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<b>Episode Notes</b>
<p><b><a href="#">000: Welcome to Conversations</a></b> - Quantuvos Co-Founders Margaret Brake, Chief Coaching Officer, and Gregg Bedol, Chief Executive Officer, join Quantuvos coach and Qonversations host Brian Gorman to introduce <i>Qonversations: Powered by Quantuvos</i>. This podcast features Quantuvos coaches and other experts sharing their insights for leaders at all organizational levels who are facing the challenges of today's disrupted work environment.</p>
<p><b><a href="#">001: Leadership in the 21<sup>st</sup> Century</a></b> – The nature of work, the workplace, and those who do the work continue to change, yet so many organizations continue to be led in a top-down, autocratic way. In this conversation, Quantuvos coaches Dave Cain and Brian Gorman explore critical questions around leadership in the 21<sup>st</sup> century and identify some of the key characteristics of successful leadership today. (24 min.)</p>
<p><b><a href="#">002: Inclusive Leadership, Identity, and Harnessing the Power of Diversity</a></b> – “Inclusivity is about how we bring out the best in others” says Daphne Jefferson. In this episode of Qonversations, she and host Brian Gorman discuss the importance of self-reflection, knowing who you are, your value set, and what you bring to the table. They also explore the cost to you of defining yourself by others’ standards and the intentional steps leaders can take to harness the power of diversity. (25 min.)</p>
<p><b><a href="#">003: A New Perspective on Feedback</a></b> – “I want to give you some feedback” is one of the most dreaded things to hear, whether in the workplace or elsewhere. Everyone has had feedback sessions that have left them demoralized, disincientized, and even “feeling crushed.” In this episode, Quantuvos coach Julie Stuart joins host Brian Gorman to bring a new perspective on how to approach giving feedback, and even on what constitutes feedback. (21 min.)</p>
<p><b><a href="#">004: Imposter Syndrome: Identity, Mission, and Community</a></b> – It’s likely that you have experienced Imposter Syndrome in the past. It’s even possible that you are experiencing it in your current role and/or will experience it again in the future. Mark Stanifer joins host Brian Gorman to discuss the underlying causes of Imposter Syndrome, and how we can leverage Identity (who we are), Mission (the actions we take), and Community (those we are interacting with) to overcome it. (25 min.)</p>
<p><b><a href="#">005: The Introvert Difference</a></b> – The world of work tends to favor extraverts. For the introvert, everything from meeting participation to teambuilding to water cooler talk is a much different experience. In this episode, Quantuvos coach Kim Gray (introvert) and host Brian Gorman (introvert) discuss the introvert difference, and ways that managers can elicit the best from their introverted team members. (15 min.)</p>
<p><b><a href="#">006: Creating the Energy for Change</a></b> – The Beckhard-Harris formula for change (<math>D \times V \times F &gt; R</math>) is at the heart of this conversation between Jackie Sherman and host Brian Gorman. Unpacking each element of the formula (Dissatisfaction, Vision, First Steps, and Risks and Resistance), they explore why each element of the formula is essential and how the formula can be applied to create the energy needed for change to succeed. (21 min.)</p>
<p><b><a href="#">007: Living with Uncertainty</a></b> – With our natural desire to feel in control, uncertainty is generally not welcomed. Even for those who seek “high adventure,” a great deal of time and effort goes into establishing control over what to expect and preparing for the unexpected. But uncertainty is an inevitable part of our professional as well as personal</p>



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lives. In this episode of Qonversations, Quantuvos coach Caryn Anthony and host Brian Gorman explore what can be done to reduce the level of uncertainty in the situations that we face as well as how we can better accept the uncertainty that remains. ((22 min.)

**008: Supporting Leaders of Color** – Quantuvos coaches Shannen Coleman-Siciliano and Robert Naylor join host Brian Gorman for this deeply personal and insightful conversation. With the question, “Why is it important to support leaders of color any differently than supporting other leaders,” the discussion begins by exploring workplace norms and the impact they can have on those who are outside the norm. Whether it is being seen as “other than” or stereotyped as representative of an entire category of employees, the responsibility of being a leader of color is significant and the support required to succeed cannot be ignored. (25 min.)

