 86. On the Wake Up Eager Workforce Podcast, our directory can also be found at WakeUpEagerWorkforce.com.

**Suzie Price** 1:01:28

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**Suzie Price** 1:01:53

And if I can help you in any way, give me a shout account. My contact information is pricelessprofessional.com/Suzie got some more great episodes coming your way I can't wait to see you again. Meanwhile, continue to stay well and be happy. lead with love and wake up eager every day. We'll talk soon thanks

**Outro** 1:02:28

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