

Disrupt Yourself Podcast

EPISODE 301: GARRY TURNER

Welcome back to the Disrupt Yourself podcast, where we provide strategies and advice on how to climb the S Curve of Learning in your professional and personal life, disrupting who you are now to slingshot into who you want to be. I'm your host, Whitney Johnson. This week's episode is about innovation. We'd like to think about it as big ideas, aha moments, or the revolutionary inventions that change industries and sometimes the world. Our guest today argues that innovation can happen and is, in fact, crucial. Even if you've been doing the same job at the same company for decades. Garry Turner is a fierce advocate for internal disruption, challenging the status quo within an organization and within yourself to get better results. And for Garry, better results doesn't just mean efficiency and profit. It means sustainability, equity, fairness, diversity, and more. As you'll hear, Garry's role at a global chemical distribution company touches nearly everything in our lives. The products we buy, the food we eat, and the global supply chains that keep everything moving. For Garry, it's not a question of whether to innovate. He feels it's his responsibility. I know you'll enjoy this conversation as much as I did.

Whitney Johnson: Well, Garry, it is very nice to be finally having this conversation. I know you're familiar with the format of the podcast, so what I would like to do is start by asking you to share with us a formative story, something that happened when you were a child that will help us understand a little bit more about you and who you are in the work that you do today.

Garry Turner: Thanks so much for the question, Whitney. So, for me, there's one very profound moment, and it was aged 11/12. So, I was born in London but grew up in Wales. I was taken at the age of 12 to the west, as far west as you can imagine, on the British Isles towards Wales. And when I grew up there, within six months, for some reason, I was targeted by a group of boys, and it was I was repeatedly bullied physically and psychologically for the right throughout age 12, age 13. And what, Whitney, happened to me is this what I now see as it was emotional

suppression. So, I literally didn't feel. I didn't have the emotional literacy to say help, or I'm hurting, or what is this? And I held on to those feelings, basically that suppression, for well over the next 25 years.

Whitney Johnson: Do you know why they targeted you? Is it because you were from a different part of the country, or is it just who knows why any bully targets anybody?

Garry Turner: Yes, it's an interesting question because the irony is that part of Wales is called Pembrokeshire is like the area. And it's actually a high demographic of UK expats, so, it's actually not Welsh people that live there. It's a lot of people that moved from England to live in Wales. So, ironically, I wasn't targeted by domestic Welsh people. I was targeted by an English set of boys, which to me still makes no sense because I am inverted commas one of them, so I really can't work it out. To be honest. I think it was literally this is one of my biggest learnings of that experience as I grew up. Is that person that the ringleader was hurting, Whitney, like, I can now look at that from a place of forgiveness. Which I just could not do at the time. And go, Wow, that person must have been hurting.

Whitney Johnson: Mm hmm. It's so sad. And you said that at the time you couldn't tell your parents. You couldn't. You just. You just held it all in.

Garry Turner: I held it all in and it's funny because my parents are a loving family, right? But I think it's just that still, even today, it's so taboo to be vulnerable still. Despite me having a podcast for two and a half years on the topic, I still it's still taboo to say, I don't know, or I don't have all the answers, or I'm hurting.

Whitney Johnson: Before I go on, I want to acknowledge the sadness and the hurt of a 12 and 13-year-old boy. Now I want to ask you the question that was formative and when you start to put the pieces together, how has that experience led to the work that you are doing today? You kind of just tipped your hand because you said you're you have a podcast about vulnerability, but say more.

Garry Turner: So, I think thank you for sort of acknowledging it. It gets fascinating. So, I didn't realize how important that podcast was. So, it's no longer, I'm not doing it anymore. It's basically between mid-2018 and the end of 2020 called value through vulnerability. And what I now realize, Whitney, and of course, you very generously were part of that journey with me when I put an online summit on at that time. And I realized that was part of my own healing was to talk about and hold space for others to express what it feels like not to be seen, not to be heard. So, the answer to your question is really what I'm finding now, which I never expected. If I, if you ask me, like, what's your role? What are you doing in the world? I would answer that now as I am a disruption and innovation catalyst, working at the intersection of international sales, people and culture, equity and inclusion, and sustainability.