**009: The Real Reasons People Follow Leaders** – When researching leadership, James Kouzes and Barry Posner asked followers, “Why do you follow?” Quantuvos coach David Keating joins host Brian Gorman to discuss the four universal traits of leaders that Kouzes’ and Posner’s research uncovered, some of the actions associated with each of those traits, and how, as coaches, we support leadership growth. (24 min.)

**010: The Value and Impact of Collaborative Teams** – For decades, Quantuvos coach Edward Marshall, PhD, has worked with senior leaders seeking to improve the performance of their teams. In this episode, Edward and host Brian Gorman discuss the effects of fear-based vs. trust and principle-based leadership, the impact of each on psychological safety, and – in turn – the formation and successful performance of collaborative teams. As Edward states during the conversation, “The key distinctive characteristic of collaboration that distinguishes it from every other paradigm of leadership is the construct of ownership.” Collaborative teams own their culture and they own their outcomes. (26 min.)

**011: The Leader’s Role in Promoting Healthy Conflict** – In the right environment, healthy conflict can flourish. And when healthy conflict flourishes, it allows the best of each team member to surface. In this episode, Quantuvos coach Christopher Arnold and host Brian Gorman discuss the role that leaders all too often play in creating the wrong environment through the words that they use. This Qonversation challenges some of the most common mindsets in the workplace including “there’s no ‘I’ in team” and the cultural habit of “we” rather than “I” statements. (25 min.)

**012: Purpose, Passion, and Alignment** – What do you do if you don’t know your purpose? What’s the value of having those difficult conversations that let you really know your co-workers, and let them really know you? As a leader, what can you do to ensure that your team members’ purpose and passion are in alignment with what you are trying to accomplish? In this highly personal conversation, these are among the questions that Quantuvos coach Whitney Marshall and Qonversations host Brian Gorman explore. (26 min.)

**013: Intentional Conversations** – We talk to one another all the time. We talk with one another much more rarely. Intentional conversations are about aligning intent and talking with, not to. In this episode, Quantuvos coach Harris Ginsberg joins host Brian Gorman to explore the why of intentional conversations and what is required to have a successful one. They also share stories of some of the more surprising intentional conversations that they have had with their clients. (26 min.)

**014: Career Fulfillment, Values, Purpose, and Transitions** – In this episode, Quantuvos coach Barbara Blatz-Stone and Qonversations host Brian Gorman get into a lively, and deep, discussion that raises important questions to generate self-awareness for



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the listener. "What is your connection with purpose?" "Does purpose require a connection outside of self?" "What happens when meaning, values, and purpose are not available in your current role?" If you are approaching a transition, or know someone who is, this episode can be an important catalyst for fostering reflection and clarity. (21 min.)
<b><u>015: Stress Management and Executive Wellness</u></b> – While John O'Brien's interest in stress management was in part driven by his executive father's inability to successfully manage stress, the messages in this podcast are important to people at all levels of organizational life. John, founder of Activate Success, joins host Brian Gorman to discuss the impact that stress can have on our bodies and our lives, ways in which stress can be managed, and what can be done to help reduce the impact that stress can have. (30 min.)
<b><u>016: Courageous Leadership</u></b> – The workforce has changed. The workplace has changed. Leadership needs to change as well. Quantuvos coach Robert Naylor joins host Brian Gorman to discuss the changes in the workforce and their approach to work, and why it takes courage for leadership to adopt to this new way of being. In their conversation, they highlight some of the shifts in leadership thinking and behaving required to successfully bring organizations and people into the future. (24 min.)
<b><u>017: Coaching Effectiveness</u></b> – Much like our clients, at Quantuvos we can accept what is, and are driven toward what can be. In 2022, that passion for a better future for coaching led Quantuvos and Emory University to launch the Center for Coaching Effectiveness. In this episode, Asia Jarosz, PhD, the Center's Executive Director, talks about her own journey to coaching; the importance of understanding and being able to measure coaching effectiveness; and what her model for measuring coaching effectiveness can contribute to coaches, managers and leaders, and organizations. (24 min.)
<b><u>018: Purpose, Instinct, and Change</u></b> – It isn't unusual to consider the relationship between a change and the organization's purpose. What is unusual is to consider the purpose of the people whose jobs are being changed and to consider their instincts that drew them to those jobs. In this thought-provoking conversation, Beth Banks Cohn, Founder and President of ADRA Change Architects, and Quantuvos coach Brian Gorman explore the importance of understanding the connection between these three elements whether making individual assignment changes or planning significant change initiatives. (25 min.)
<b><u>019: Collaboration, Disruption, Culture, and Clients</u></b> – This conversation with Peter Anthony (Peter Anthony Consulting) started with an exploration of the link that Peter makes between disruption and collaboration, but it soon wove in other important concepts that are important to leadership and business success. Peter and host Brian Gorman talk about what it takes to create a collaborative culture and why its important to do so and then move on to client relationships. As Peter points out clients who are satisfied are very willing to change providers; clients with whom relationships have been built based on collaborative intent become advocates, "and there is where the growth happens." (28 min.)
<b><u>020: Influence and Influencers</u></b> - Whether consciously or not, whether intentionally or not, each of us is influencing others all the time. Intentional influencers exist at all levels of our organizations, from the front lines to the C-suite. In this episode, Quantuvos coach Rick Cartor joins host Brian Gorman to explore influence and influencers. (25 min.)
<b><u>021: Keys to Catalytic Leadership</u></b> – In his book <i>Catalytic Leadership: 12 Keys to Becoming an Intentional Leader Who Makes a Difference</i> , William Attaway defines a catalytic leader as "one who sparks or accelerates significant change or action with a



