S4E28 Steve Morris

SPEAKERS
Peter Margaritis, Steve Morris

Peter Margaritis
Hey, welcome back everybody. My guest today is Steve Morris, and God, Steve, we go back maybe a whole week or so.

Steve Morris
A week, yes.

Peter Margaritis
We were introduced by a friend, Jeff Koziatek, excuse me, Jeff. And Jeff thought you would make an excellent guest. We had a wonderful conversation last week, and I want to get right to the meat of our discussion. Excuse me real quick, thank you for taking time out of your schedule to be on my podcast, and I'm so excited about this topic, I just bypassed, my initial thank you to you.

Steve Morris
No worries, Peter, thank you very much for having me on your podcast. I mean I really enjoy having these discussions and just getting more information out there into the world to help people have a better life, better business.

Peter Margaritis
Perfect. And the topic at hand is something that I was introduced to maybe six, eight months ago when a colleague sent me this thing about psychological safety. I went, "Arrooo, what is that?" as Scooby would say. And the more I started reading about this, the more I equated it to the world of improv leadership, and in our discussion even talking about working with your clients. My audience may not even understand what this is. So, if you could go in that direction and describe what psychological safety is and how you discovered it. And we'll take the conversation from there.

Steve Morris
Yeah, well, sure. So, you know, I have to caveat that I'm not an expert on this, either right? It's something that I've become aware of and done some research on it and bringing into, you know, bringing into the work that I do with my clients. And so where this came from was, you know, I'm working with leadership teams. I'm helping teams figure out how to get better, more cohesive, more aligned to be able to have those conversations. And the research that I was doing I come across Google Project Aristotle. And so, Google did this research on their high performing teams, Who were the best teams that they had at Google, and how come those teams...what were the characteristics of those particular teams that made them high performing? And they found this one trait. This one thing that really differentiated their top teams from the other teams, and that was this concept of

psychological safety teams that were knocking the ball out of the ballpark. And the other teams didn't. And so, what is psychological safety? Right, so this is this, it's creating this atmosphere this environment in the team, where somebody feels safe to be able to put up their hand and say, "Hey, I don't know what's going on right now. Sorry I didn't understand, you know what we've decided in the last meeting. Hey, I'm getting overwhelmed I need some help." And they can do that without fear of being shamed or ridiculed or ostracized, you know, voted off the island, all of that stuff, right? So, to be a sort of team leads you know create this environment where people feel like they're able to put up their hand and ask for help. And I think it's just such a, you know, a key concept because I've worked in a lot of high performing teams. We've gone and done incredible things like designing multimillion dollar racing yachts. Some of those teams I can see where we had that environment. I didn't know what it was called then, but we had it. And I also saw teams where we didn't have that, and, you know where we weren't able to achieve the results we want. And so, when I found out about this research, I'd finally, you know, I've got some words to put a name to, you know, the things that I've been experienced and then I can bring that to my clients as well.

Peter Margaritis
It's such a unique concept but then I don't understand why it's so unique, because my, in my mindset, this is how we all should be leading and provided a culture that you are not ridiculed for speaking your mind, unless it's something completely outrageous offensive, whatever. But as it relates to your work, your risk, your ideas. It seems like that almost think that people are afraid to do that because the culture has already been created within an organization. So, in thinking about that with your clients, how do you get them to start thinking differently? Instead of changing that culture to one or more that a great deal of respect.

Steve Morris
Well, I think, you know, it starts really with introducing the concept and pointing it out. Because I really feel like, you know, if I look at my experience and the work that I do with my clients that sometimes people just, you know, behave in certain types of ways right that have come from the past, you know that the old way that, you know, business kind of used to be run. I think you and I kind of joked about this in our first conversation that that T-shirt that you can go and buy in shops you know that says 'Beatings will continue until morale improves.' You know, it's nice to have that as a joke but it's no fun if you actually are experiencing that, right? Or some form of that, and you know I, I sort of feel like that was more of the type of environment 30 years ago and trying to run a business. That doesn't fly anymore these days, of course, within finance. So, in sort of trying to introduce this subject, it's really about like the starting to notice, like what people say. And I'm been tremendously interested in this from, you know, just these aspects of like creative work together. This concept of brainstorming, right, and these ideas of, you know, the sort of traditional brainstorming session where everybody's sitting around the table, and there's one person at the front of the room and they've got control of the marker. And then somebody says, "Well, how about this idea?" and "Why, it's a silly idea who would do that?" Right? And just, you know, shutting people down. And I but I don't think people kind of really realize that that's what's going on in the conversation, right? It's just sort of like baked into the environment, but when you start calling it out, and you start noticing it and you start saying look out for these types of behaviors, then people like, 'Oh, gee, you know, I can't believe I just sort of said that,' right, and start