Whitney Johnson: At the intersection. Because you know what it's like to not be included. Will you share with us your career journey in brief? And I know that you're very familiar with the S Curve, and maybe you can tell the story using S Curves but share with us just the trajectory of your career.

Garry Turner: Yes, I've worked in the chemicals industry, so the center of the, you know, really the middle of the belly of the beast, as I like to call it, in terms of extractivism. But also, the industry touches every part of humanity. Right? Touches the rims of your glasses, the books, the tables. You cannot get away from chemicals. And what's interesting, I've been in that industry for the last 20, 20 years, and I started out at the beginning of that S Curve 20 years ago. Didn't really know the industry, didn't understand it, got into sales, and just really enjoyed those first few years. And if I jump forward to seven years ago, Whitney, aged 39, I realized only after finding your work how often I had to push myself off of my learning curve. Otherwise, I got bored. And when I track my journey over the last 15, 20 years, I've never stayed doing the same job exactly as when I started it for any more than three years. And I just did not have that insight until I found the S Curve of Learning. It's fascinating. Today, I'm still in the same company I was in 13 years ago, and this, for me, is fascinating.

Garry Turner: Again, finding your work was so inspirational because. Again, the conditioning, the conditioning of society of the workplace is that, you know, it's this tiny little box. That's where you stay. And that's what we pay you for. And what I've realized is that the role I'm now doing at the current company and who knows where I'll be in the future is it's actually about helping co-create the conditions that allow people to challenge structures. To reimagine their role within the system and to even challenge the system of which they're part. So, whether that is from trying to

be anti-racist, whether that's trying to come up with new ideas around sales strategy, it's really just trying to say, Hey, just because we've always done it this way, just because you may be stuck at the top of your S Curve and you don't feel you can do anything different, I'd like to invite you to think differently. Because I don't believe that's necessarily true for you. So, that's very much where I see myself across these different intersections, these just being provocateur, but also a space holder at the same time.

Whitney Johnson: So, you started out in sales. Are you still in the sales part of the organization? Because as I'm listening to you speak, and I suspect that a lot of our listeners are saying, okay, so I get what you're doing. And in terms of what kinds of conversations you're trying to initiate, but from what platform are you doing it? Are you housed in sales? Are you housed in marketing? Are you housed in L&D? Where are you housed inside of your organization?

Garry Turner: Such a brilliant question. This is why they really struggle with me. Whitney, to be honest. So, I came in as the salesperson, and funny enough, 30 years later, I am still in exactly the same capacity. So, if you look at it from Garry Turner, as far as the organization that I work for, that I'm paid by. They get the same Garry they employed 13 years ago, but they're not just getting that. They're getting operating system upgrades 4, 5, 6, 7, and 20. But there's much we can talk about as to what extent does that system want to take? Or allow itself to take? These different versions of Garry because it's not always comfortable for them when they realize what Garry's learned at upgrades 6, 7, 8, 10, 12. So, there's this continuous tension between me still doing the sales role that I was originally employed for and how can I be positively disruptive from the inside out of the organization whilst trying to do the same on the outside.

Whitney Johnson: Let's peel this back some more. So, same organization, probably different managers over time, but you're still paid to go out. And at any given year before we hopped on, you said it's the end of the year. You're going to be doing lots of sales calls, talking to people, re-upping contracts, etc... So, that is the functional job that your company pays you to do, is you have certain sales targets that you need to hit. Is that correct?

Garry Turner: That's correct.

Whitney Johnson: At the same time, you have continued to morph your role such that you are continually jumping to new S Curves; you're continually developing and growing. You talked a little bit about this idea of sustainability. Can you revisit it again? You said there's this sustainability piece, there's this diversity and equity and inclusion piece. There's a third. What was the other piece that you mentioned?

Garry Turner: Yes, people and culture was the other one.

Whitney Johnson: People and culture. Okay, so why don't you pick one of those and then talk to us about how you have infused that S Curve into your portfolio of the work that you're doing.