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powerful impact.” William joins Qonversations host Brian Gorman to discuss some of the less commonly addressed keys to powerful leadership including cultivating a teachable spirit, aspiring for proper productivity, leading yourself well, discovering how you are designed and wired to lead, and choosing to be family focused. Leaders at every level of organizational life can benefit from the insights that are shared during this conversation. (21 min.)

**022: Speaking About Talking** – The words don’t always come out the way we want them to. Whether it’s that random conversation with a stranger or the opening to an important meeting, all too often, we find ourselves stumbling or just not saying it with the power and punch that we want to. Like everything else, strengthening our ability to deliver the messages we want orally requires practice. In this episode, Brenden Kumarasamy, Founder of MasterTalk, and host Brian Gorman, explore how to be prepared to answer any question that comes your way; how to speak with authority on all aspects of your work and career; and how to have at the tip of your tongue powerful stories that convey exactly the message that you want. (16 min.)

**023: A New Lens on Change Leadership** – Although she began her career as an engineer, Edwina (Ed) Pike, creator of Irrational Change, sees beyond organizational structures, systems, and processes. Inspired by *Predictably Irrational: The Hidden Forces that Shape Our Decisions* by Dan Ariely, Ed shifted her career and is now an internationally recognized thought leader in the field of change management. In this episode, she and host Brian Gorman explore the concept of irrational change in organizations, bringing non-traditional lenses including cultural anthropology and behavioral science to bear. The result is to offer a deeper understanding of how as leaders, influencers, and change management professionals we can bring about the changes that our organizations need to survive and to thrive. (34 min.)

**024: Working with Polarities** – All too often, we try to problem-solve by focusing on one side of the equation. Perhaps the challenge is being too directive, so we try to solve for “how can I be less directive.” The foundation of working with polarities is a recognition that there is a positive side to what is being identified as the problem; for example, being “directive” helps to ensure that the task is completed as needed. It is also acknowledging that there is an alternative pole that has its positive; for example, the other pole for “directive” might be “easy going.” In this episode, Quantuvos coach Cliff Kayser joins host Brian Gorman to discuss ways in which we can identify and then work with polarities to address the challenges that we and members of our teams face. (31 min.)

**025: Leadership Lessons of a Yogi** – Sun salutations. A landslide blocking a national highway. A shattered femur 14,000 feet above sea level. In this episode, Host Brian Gorman revisits these events and many others with Yogi Aaron, his longtime yoga instructor. In doing so, Aaron and Brian draw out leadership lessons that go far beyond the yoga studio and are applicable at all levels of both formal and informal leadership. (37 min.)

**026: Leadership in the Experience Age** – According to Ed Krow (Ed Krow, LLC), we have moved from the Information Age to the Experience Age. In this episode, Ed and host Brian Gorman address how to lead in the Experience Age, from recruiting and hiring (including hiring for the alignment of passion as well as hiring for skills), to becoming the workplace that no one wants to leave, to how to exit those who are ready to move on. (34 min.)