changing their mindset around it. So, it's a progression, it can't happen overnight but it's a journey to go on for sure.

Peter Margaritis
Yeah, in the improv world when we talked about brainstorm, we say you can't create and criticize in the same space. And I have client that wanted me to do this brainstorming sessions, divergent thinking, with this team, and hindsight being 20/20. I needed to put more things in front of it before they before we get to that point in time. And the CEO was all in, but basically we were trying to answer ideas real quickly. So, I'm gonna turn them into dissertations, and they were getting, 'We've tried that before..." and I just saw the wheels go completely off my car. And I went okay and I talked to the CEO after the fact that said, I've learned a lot about it, I think you have too. And that is going to take a while, and we need more upfront, earlier, kind of adopted into it until we get them in the room.

Steve Morris
Yeah. I think that's, you know, just having the experience and seeing, like, oh suddenly just, you know, just this sentence came out into the room. Well, you know, we can't do that we've never done it before like that. We always do it the old way, you know, whatever. And then, you know, just to see, you know, people's feelings and reactions from that they're like, Okay, got it. Alright well I'm just gonna like bottle it up. I'm not going to say anything more. Fold the arms. Lean back, and they're done, you know, but so if you can just say, 'Oh, did you see what happened right then? Did you notice that?' So, we need to do things a little differently. And how about instead of saying that we do the improv thing which is 'yes, and...' Right?

Peter Margaritis
Thank you. Yes, and... You're right. I'm fine. But it's changing. I mean, I did a creativity workshop for a CPA firm, but the managing partner of the firm was in the room with everybody. And I asked them for crazy ideas. And they barely even gave me the ideas. So, I had to talk to the managing partner. I kinda called a quick break in a bathroom said, "You know what's happening? They're not saying anything cuz you're sitting here. They're afraid to." So, we got one or two things we can do. Either you give me the craziest idea whenever it comes back, or I would like to say that you would had something else to do, and you'd leave the meeting. So they can...this is why you hired me, and you're stifling them. And I got a real hurt look at first, but then they understood. Then I said, "So which one is it?" He goes, "I'll leave.". And he was getting up. I said no, no, but they take care of it. So, everybody back, set the tone. I said, "He wanted to see it. He's got things to do. We're going to have a conversation." And as soon as he left that room, it all of a sudden became filled with oxygen.

Steve Morris
Right, yeah.

Peter Margaritis
We see that all the time and we want, we ask people for their thoughts and ideas, but they don't align to what we're thinking. They seem the crazy one.

Steve Morris

So, one of the techniques that I use with teams that I'm working with is part of the Lego Serious Play Methodology. And so, this has been something, of course, I haven't done a lot in the last year because of COVID and things. But there's a whole methodology around getting a group of people to have, you know, creative experience together. And we've, you know, we, there's a lot in the setup for this right and it's these things like, and I often get clients saying what, you know, can I just sit in the back of the room and watch? Was like no, you're either at the table participating and being part of this or you're not in the room. You're either a participant or you're leading the, you know you're me, and you're leaving the facilitation. So, that's the first thing because you, you have to create a psychologically safe environment for people to talk. And then the second thing we do as part of the whole methodology is we level the playing field. So, for the people around the table, it doesn't matter what their title is, I take them through a various set sequence that levels the playing field, and allows everybody to see that their voice is equally valid. Able to, you know, talk about their ideas and everyone's going to listen. So, we make sure that no one grabs more airtime than somebody else. And the really cool thing about the particular methodology is, some people are taking their ideas and they're building models of them. And then these models are metaphors for their ideas, and you can't be wrong about that. If you say, you know, whatever this model represents to me, well, no one can say, you know, you're wrong. Because that is the truth. This is what this model represents to me. And that really creates this environment where people feel safe to now start talking about really what's going on inside. So, I love I love working with teams, and taking them on that sort of a journey.