Garry Turner: Thank you for that. Whitney. It's so if I pick the sustainability lens. So, you could look at it and say, Hey, Garry, your box is sales. Why do you care about sustainability? And for me, it's a deep, every one of those four intersections that I introduce myself with are founded around my deep desire to co-create just and equitable systems. Whichever one of those lenses you look through, they're all contributing towards that. So, if I bring that to life with sustainability because I work in the chemicals industry, Whitney, every, let's say every one of the chemical I sell, it goes into pharmaceuticals, It can go into manufacturing dashboards of cars, for example. Every one of those raw materials has come from crude oil or natural gas. You can't get away from it. So, it's actually if I want a future that my children, your children, society can survive with and live with in generations to come, we've got to imagine differently. So, that's what that's the thread I'm bringing in from sustainability, though, is that I'm going out and selling a product, but at the same time, I'm nudging and saying, Hey, yeah, we need to sell. I've got a job to do. I've got to put food on the table for my family. But that doesn't stop me from being curious about what does better look like in one, three, five, or ten years' time. So, I'm inviting that conversation into the sales dialog.

Whitney Johnson: And so, can you give us an example of not only what the conversation looks like but what's been one of the outcomes of having those conversations?

Garry Turner: So, one example, quite a recent one, actually has been very interesting. So, meeting with a big manufacturer of coatings and paints. We sat in a room with, by the way, this had never happened before, and I've not shared it with anybody before, not even internally, which is fascinating. So, I sat in a meeting literally in August of 2022, and because of how high the raw material prices are, because of what's happening with the global supply chains in a mess, we sat there, and we literally just discussed openly for an hour and a half as their supplier and then as our customer. What's going on systemically? What's working? How can we try and help them with their sales price? What might it look like if they change their raw material from one to another? Could it help reduce the cost? Could it be light weighted? So, it became this, what would have been a year ago, Whitney, a discussion just about price. Because of my growth and how I see the world and where the world is going. It became a systemic dialog between two parties rather than a capitalist. How do I get from you what I need and what you're trying to get from me? So, it's a very different energy in that discussion.

Whitney Johnson: And so, did they purchase differently as a consequence? Did they change the raw materials that they were using, or was it more of just creating conditions where you could work together, or was it both?

Garry Turner: I would say it's more the latter. We can't, I can't really comment yet on the first question.

Whitney Johnson: Fair.

Garry Turner: But what is very different, and I would say transformational genuinely, is that the aperture these, these customers. It's almost like they're on their own S Curve journey of like, oh my God, how I thought this relationship had to look was this. And they're now allowing themselves to look beyond just their narrow box of I'm a purchasing manager. Therefore, I must attack and win and reduce my cost. It's like, Oh, there's so much more complexity to this dialog, and I never saw it before.

Whitney Johnson: You know, as I'm listening to you talk about this, one of the thoughts that is coming to mind is we had Steve Young on the podcast not too long ago. And you may have listened to it, but he was formerly a football player in the United States and now runs a very large private equity firm. And he's written a book called The Law of Love. He talks in there about going into a negotiation, into a transaction, saying, you know, what does love in this moment look like? What does a win for the person I'm negotiating with look like? What does a win for me look like? How do I bring love into this conversation in such a way that everyone wins? And as I'm listening to you talk, that's what I'm hearing is happening is because you're walking into this with a mindset of what can we build together? What can we create together? The aperture is shifting, and you don't yet know what the economic consequences of it are, but you also know, and you trust that if you're focusing on abundance, the consequences will be positive in the long run, certainly, if not in the short run.

Garry Turner: I've literally just got a chill up the back of my spine as you share that it's spot on. And I literally listened to that podcast last week. Because and it hit me so hard because the way he's talking about, you know, when in the Woods, what's the question? You know you need space for that, Whitney, don't you need to create conditions to slow down for that question. And this is what I've realized through these new journeys is that we're allowing ourselves to slow down, to see, to hear, to be vulnerable. And that just did not happen 12 months ago.

Whitney Johnson: It's interesting because from a sort of a career standpoint, you've been on the sales S Curve, but because you continually are finding different ways to think from sustainability to people and culture to diversity, equity, and inclusion. You've managed to allow yourself to stay in the sweet spot so that you can stay in this organization for an extended period of time.