**027: Building and Sustaining Your Networks** - As is quoted in the intro to Qonversations, “everything happens through conversations.” Conversations build



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relationships, and relationships build networks. For extroverts, those conversations (whether at a networking event or elsewhere) come easily; for introverts, not so much. In this episode, Jeff Ton joins host Brian Gorman to explore how to build your professional network both within your organization and outside of it. As Jeff says, “whether in a transition or not, networks pay dividends.” (27 min.)

**028: Empowered to Live Your Best Life** – Guest Sean Tyler Foley (child and adult actor, photogrammetrist, and serial entrepreneur) and host Brian Gorman (social activist, Air Force drill sergeant, fund raiser, management consultant, and more) explore the importance of finding the common threads in our careers. Even for those who have been in a single profession, industry, or employer for all their careers, knowing what makes one role a grind and another feed your passion is invaluable. Whether considering a new position, a new career, or re-committing to your current position, there are insights in this podcast that are invaluable. (32 min.)

**029: Optimizing Virtual Leadership** – In 2008, Smart Destinations employed about 40 employees in HQ and satellite offices when the market crashed. Investors instructed leadership to close physical locations and send everyone home. As the recession ended, Smart Destinations was doing twice as much work with half the people and a significantly lower cost. Today, Smart Destinations co-founder Cecelia Dahl applies the lessons in virtual leadership that she learned during that time to run her businesses from a sailboat three months a year. In this episode, Cecelia and host Brian Gorman discuss what she has learned regarding a “productivity anywhere” leadership mindset and optimizing virtual leadership. (21 min.)

**030: The Whys and Ways of Group Coaching** – In this episode, Co-Founder and Chief Coaching Officer Margaret Brake and host Brian Gorman discuss Quantuvos’ approach to group coaching along with the benefits it delivers to both the participants and their organizations. Group coaching brings together individuals who share a common thread, whether it’s related to their roles (e.g., first time managers) or areas of leadership development important to the organization (e.g., becoming more skilled at tough conversations). Colleagues supporting one another as they learn to apply new mindsets and skills, as they build networks and community across organizational silos, and as they develop a shared sense of purpose, are just some of the elements of the ROI that is delivered through group coaching. When integrated with training and development and one-on-one coaching, even greater benefits can be attained. (25 min.)

**031: Creativity and Leadership** – Creativity is not just for artists. It comes in all flavors. Rich Kirkpatrick, author of *Mindblown: Unlock Your Creative Genius by Bridging Science and Magic*, joins host Brian Gorman to discuss the integration of leadership and creativity. Creative thought requires both divergent and convergent thinking, as well as lateral thinking, to generate ideas, sort them, and find the integration points that allow us and our organizations to thrive. (30 min.)

**032: Holding the Calm** – Our ability to think, problem solve, create, explore, converse, and more is much greater when we are coming from a place of calmness. Mediator and negotiator Heshia Abrams joins host Brian Gorman for this lively exploration of finding and holding the calm, even in challenging situations. Heshia describes ways in which holding the calm allows you to intentionally resolve conflict and defuse tension. Her analogies and stories will remain with you long after the episode ends. (33 min.)

**033: Wise Beyond Your Field** – What do college football, law enforcement, dance, software development, business school, Shakespearean theatre, healthcare, marketing, and high school have in common? In Boise, Idaho, members of each of these professions



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came together, learning the value of being “wise beyond your field.” Nancy Napier, Professor of Strategy at Boise State University and a self-described academic entrepreneur, joins host Brian Gorman to discuss how and why she brought this diverse group of professionals together to learn from one another and the value that all gained from this experience. (34 min.)

**034: To Create the Life You Want** – We can’t predict the future. Things happen. For Elizabeth (Ellie) Gould, those things included a home invasion by a psychopath threatening her life as well as the lives of her two- and four-year-old children that left her seriously injured, followed shortly after by a cancer diagnosis. In this science-based conversation, Ellie and host Brian Gorman challenge the focus on positive thinking and goals; Ellie doesn’t believe in either. Rather, she advocates for a focus on aims. The roles that emotions, our unconscious, patterns, and limiting beliefs play in shaping our future – and how to intentionally work with these elements to create the life you want. (28 min.)