Peter Margaritis

I imagine that when you're going through this process of setting, leveling the playing field, ego gets in the way. How do you manage that with someone with that ego issue?

Steve Morris

No, I haven't had to deal with ego as much as just sort of like the resistance of sort of coming into the room and wanting to participate. And so, I do remember this one workshop I did, where one individual sort of came into the room. Clearly, was sort of not in a great mood, kind of sort of sat down, you know, cross the arms. Sort of was looking a little bit puzzled at this activity that we're about to do. We just proceeded ahead, right? Was sort of like I have faith in the process. We go through the process. And this particular, that individual just, you know, started engaging in it, and ended up building up a model that was fairly unusual. I'll just put it that way. But what came out of it when, when it came time for them to tell the story about their model was this an incredible story came out from inside them. About, you know, the fact that they were nearing retirement, and they really cared, you know, they've been in this position for for many years. They cared about their organization. They were worried about being able to transfer their knowledge and to have it continue in the organization. They wanted to teach people everything that they knew. This whole story came out. Everybody was kind of like, Oh my gosh. Where did this come from? You know, because of the all of this suddenly got turned into, you know, instead of this resistance that was actually I want to give, but they had to sort of work through them. Feeling like maybe they weren't feeling as safe to be able to say that they wanted to give. But taking them through the methodology allowed them, you know, creating the environment, right? Creating the environment for psychological safety allowed them to talk about this story and everybody was blown away. I just love them.

Peter Margaritis

So, when you ask them, that they will take over brainstorming, what type of prop do you give them so they can build their model?

Steve Morris

Well, open ended questions. That's always the thing. So, it might be, you know, what is a good day look like in your office, right? And so, that's something that doesn't have a right or wrong answer to it. You can't just say yes or no to that. So, people can now start describing, you know, what, what is a good day look like. You know, we when we go on a particular journey too that starts with the individual, always start with the individual, and then you went to the team, and then you went to the environment. So, you're sort of building from the center out working with a group. And so, the progression of questions will be going along those things, like you know, what, tell us something about your identity. Tell us about your team. How do you see your team's identity? Where do you see your team fitting into the organization. So, we're sort of always moving along a progression like that. But it's definitely, you know, open ended questions and nothing that can be answered by yes or no.

Peter Margaritis

I wanted to get a feel or an idea of those questions. I thought it was a question around How can you make your job a little bit better or that? But I liked the aspect of 'What does a good day look like?' And then, taking it almost like Simon Says gets out with the why and we come all the way back out.

Steve Morris

Yeah, and we can even go negative sometimes too in the way of 'Describe a nightmare boss.' All right, let's put it all out there.

Peter Margaritis

And does the team just automantically go look at the boss? And just go, I rather not answer that one right now.

Steve Morris

I'm creating a psychologically safe environment, so people can build it into the model and say, 'That's what I think a nightmare boss, you know, exhibits.' We're pointing fingers around the table, just looking at the model.

Peter Margaritis

And that I mean, as much as I'm so fascinated by it, I'm sitting here thinking about the application, the buy in, in an environment that probably grew up around something just the opposite, and that pushback. So, I guess the point of the question is, as you work with these teams within these organizations, and you were part of a huge team building these multi-million dollar, billion dollar racing yachts, and we had talked about that psychological safety was not used that terminology, but we both experienced, maybe a environment similar to that, and also one that's just the complete opposite. How do you sell this to the CEO, when you pitching the idea that this is something that will help their business?

Steve Morris

Well, number one is point to Google, right?

Peter Margaritis

Well said.

Steve Morris

Point to the research like, where did it come from? And Google isn't the only people who have been doing this research, right? There's Professor Amy Edmondson. I think if I've got her name right has been doing research on this, and she's done a TED talk about it. But point to the research, as the first thing and, you know, it's sort of always like, why are we having the conversation with the CEO in the first place? You know you're the CEO has a goal has vision for, you know where they're trying to take business, and perhaps they might be feeling a little stuck. Maybe they might be feeling challenged. Maybe they are trying to figure out like how can we get our team to come along and be a part of the vision? And there's a lot of different components about, you know, depending on how that conversation goes as to, you know, what tool I might pull out on my toolbox and say this is, you know, something that I think that we can use to address, you know, where you're trying to get to with your team.