Garry Turner: And it's the only reason I'm still there, to be honest. I looked to leave back in before I started. If I may share very quickly, Whitney, another major tipping point for me or major moment, the biggest one since that early-stage bullying was literally when I say to thought 39 when I had the six-figure salary, I had the job, I had everything the outside world had condition me, mattered. I had all of it, Whitney. And I had this moment of what I now call. However, your listeners or you may receive this, but I now call it spiritual bankruptcy. I literally sat there. My insides were hollow, my body was hollow. I felt empty. I felt upset, but I wasn't distraught. But what I did feel in that moment was, what is it? What is missing from my life? That I can have everything that I've been conditioned,

matters? Yet on the inside, I feel like I've got nothing. And that sent me on this incredible journey, which I'm still on.

Whitney Johnson: You mentioned also in prepping for this conversation that you had recently listened to David Epstein. And he wrote the book *Range*, and you had some insights there. I would love for you to just share why that appealed to you so, so much in the context of what you're doing right now.

Garry Turner: To be honest, I can't remember verbatim what I shared back with you, to be honest. All I remember is that I felt like I was staring in the mirror. I literally, as I went through that, you know, I've loved the podcast for many years, but I was having a physical bodily reaction pretty much every 2 minutes of that conversation. Conversation. David Epstein. Yeah. So, pretty soon, I realized that my science background was shaping up to be a pretty typical scientist. Take those typical science skills, bring them over to a sports magazine, and suddenly you're a Nobel laureate. That really did make me tick off. It's like taking something that is very common in one area and bringing it over to this other area where it's seen as an invention or unique. If I could do quality work, I didn't have to compete with anyone. I think the reality is optimal is not only not known in a lot of areas but differs by area. We don't really know because most of the systems that we are all embedded in are not orientated to optimal development. They are orientated to getting things done on a certain timeline, and that is, just as I say, it's it feels like a chrysalis moment. Whitney.

Whitney Johnson: So, you had this spiritual awakening, you said bankruptcy, but it was also an awakening. About seven years ago, you knew things had to change. And you've now been on this journey of learning and developing and shifting how you're approaching the world. Talk to us for a minute about you're now an entrepreneur and continually agitating, as you said, a disruption and innovation catalyst inside of the organization. When you want to broach a new topic, suggest to your team that you look at the world in a different way. Do you have any sort of codified process or two or three things that you can share for people who are really struggling to get buy-in for their ideas and organization? You're clearly now an expert at this. What are some thoughts? What are some things that you are doing?

Garry Turner: The number one thing I would invite your listeners to reflect upon is where is your self-worth. That's the first point. On a scale of 1 to 10, when you, when you think about challenging the status quo or coming up with a new idea, or wanting to agitate, do you believe you have a right to even do that? That's the first place. That's the first place I would start.

Whitney Johnson: Wow. And then you have to do all this inner work before you can actually start agitating. How did you discover that?

Garry Turner: It's taken a lot of work.

Whitney Johnson: Yeah, okay.

Garry Turner: To be honest, it's taken a lot of work. So, I'm giving. I'm giving, really like, like I say, seven years of work, but trying to shortcut people. Although they do need to do the work, starting with that insight, that knowing that actually in. Your body, the body's got these three data centers, right? Guts, brain, and heart. We've been conditioned to only believe that the head system matters. What's going on inside our bodies? That gut feeling, Whitney, you and I both had. The number of times we've ignored it to our peril. I'm not saying it's always perfect, but it's got a lot of data, and it's got a lot of awareness. It's got a lot of wisdom in it. And we're very quick to discount it because we're taught and conditioned. The thing that comes out of our head is the only thing that matters. So, that's my point number two. Allow yourself to get present when you're thinking about something when you've got an idea when you're trying to build that courage to name it or to intercept. Maybe you're seeing a microaggression. I listened to your beautiful chat with Kim Scott and Trier Bryant, and I loved that Upstander interception. How do you call someone in? That's a great example of this. And I believe, again, it's how do we give ourselves permission to feel. You can see the common thread already, right? I never allowed myself to feel at a young age. I didn't know how to, but it's one of the biggest opportunities for our personal growth, and our ability to disrupt ourselves, I believe, is to allow ourselves to feel.

Whitney Johnson: So, number one is to believe, where is your self-worth on a scale of 1 to 10 and believe that you have the right to voice your opinion on what things might be. That's number one. And number two, you're saying, is to really pay attention not only to what's in your brain but also what's in your heart and what's in your body. That's number two. What's number three?