**035: The Inner Journey of Leadership** – Integral Master Coach Max Klau joins host Brian Gorman to explore the relationship between change in the outer world and the change in the inner world. The focus of the conversation is not on leadership behaviors, but on the being of leadership. As Max says, “At the deepest level, our way of being calls forth the dynamic around us.” The inner journey of leadership is deeply personal. It requires courage and integrity. It is a never-ending journey that changes not only how you show up but also the experience of all those around you. (26 min.)

**036: Bridging the Past and the Future – Edgewalkers** – The past of work, whatever that was, is behind us. The present, with its disrupted work systems and work environments, is here. The future is ahead. For decades, Judi Neal, PhD (Yale, Organizational Behavior) has been a student of how to bridge past, present, and future. In this conversation, Judi and host Brian Gorman discuss “edgewalkers,” those people who are not content with the status quo and are aware of what is emerging. For organizations that want to move into the future in an intentional way, it’s important to welcome and hear your edgewalkers. (28 min.)

**037: People-Centric Leadership** – Very few organizations would disagree with the statement that people are their most important asset. As evidenced by the Great Resignation/Great Reshuffle, all too often, the people in those organizations don’t feel that is how leaders see them. In this episode, Lori Duguay, CEO of People Powered Solutions joins host Brian Gorman to discuss what needs to happen in order to ensure that “people are our most important asset” is at the heart of your organization’s culture. Among the key lessons shared is the importance of moving away from “human resources” and “employees” and working with, and for, people; and moving from command-and-control leadership to coaching, autonomy, and empowerment. (30 min.)

**038: Leadership Integrity** – Most would agree that leadership integrity is important to defining an organization’s culture and its future. In this episode, Quantuvos Advisor Donny Askin (Principal: TechTurn Consulting, Inc.; Partner/EVP: Newmine, LLC) joins host Brian Gorman to explore what integrity means and how to test your own integrity. Donny and Brian also discuss the cultural attributes that support integrity across your organization as well as the importance of knowing yourself, and of letting that self be known by those around you. (22 min.)

**039: Looking at Life Differently** – This is a challenging episode, and an episode focused on challenge. Tony Copeland-Parker’s partner of 23 years, Cat (Catherine), was diagnosed with early-onset Alzheimer’s and he needed open-heart valve replacement surgery; they were both in their fifties. Anthony’s decision was to look at his life differently. He left his



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position as a pilot and manager for UPS and Cat retired. They sold their home and began running marathons and half-marathons around the globe. Reflecting on Tony's message offers you the opportunity to rethink your life's priorities and to find the path to better live into your purpose. (23 min.)

**040: IQ, EQ, AI, and the Future of Work** – “Imagine a world where Artificial Intelligence harmonizes human interaction in workplaces, where technology doesn't estrange but connects us more profoundly.” This is the future of work as envisioned by Manuj Aggarwal, Founder and Chief Innovation Officer of TetraNoodle Technologies, an Artificial Intelligence (AI) and cybersecurity consulting firm. In this episode, Manuj joins host Brian Gorman to explore the present and future of AI. Along the way, they touch on everything from its impact on our daily lives (will driving become a thing of the past?) to our role as leaders in our organizations. (31 min.)

**041: Success on Your Own Terms** – This episode is an invitation for self-reflection. Quantuvos coach Emily Pasnak-Lapchick joins host Brian Gorman, asking listeners to consider the narratives that guide their lives. We all have narratives about career, education, relationship, family, and even where we live. Whether they are narratives of your own choosing or not, they may well be the right ones to live into. Or they may not be. If they are not, it is possible to “shake them off,” and to replace them with those that serve you. As Covid and the Great Resignation have shown so many, it is possible to live into success on your own terms. (25 min.)

**042: Turning Any Workgroup into a High-Performing Team** – Kevin Herring, Founder and President of Ascent Management Consulting, joins host Brian Gorman to discuss how to tap into the inherent desire people have to do a good job, generate a great result, and find meaning and purpose at work. While extrinsic motivation varies by individual and generation, intrinsic motivation remains constant. Kevin introduces “the five C's” that he and his team have discovered: context, connection, control, commitment (vs. compliance), communication, and competence. (29 min.)