Peter Margaritis

I'm reading this book right now. Somebody put me on to it. The title of the book is 'A CEO, only does three things.'

Steve Morris

Okay.

Peter Margaritis

And the three things are in this order. Culture, the people, and the numbers. And number one is the culture. And when I read this in, actually it's one of the quotes that in the book from Peter Drucker "Culture eats strategy for practice."

Steve Morris

Yep.

Peter Margaritis

Without the right culture in place it's not going to work.

Steve Morris

Right. Yeah. Well, I certainly, you know, saw that with, you know, some of the very high performing teams that I was working with, and have worked with, and are working with now. It's just when you create that right environment, then people are able to excel, right? People are able to come and reach their full potential in the team. And it's, you know, that's not all serious either. I can have a little bit of fun with it, like, you know, to be able to smile and things and joke around and, you know, just to really be able to get to that point where now everybody's like really able to wholeheartedly bring their best to the

team. And, you know, these things go hand in hand as well. And this is what we work on with that Entrepreneurial Operating System with EOS, that I, you know, here's a simple system of tools that I'm bringing to business owners and business leadership teams to help them get what they want from their business. We work on these very specific things of getting the right people into the organization, doing the right things and creating the environment around, you know, the core values of the organization and the focus of the organization, so all of that can go together. You know, I work with my clients to help them be able to articulate and talk about the vision for the organization. But, you know, you can bring a great vision to reality if you don't have great people in the organization. And I think the key thing that we work on with our clients is the great people, unique to each organization. They're unique to the culture right? So, the culture is, you know, establishing the environment and the organization, and then we get the right people to come and fit that culture like a glove. But we do talk about, you know, using the core values of the organization to be able to identify, you know, who are some people who, you know, they might be rock stars. They might be meeting their numbers. They might be knocking the ball out of the ballpark, but they just don't fit the culture of the organization. And I'm sure you've probably worked with people like this, and I've I've encountered them in my career as well, you know the cynical outlook. You know, of nine o'clock in the morning or they're the, you know, people who are looking at organizational change and figuring out well I'll just I'll just stay under the radar and, you know, this will change and I'm not going to buy into this. People who are sort of snipping away around the edges. You know, those, that sort of mindset doesn't help an organization, you know, reach where it needs to, and you've got to be able to figure out who those people are. Who aren't on board with what your culture is, and find something else for them to do.

Peter Margaritis
As your telling that story, I reflected back to Holly, share the story that she was an HR person, and how they flipped the hiring process. So, they they senior management you will get to get a get clear vision on what the mission statement, the vision statement, the core values and core competencies of the organization is. They put it up on their website. And when somebody would apply for a job, the first thing they had to do was go to the website, understand it, and see if they fit in that culture, and then there was a phone interview. So Steve, tell me how after spending time on the website, how do you see yourself fitting into our culture? If they couldn't articulate it, or aren't going to get a second.

Steve Morris
Yeah.

Peter Margaritis
And then, those who could, and had that vision, then they would bring them in for another interview, and still talk about the culture and vision and stuff to make sure that they weren't just telling them what they thought we wanted to hear. And by the time they hired that person, a little bit of time, but the sort I'm looking for. There was very little turnover on those individuals that went through that process. Where before it fill out this application, Dah dah dah. You're hired, which, and those people would leave the organization sooner than anything else. So, it's like, we have to we have to think about if we're going to put this psychological safety in place. We've got to flip the switch on how we hire those people.