Garry Turner: Number three, and I say this with a lot of privilege as a Caucasian male, I accept. However, don't ask for permission. I've never yet had anybody say to me, Don't do that. When they've seen the evidence of the experiments that I run. Not once. However, the stories I used to tell myself before even taking that step. I've stopped myself from enjoying life, enjoying jobs, and building new relationships because I thought that it would end up being a certain way, which, of course, was almost never the case.

Whitney Johnson: So, number three is don't ask for permission. And yet it sounds like you run experiments. You've calibrated the experiments that they're such that they're not too terrifying for people.

Garry Turner: Spot on.

Whitney Johnson: Is that accurate?

Garry Turner: Spot on. So, yeah, it's very much testing, iterate. And lots of people talk about agile working, which is great from a process point of view. This is from a human point of view. How do we test and iterate our behaviors, prod, and probe again, how do we work together, what works, what doesn't, etc... So yeah, it's really that test and iterate approach, as you say, but not in a massively disruptive way that the system reacts and throws you out.

Whitney Johnson: Mm-hmm. Do you have an example of what that could look like?

Garry Turner: Yeah. So, I can give you a really meaty one, if that's helpful. So, between 2015.

Whitney Johnson: I like meaty examples. Please go ahead.

Garry Turner: So, between 2015 and 2018. So again, this is two one, two years into that post-spiritual bankruptcy. So, I'm diving deep into organizational design development. HR people, that's the culture and people intersection that now forms part of who I am today. One of the beautiful things about being in quite an entrepreneurial company is that I was able to apply so much of what I learned, but again, only because I didn't ask permission, Whitney. I didn't say, Hey, is it okay if I do this? I just went, Hey, there's an opportunity. I found two or three people on the team. What if we tried it this way? Let me try it that way. So, I found my line manager, who's actually still my line manager today. And we agreed to change the team, challenge the team culture. Why not? Yeah, we're making good money. Everything's healthy. But could we be better? Yeah, we're being good, but we're not being great. Think about Jim Collins' work. So, over three years, we literally changed the values of the team. We change how we organize meetings, making this super practical. We shifted from 85% of our time just death by PowerPoint, death by metrics. To 15%, talking about metrics, 85% talking about what works, what doesn't. What's getting in the way is one really concrete example. We did a whole range of other interventions like that test and iteration across this 15-person European team by the end of those three years. Whitney, of course, you can't directly link everything. It's quite qualitative, but with similar market dynamic, similar supplier base, we added 6 million top line and one and a half million gross margin. Same people. Nothing else had changed genuinely macro all within the business. Yet we delivered that exceptional performance from the same people already being paid salaries by the business.

Whitney Johnson: So, what I hear you saying is, What if we tried this? Why don't we experiment with this? Let's do a little experiment. How about if in our next meeting, we focus 85% of our time on X and see what happens? What will the outcome be? And they'll say, Oh, that's interesting. Why don't we continue to iterate? That's what I hear you saying. Is that accurate?

Garry Turner: 100%.

Whitney Johnson: So, the, why don't we try this and see what happens. If it doesn't work, we won't keep going. But if it does, we can adopt it.

Garry Turner: Yeah. Nothing but a value is going to come out of this experience.

Whitney Johnson: Mm-hmm. Hmm. This reminds me, Garry, of a conversation that I had with Darrell Rigby, who has been at Bain, and he said that he would say to people, I've been at Bain, I really like being here. I don't necessarily want to change jobs. How could I make this the best job ever here at Bain? And then he would build his case and say, why don't we try X? We can do it for six months. If it doesn't work, I'm happy to go back to doing what I was doing before. But why don't we just try it? And it was that let's just try this. People being willing to try it allowed him to continue to iterate. And he has now been at Bain and Company for 40 years. And what you just shared with me reminded me of that. Garry, just to continue to your spiritual awakening, you had cancer not too long ago. Would you share with us what happened, the prognosis, and also some lessons learned and how that's impacted this journey that you're on?

Garry Turner: Yeah. So, it's March. Sorry, January 2020. Literally, as the pandemic was kicking off here in the UK. And I had a very small pimple on my right testicle basically around the 20th of January 2020. Of course, went to the doctor. I'm someone that does check, for all of you out there that may have testicles. Please take this as a kind invitation. Do check them regularly, public service announcement. But it's interesting. It's only let your pimple like the size of a pea. Okay. Literally. That's all it was. So, I got it checked out, and the doctor at the time thought it might just be a cyst. So he said, just keep an eye on it, see what happens. Within the next eight weeks. So, on the 19th of March 2020, I had my right testicle removed because I had testicular cancer and it grew from that pea to the weight and size of a hockey ball in eight weeks.