**043: Trauma and the Workplace** – Trauma is a real part of the human experience. Whether it happened in our youth or as an adult, in our personal life or our professional life, doesn't really matter. Whether large or small, we carry our trauma inside us; its impact can be triggered at any time. Founder and CEO for the Institute of Trauma and Psychological Safety Dr. Lee Cordell joins host Brian Gorman to reflect on the role of trauma inside of our organizations and how we as leaders can manage the environment as well as the individual and collective response to trauma. (32 min.)

**044: Culture Virtually** – Since Covid, leaders have wrestled with how to sustain, build, and/or redefine a culture that is now either hybrid or fully virtual. Ron Ross, owner of Avant HR Solutions, joins host Brian Gorman to discuss this challenge. Intention, robust connection, listening, effective communication, and coaching are all important elements of leading in virtual cultures. During the conversation, Ron and Brian make the point that leaders need to begin by connecting with, listening to, and grounding themselves. (31 min.)

**045: Controlling Your Success at Work** – This timely conversation begins with a focus on stress at work, the causes of that stress, and what serves to release it. Carole Stizza, Founder, Owner, and Executive Coach for Relevant Insight, joins host Brian Gorman to explore ways that we can support others in strengthening the control that they have over their success in the workplace. Along the way, they discuss a framework for defining the path to success as well as some of the myths about what success requires of leaders. “Own your career and go after what you want.” (28 min.)



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**046: Unlocking Potential and Inspiring Greatness** – According to Ben Grimes, Founder of BKG Leadership Coaching, leaders take care of their people, help them see their potential, and guide their growth. Ben and host Brian Gorman draw from their early military careers to discuss the impact a leader can have on the future of even the youngest of people they are leading and those whose lives those young people touch. Serving clients with grace and integrity is another important aspect of leadership explored in this episode. (29 min.)

**047: Speak Like the Leader You Are** – What we are thinking affects our body posture, the words that we say, and the tone of our voice. All of these are elements of our speaking! In this episode, Emma Wainer, founder and CEO of Speaking at Work, joins host Brian Gorman in an exploration of what gets in the way of leaders who feel “other than” speaking as the leaders that they are. The conversation also addresses what the leaders of leaders who are “other than” should do to help those leaders speak fully as themselves. (28 min.)

**048: Intergenerational Conflict at Work** – Everyone experiences friction in the workplace. Often, that friction is generated by the different lenses that different generations bring to work. Chris DeSantis, author of *Why I Find You Irritating: Navigating Generational Friction at Work*, joins host Brian Gorman to explore the realities and the myths about generational difference. Each generation brings value to the workplace. This conversation brings important insights to everybody who interacts with other generations whether on the job or elsewhere. (36 min.)

**049: The Jenga Culture** – According to Alicia Howard, Founder of The People Scale, “Culture is like Jenga.” As leaders, every single move we make regarding our people is important. In this episode, Alicia and host Brian Gorman explore the important role of leaders in everything from hiring for the culture you are seeking to build or sustain to scaling your people, growing them, creating better leaders to scale profitability and to scale the business. Culture is creating the environment for people to do their best work. Leaders at every level of the organization are culture shapers and culture keepers. They either build the Jenga culture or topple it. (27 min.)

**050: Belonging Rules** – In his recently published book, Brad Deutser, founder and CEO of Deutser, asks leaders to “make cultivating belonging a personal leadership imperative across the world.” In discussing *Belonging Rules: Five Crucial Actions that Build Unity and Foster Performance*, Brad and host Brian Gorman explore human-centric leadership and the five rules for fostering belonging that Brad and his team have identified through extensive research and engagement with organizations globally. (26 min.)

**051: Giving Voice to Women** – Helping women grow their leadership presence is the mission of Sue Reynolds, owner of Carmine Media. Even today, both women and men are receiving messaging about “women’s place in the world.” Sue and host Brian Gorman reflect on the history of this messaging over the last four decades, how pervasive it continues to be and how great an impact it has. The conversation also addresses ways in which supervisors can give voice not only to women, but to any who are seen as “other” in the organization. (34 min.)