Steve Morris

Absolutely, yeah, and so we, that's a very specific thing that we work on in the Entrepreneurial Operating System. Is defining what your core values are, and then using them in the hiring and the review process to make sure that you're attracting the people you want in your business, and repelling the people that you don't want, right? That becomes a litmus test. So, it's a very important thing, and I love this because I like, you know, this, there's one team that I worked with a resource stands out of my mind that you know how they built their team, very deliberately very intentionally. Each new person coming onto the team, making sure that they fit the culture of the organization. And when I went to work with that team. I was just like that was a different atmosphere. Right? It was just like, everybody's organized. They know what they're doing. Their roles are sorted out. They have clarity around what they were doing, and particularly this was a sailing team. So, you know, they weren't arguing about who's going to pull this rope and, you know, just sort of internal things on the boat. Having that coordination, that clarity, that cohesion and the team, freed up the energy that allowed them to now look up and out of the boat, and now everybody had the energies to be much more strategic. To be looking out at, you know, what's the competition doing? What's the environment doing? You know, where are we? What's happening next? And having that sort of strategic discussion, and just, you know, the, the team was just operating at a higher level, because of really creating the right culture the right cohesion there.

Peter Margaritis

When you, when you perform it at a high level, it's like, and I've witnessed this that communication, verbal communication. It's not always necessarily. One's body language. I've been married to my wife 45 years. I've known her 27 years. We can have a conversation across the room and not say a word. It's Yeah but, but that takes time. But, those type of... In the improv world we call that the group mind. Well I, I know what everybody else is doing, and what they're supposed to be doing. And I don't have to instruct them. They equate that back to the Chicago Bears to when they won the Super Bowl. That that cohesive of that team, where everybody knew and they could communicate with body language. Do you see the same thing in these high performing teams that you're working with it when they get to that point? It sounded like on that racing yacht that they were experiencing that.

Steve Morris

Yeah, I admit that's unfortunately rarer than you would hope, but I, you know it's because it's sometimes hard. I mean things like this do take time to get into place. In some of these teams, you know, they will sort of be brought together for a very specific goals, and achieve that goal, and then they would, they would disperse. But, you know, one thing that comes to my mind, you know, when talking about the improv world so I used to watch this program on TV called Whose Line is It Anyway. You've heard of that. Yeah, so the English version, right? The original British version, and just sort of, I always used to marvel, right, at the people I know what you call the improv artists, right? I mean they all sort of work together right on that show sort of week after, week after week, but just incredible degree of cohesion on something that was incredibly spontaneous at the same time, but they were able to stir those magic, right? They were just able to build and build and build on top of each other and create these incredible scenes and stories out of nothing.

Peter Margaritis

It's...I'm glad you said that. You know what, what, what a lot of people when they think of the improv world, we just make stuff up, which is complete opposite. We don't. Yeah, and I was trying to describe, I said, an improv troupe they practice. They go, 'Why wo they practice?' Because they want to make sure that they understand. They want to build that team cohesion, and when we're in some of these exercises there are some boundaries around. So, when we're doing it live, and somebody throws me that curveball that I'm not expecting, I probably either dealt with it, or had curveballs thrown at me at practice, so I can handle it, process it, and then respond to it without freaking out about it. Right? And it's, it goes to just being prepared.

Steve Morris

That brings me to, you know, there's a saying that I love using with, with my clients which actually comes from the US Navy SEALs. And they talk about, you know, you never rise to the occasion. You always sink to the level of your training, but that's why we train hard. Right. You know, when the stress hits, and you know, this is takes me into, you know, I'm using that in the context of working with leadership teams and talking about stress, right? And so, this is this, you know, things happen, right? Things are coming at leaders, all the time every single day, issues coming up in the business, and things can trigger people, right? And when they, when you get triggered when you sort of go into the, you know, fight or flight or freeze mode, you know, your brain shuts down. The cognitive thinking shuts down. I just find this sort of fascinating, all just different layers of it. There's some research that was done on college athletes and found that, you know, when they are really full of adrenaline right out on the field actually that their cognitive processing ability goes down. So, you put all these things together and realize that when I'm triggered, I don't make the decisions. I can't even think my way through a problem when I'd say, you know, and I don't say the right things. So, you train. You widen your window of tolerance in which is exactly what you're talking about. You know, with the improv teams and that's what I've seen, you know, working with the teams that I work with. Train, train, train so that, you know, when stuff comes up, it stays within your window of tolerance and it doesn't trigger you. When you can maintain that window of tolerance, then, you know, you stay online. Central Processing Facility stays online and you can respond. You can think through something and come at it from a, you know, rational point of view and to be able to respond. And there's only, you know, as far as I know there's only one way you can get to that point and that's training, right? Keep on widening your window, and dealing with these things.