Whitney Johnson: Wow.

Garry Turner: Yeah, it was aggressive growth, and it was so many lessons from it. But yeah, I'll give you two very quick ones. One is that because I'd already started doing the work around understanding who I was around emotional intelligence, you know this emotional suppression. Because I started already doing that work, weirdly, I found that I navigated this experience of cancer more. Wasn't fun, but it was more like that, more of a sort of row rather than a volatile storm at the sea if that makes some sense. So, that was interesting. The other big one and this is one that still sits with me. With me is yeah, and I feel it a little bit in my throat as I share it. I feel that I've had my first experience of the pressure that planet Mother Earth feels based on our current trajectory of extractivism and overconsumption. I believe that. I believe that the weather patterns we're seeing, the challenges that we're experiencing with these systems globally is directly linked to how out of balance we are now in terms of how we live with nature. And I feel like in my body I had that experience because it just grew so quickly and so aggressively. And that pressure in my body, I feel, has some correlation to what mother earth is feeling right now in this moment.

Whitney Johnson: Mm-hmm. That's really powerful. You were having this experience at the same time that the pandemic. I mean, it's just. I mean, in lockstep. How did that affect I mean, how did that all affect your psyche?

Garry Turner: It was curious, is probably the best word to use because I literally I was going into walking into a hospital at the very time they wanted nobody walking into a hospital. So, there's almost a bit of guilt. Not that it was my fault. I had cancer per se, but there was this there's something going on for me around. I don't want to be someone that's a burden on this incredible health service.

Whitney Johnson: Oh, interesting.

Garry Turner: Which was really. Which is really interesting at the time.

Whitney Johnson: Yeah. Huh? So how are you now? Are you in remission?

Garry Turner: I'm very lucky, touchwood, because I got it so early. Again, that's why I'm really emphasizing for people that may not check their testicles to please do so. I got it at stage one. So, literally, before it, before it got any worse, it was able to be cut out, which is unlike most cancers. So, I'm very lucky that I'm pretty much Garry version, whatever I am now, just with slightly less testicles on my body.

Whitney Johnson: Yeah. Yeah. Garry, it sounds like you're about. Garry 7.0 or something. The major quantum leap. So, with all this personal disruption and leaping to new S Curves that you've done, how has this influenced and impacted your loved ones? What's the contagion effect been like for your family?

Garry Turner: My wife, Jackie, it's been particularly profound and more so even in the last year, actually. Because as we look at things, because we both work in the chemicals industry, funny enough, my wife and I do, but in different companies. And I found that our communication style, our desire to hold space to one another and truly listen. That shifted a lot. Really, just intuitively, we seem to make space for each other in a way that we didn't in the past. We allowed the busy, busy to be more important than truly hearing and seeing each other. That's definitely been a shift.

Whitney Johnson: So, it's made your relationship that much better?

Garry Turner: Hmm. Stronger. Tighter, I think.

Whitney Johnson: Because you were on this journey. But she decided to go on her own journey as well.

Garry Turner: She's got her own. So, she's a mum of three. Which also, now three, three of mine as well. And I think it's our relationship that has taken we're on a joint journey of exploration in a way. And if I can bring this to life very practically, we both know that we are in a relationship, and we are independent self-sufficient adults that can choose to be together or not. And that is very, very, very powerful versus that sense of codependency, which I've had in previous relationships.

Whitney Johnson: Right. Right. You're choosing to be here.

Whitney Johnson: Are there any other stories that you're thinking of or case studies, experiences that you're thinking, I think that Whitney's audience needs to hear this? Anything come to mind?

Garry Turner: So, this is, do you want me to disrupt myself like, life?

Whitney Johnson: I do. I do. Of course, I do.