**052: Fixing Work** – It’s no fiction. Work is broken. We knew this before Covid, especially with low employee engagement. Coming out of Covid, workers told us even more strongly as they left their workplaces in unprecedented numbers. *Fixing Work* by David Henkin and Thomas Bertels is a recently published fictional account of very real problems that





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permeate today's workplace. David and Thomas join host Brian Gorman to explore how and why work is broken and what can be done to fix it. (42 min.)
<b>053: Stories and Storytelling</b> – You are an incredible storyteller! Every one of us is. And our brains are story processors, not logic processors. Richard Rosser is a filmmaker, author, and master storyteller. You probably know his work as a writer for <i>24</i> , <i>This is Us</i> , <i>Gray's Anatomy</i> , the reboot of <i>MacGyver</i> , or elsewhere. Richard and host Brian Gorman explore why stories are so powerful and how to make the stories you tell others as impactful as the stories you tell yourself. Along the way, they share some of their own stories. (37 min.)
<b>054: What is Success for You?</b> – You are you seeking in your life? Grant Muller, author of <i>Top of Heart</i> , left high school with the ambition and drive to achieve significance. By his late 20s, he was a tech industry millionaire, an alcoholic, and a junkie. As Grant says of that time in his life, "The success we achieve may not give us the fulfillment we are seeking." In this deeply personal and reflective episode, Grant joins host Brian Gorman to share his journey from a horse stable in Toronto, to an apartment overlooking the mountains of Colorado, to homelessness and living in a crack house he was afraid to leave, and fortunately to the recovery and fulfillment that now give his life meaning. There are lessons here for all of us. (38 min.)
<b>055: The Power of Trust</b> – At the heart of business success is trust: trust with those who work for the organization, with vendors, and with customers. In <i>The Pyramid Puzzle</i> , Zain Raj, Co-Founder of Shapiro, Raj, writes an engaging business novel about a long-term business that has lost trust. Raj and host Brian Gorman use <i>The Pyramid Puzzle</i> to discuss how trust can be lost and how it can be regained. Among the key messages: see the business through the lens of others and consistently deliver on your promise as they understand it. (28 min.)
<b>056: Design Your Life Your Way</b> – We all have choice in how we live our lives; while the choices may not always be what we want, there still is choice. In this episode, Rahul Karan Sharma, author of <i>Habits 4 Miracles: Design Your Life Your Way</i> joins host Brian Gorman in an often-personal conversation about the choices we have and the habits we can develop to foster positive choices. Applying the lessons of this podcast has the potential to change the direction of your life. (28 min.)
<b>057: Leadership Development – Vertically</b> – When we think of leadership development, our attention turns to the skills that leaders need. But as important as those skills are, their value is limited if they are not applied with an appropriate level of leadership maturity. In this episode, Jessica Bronzert, Founder and CEO of Sparks Group, joins host Brian Gorman to discuss horizontal (skills) vs. vertical (maturity) development. The need for attention to vertical development continues to grow as the forces driving change in the workplace become increasingly powerful. (31 min.)
<b>058: Dancing with Disruption</b> – The global impact of Covid serves as the backdrop for Jeff Skipper's <i>Dancing with Disruption: Leading Dramatic Change During Global Transformation</i> . Jeff uses the pandemic and responses to it as a case study of twelve strategies for moving through change. In this conversation, Jeff and host Brian Gorman dive into several of those strategies and why they are so important regardless of the scale of the change being executed. (32 min)
<b>059: Turning Points</b> – We've all heard the saying, "When you come to a fork in the road, take it." And we all encounter those forks; sometimes we see them coming, and sometimes we don't. Janet Redwine, Olympic athlete and Director of Program Success for



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Executive Education in the Daniels College of Business at the University of Denver, joins host Brian Gorman for this inquiry into aspirations vs. goals, recognizing turning points, and reflection on the past as you reach another turning point and move into the future. (32 min)

**[060: The Next Leadership Team](#)** – There is no single solution for the best leadership team. That said, the extensive research of Thomas Keil and Marianna Zangrillo has resulted in important models for leadership teams that are best fitted for different types of organizations and different situations the organization is facing. Host Brian Gorman, Thomas, and Marianna explore several of the key messages that the authors present in *The Next Leadership Team: How to Select, Build, and Optimize Your Top Team*. (33 min)

**[061: Your Brand at Work](#)** – You have a brand at work. Whether intentionally crafted or not, when people hear your name, receive an email or digital message from you, or see you on the screen or in person, your brand comes to mind. Quantuvos coach Rei Perovic joins host Brian Gorman to explore this often-overlooked topic. What goes into a personal brand? How do you shape it? What can you do to break that initial box, stereotype, bias that others project onto you the first time you encounter one another? These questions and more are answered in this insightful conversation. (24 min)