Peter Margaritis

I do believe it was the assault on Osama bin Laden, when they captured him. And I think it was a Navy SEALs. And they train, train, train train, just like your widening it. When the assault began, one of the helicopters crashed. Well, they didn't planned for that. Now that wasn't part of the training, but because of their training, they were able to adapt a new strategy in order to achieve the ultimate goal. If without that training that width, there, who knows what happened.

Steve Morris

Right.

Peter Margaritis

But they were prepared for anything that came about because few plans are fully executed without any hiccups or errors or something. And how do you adapt to that? Okay, this is reality now. What do we feel need to do within the organization to achieve this goal?

Steve Morris
Right, so it's sort of about, you know, having all of those processes together within the team to be able to respond when things are coming up. And, you know, in sailing it happens all the time. You're out there, you know, the mast falls down. Something breaks. You know, there's the recent America's Cup which was held down in, in Auckland, New Zealand in March of this year. The American challenger in one of the races they came around the top mark they dived, and a rope got caught, and they got hit by a gust of wind at the same time. And the whole boat, you know, was sort of pushed up out of the water and flipped and capsized. And they got a hole in it, right? And so, within nanoseconds they've gone from like sailing this boat at 40-45 knots to now they're over on their side in the water and there's a hole in the boat and then starting to sink. Talk about a crisis, right? But do you know to have the team be able to come around and figure out what, you know, we've got to deal with us. We got to deal with what's in front of us right now. You know, make sure everybody's safe. Everybody okay? Good now let's, let's start dealing with the boat. You know, let's get something on there to stop the boat sinking. And then, everybody sort of rallied around and this is, you know, as an unusual story for the America's Cup, but in my experience in sailing and and so many other things, You know, this is what life's like. You know, clients say well, everything's been going great and then, oh my gosh, like, you know, our major account, they've just been acquired by somebody else, and now we've lost 50% of our business. Now what are we going to do? And if you're in a position where you're ending up getting triggered by that then you don't, you know you can't operate out of the best place to be able to now make a rational plan to go forward.

Peter Margaritis
I like to say that the collective knowledge outside the office far exceeds the collective knowledge inside your office. In a situation like that, you better get your people around you. Get your team around you and try to figure something out. Instead of you try to figure out yourself.

Steve Morris
Yeah. Well, then I think there's a lot of things I mean, you talk about mindset, right, and changing mindset. And I'm really big on this with, with the teams that I work with as well. And I do it for myself like I'm constantly reading, you know, philosophy, like you know, talking I'm reading the book at the moment called 'The Lives of the Stoics,' by Ryan Holiday, and it's just fascinating. You know, it's all about sort of ancient Greek and Roman history. And, you know, people who have operated in this sort of sphere of philosophy and politics and, you know, having to deal with. You know, Seneca was one of the great Stoics, but he was trying to help Nero. You know, the, the Emperor of Rome who was completely unstable and capricious and ended up, you know, just doing really evil things. And so, you know, they just never knew from one moment to the next. Am I in today or am I condemned today? You know, am I coming to the Imperial corner right being exiled and, but it's the part of the philosophy is about the mindset of just being able to Well, I'm here to do the best that I can wear each day. You know, fates gonna do whatever fate deals to me today, and I've just got to make the best of it. And I've got to do that, you know, while maintaining my head and being calm and acting for the greater good. And to be

able to move things forward. And I think it's very helpful to work with teams around these sorts of mindsets like those. There's actually, there are frameworks. There's processes. There are systems that you can use to be able to deal with issues out there, and the more that you put those in place and the more you train with them, the better off you're going to be in being able to deal with the crisis when it comes out.

Peter Margaritis
Yeah, you're talking about crisis and teams and stuff and, and the one thing the world of improv has taught me is to focus on the things I have control over, not the things I don't. And it's amazing how many of us, I'm guilty of this too, you should focus on the wrong thing. I'm focused on, why is management made this decision? Well, that decision's been made. I have no... they didn't ask me for my input. So, either I accept it or go find another job. Easy as that. But there's so many people who get so focused on things they absolutely have no control over. That creates the stress, and stress within the team. Versus let's focus on what we have control on and shut everything else out that we don't have control. We'll figure this out 10 times quicker versus focusing on the wrong things.