Garry Turner: So, I'm getting a reaction in my body. And there's a reason for this. There is a conversation that is ongoing for me, which is basically me stepping into what you beautifully point to as market risk versus competitive risk. So, I approached another company four months ago just to say, Hey, what would it look like to have a conversation? Exploratory dialog. Could there be a place, maybe? Because I'm this person now, I'm not that person anymore. Extra context. My company is great. I'm paid well. I love lots of the people there, but that box is very tight for Garry. They take the bit of Garry that they want when it suits them, but they don't want to embrace the whole of me, Garry version 7.0. This other organization has gone, Oh my God, people like you exist. We need to be here in ten years time and we know we don't have the capability or the foresight to be there. And you're coming in speculatively off the street with this understanding, this insight. Let's have a conversation. So, I spoke to the CEO, I spoke to the CFO, I spoke to the global HR director, and we're currently in dialog about creating a brand-new role that doesn't exist. So, I can help them sense into the future through learning an organizational development lens. To be confirmed. Dot, dot, dot.

Whitney Johnson: That is fantastic.

Garry Turner: May go somewhere, may not. But I think the big thing for me and I appreciate our chat today. This would not have happened. I would not have had that. Again, if you look at the theme of our chat today, if I was low self-worth if I didn't run experiments if I was afraid to feel I would not have made that approach. I would never have made that approach. So, it's really almost a culmination of these different curves that I've been on that have supported me. Going right, now is the time to step into this full whole version of who you are here to become.

Whitney Johnson: Yeah, and what I love about that is that you're saying regardless of the outcome of this conversation, you had this self-worth to have it. You had the understanding of to think about what it could look like.

You are willing to do it. And so that is an indicator of all the growth that's taken place. The outcome is, in some respects irrelevant.

Garry Turner: To some extent. And I now know because I've been seen that thing that I wasn't when I was bullied by those kids. I've been seen by somebody for the version of me that I can become and not just the version I'm adding value in today. So, I now know that's my upgrade. That's now my new baseline.

Whitney Johnson: Right, right, right, right. Yeah. It's funny because I know Laura Gassner Otting, who was in executive recruiting for 20 years. She said she made the comment of once you see yourself doing something new, you can't unsee it. And now you've seen the possibility that you bring. You can't unsee it.

Whitney Johnson: What's been useful for you in this conversation?

Garry Turner: Spending time with you, Whitney is always a joy. So, that's point number one. That's easy. But honestly, point number two is I deeply appreciate how you hold the space and the questions you ask that allow me as your guest to piece together that life journey. To get me to where I am now because I haven't done it. I've not seen it so clearly. As I do right now in this moment. So, I'm really grateful to you for that.

Whitney Johnson: Oh, good. All right. Any final thoughts that you'd like to share?

Garry Turner: My only final thoughts are we need every single human being showing up as fully as unashamedly, as boldly, as courageously as possible right now. And I invite you, your listeners, to truly try and push themselves onto the next curves because we need them. We need them desperately.

Whitney Johnson: All right, everybody, You heard it. Show up. Garry says show up like he's showing up. Garry, thank you so much.

Garry Turner: Thank you.

I loved this conversation with Garry and wanted to highlight his three mini mantras that lead to innovation. Number one, you have the right to disrupt the status quo. If you don't feel empowered to ask tough questions and try a new approach, then that's not necessarily an organizational problem. It may be, but it also may be about self-worth. Everyone has the right to say, What if things were different?

Number two, listen to your body. We are conditioned to dismiss this information. And yes, it's important to focus on evidence and data, but our gut and heart have wisdom that can serve us. Be sure to factor this in when making an important decision.

Number three. Don't ask permission. We all need to follow the rules and respect our bosses and stakeholders. But too often, an innovative idea can die on the vine if it has to be discussed or run through a committee. If there's a change you believe in and the only risk is your time. Garry says go for it. If it flops, no big deal. And if it succeeds, nobody will question you when you show great results.

For more on diversity and inclusion, listen to [episode 263](#) with Kim Scott and Trier Bryant. For more on supply chain sustainability and responsibility, listen to [episode 290](#) with Wes Carter, the president of Atlantic Packaging. Thank you again to Garry for being our guest. Thank you to you for listening. Thank you to our producer and engineer,

Matt Silverman. Audio editor Whitney Jobe, production assistant Stephanie Brummel, and production Coordinator Nicole Pellegrino.

I'm Whitney Johnson.

And this is Disrupt yourself.