Steve Morris
Yeah, and sometimes, you know, that sort of the number of things that you have control over that, you know, that that can become a fairly small sphere. And ultimately, I mean it's sort of like when you, when you sort of drill it down. The things that you really only have control over are, you know, what's going on in your head and your reaction to events. And one of the things that I've been working on, certainly in the last year, you know, with COVID and the pandemic and the effect that it's had on business and things is just, well, you know this, what the things that I have control over is sort of like this ever shrinking world. And ultimately it sort of comes down to some of these practices that I engage in which is the one thing that I actually can really have control over is my breath. And, you know, if things are... if I get triggered by something, what I know and what I train is that I can come back to my breath here. And I can just take a breath in. I can feel it coming into my nostrils, and I can take a breath out. Okay, and now I can do it again. And that's, you know to tell another US Navy SEALs story. I mean I read about, to their, their training for Hell Week. You know, which is about, like the first week of training that they've got to get through. They don't sleep for an entire week there in the freezing cold of the Pacific Ocean. They're carrying boats. They're doing push ups and sit ups and endlessly for a week. And from what I've read, what I've what they've learned is that the people who survive and get through to the end of that training, they bring their event horizon closer and closer and closer to themselves for the things that they control. And ultimately, so instead of sort of like worrying about oh my gosh it's, you know, like, hours into this one week thing I'm already tired and freezing cold. How am I going to make it to the next week? Do you have that mindset apparently you don't tend to make it. But the people who are able to bring it in and get to this point of, well I got to do is one more push up. And if that's too overwhelming for me to actually think about, all I got to do is take another breath. Okay now, okay did that good. Now, I'm going to take another breath. And so, they really bring up that's the thing that you can control and you keep on bringing it closer and closer to you. I think it's a fascinating concept, and I love reading about it and thinking about how I can apply those sort of principles into my own life, and then bring it to my clients.

Peter Margaritis

Absolutely. Yeah, I, when I coach people when they're doing presentations and they begin to panic. I go, you've become a shallow breather, meaning you're not getting enough oxygen into your brain. Take them over to a couple deep breaths and relax your body. It will come back to you. But that same, it's really comes down to this...how well, well do we breath under stress,

Steve Morris

Under stress, yes.

Peter Margaritis

Under stress. We could, I literally could talk another hour with you, because about four other things popped into my mind, but I want to respect your time and we will have... we will continue this conversation in the coming months because I am fascinated by it. I will take you out, kinda shake it up and do something a little bit different towards of the end of the podcast with my guest and say, so, what book are you reading? I already know what it is. You've already shared it. I can't thank you enough for taking time. It's a pleasure meeting you. Having two conversations, we will stay in contact, and thank you for sharing your thoughts. I mean it's spot on. And for those of you who missed this podcast episode has resonated with, how can they find you, Steve.

Steve Morris

Well thanks, Peter, I mean yes, it's been an incredible discussion. So, I'm available on the web at catylator.com, which is my business. Came from catalyst and incubator which is creating a reaction and helping that go in a business. I'm you can, people can email me at Steve@catylator.com and I just, like, get up out of bed every morning just motivated and loving, helping people get to a better place with their lives and their business. Business should be fun. Right? And I believe that creating great businesses is about, you know, they're the foundation of great communities and who, who doesn't want to live in a great community, right? So, as tools and techniques, I'm a Systems guy that I can get businesses to a better place with applying them and I just love doing it and love for client's reactions. Feeling clarity, feeling relief, feeling wonderful that they've got a plan in place, feeling exhilarated because they know where they're going now. Awesome stuff.

Peter Margaritis

God, I wish you would put a little more passionate in there Steve. That's awesome! For those who can't see his face right now, as he was describing this last time, his eyes just kind of got bigger and there's a big sparkle in him, and he started smiling even more. It's like the man believes what he does, and that is that is outstanding. So, thank you so very much. It's been it's been a pleasure. And I look forward to speaking to you again soon.

Steve Morris

Yeah! Let's do a round two. Thanks, Peter.

Peter Margaritis
I want to thank Steve for his time in discussing how he helps organizations adopt the concept of psychological safety. I will conclude this episode with an improv quote that's fitting for this interview. "There are no mistakes. Only gifts and happy accidents." Stay safe.