**[062: Positive Communication](#)** – In this episode, Julien C. Mirivel and Alexander Lyon, authors of *Positive Communication for Leaders: Proven Strategies for Inspiring Unity and Effecting Change*, join host Brian Gorman to discuss the importance of leadership communication and its impact on both individuals and the organization. Both the book and this conversation take a practical look on how leaders at all levels can shift their conversations to be more positive and more effective. (35 min)

**[063: Leveraging Belonging Rules](#)** – As a leader, how do you cultivate belonging in your organization? Brad Deutser, our guest for Episode 52, returns to discuss the second part of his book *Belonging Rules: Five Crucial Actions that Build Unity and Foster Performance*. Brad and host Brian Gorman dig into the practical value of belonging and how you as a leader (even if you are only the "leader of you") can foster belonging for yourself and those around you. (30 min)

**[064: Women, Leadership, and Success](#)** – In too many organizations, the playing field still disadvantages women. Quantuvos coach Daphne Jefferson, Half-Managed Mind CEO Charlotte Rooney, and host Brian Gorman explore the career challenges that women face. From advancing to that first "broken rung" in their careers, to senior-level positions, there are steps that women can take to claim their rightful identity and place. And there is both awareness and action that men can take to ensure the equitable treatment of their female colleagues. (31 min)

**[065: Tell Your Stories In Your Outside Voice](#)** – Sara Lohse, Founder, Favorite Daughter Media, and host Brian Gorman share stories as they explore the power of story to connect us and the misuse of stories to pull us apart. We all have stories, and we are all powerful storytellers, but so often we limit ourselves and our ability to connect by thinking that our stories aren't worthy of sharing. As Sara and Brian discuss, they are, and they can change our lives when we do. (25 min)

**[066: Intelligent Innovation](#)** – As the world around us continues to change, if you are not innovating, at best you are struggling to keep up. In this episode of Qonversations, Bruno Pesec, Pesec Global, joins host Brian Gorman to discuss the leader's role in innovation along with what contributes to, and what hinders, innovation in the workplace. (29 min)



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**067: Blending Life and Work** – Kayla Ihrig, author of *How to Be a Digital Nomad*, shares some important life lessons for all of us in this episode. In this far-ranging conversation with host Brian Gorman, Kayla moves beyond talking about "work-life balance" to discuss how each of us, whether in the workplace, working remotely, in a hybrid work environment, or working from anywhere, can create a richer blend of life and work. (22 min)

**068: Team Habits** – In his book *Team Habits: How Small Habits Lead to Extraordinary Results*, Charlie Gilkey writes, "No matter your role in the company, you have the power to change your team's habits." Charlie joins host Brian Gorman to explore several of the habits that, if changed, will make a significant difference in the lives of those on your team, the impact of your team on the business, and the success that the business is able to achieve. Along the way, he discusses why even changing the habits of individual contributors can change how businesses are led and what they can accomplish. (40 min)

**069: Rising Above What's Holding You Back** – Don't judge a book by its cover. While *Level Up: Rise Above the Hidden Forces Holding Your Business Back* sounds like a book for entrepreneurs, it is so much more. Co-author Lara Hodgson, who wrote "Level Up" with Stacey Abrams, joins host Brian Gorman to discuss those aspects of leveling up that might be called "the hidden forces holding you back." Wherever you are in life, there are important lessons in this conversation. (29 min)

**070: Accounting for People** - "People are our most valuable asset." Yet the only place people show up in an organization's financial statements is in expenses. Dave Bookbinder, Executive Director of Valuation Services for Haefele Flanagan, is working to change that. In this episode, Dave joins host Brian Gorman to discuss the challenges of accounting for people as well as the importance of doing so.

**071: Working with Resilience** – Challenge is a constant in our lives. Resilience is the force that moves us through it. In this episode, Linda Hoopes, author of "Prosilience: Building Your Resilience for a Turbulent World," CEO of Resilience Alliance, and Quantuvos Advisor, joins host Brian Gorman for a practical discussion of resilience. Among the topics explored are the impact that resilience has in all areas of our lives; the energies that fuel resilience; and the ways that leaders can leverage - or disempower - the resilience of those in their teams.

**072: DEI. Why?** - In today's environment, DEI has once again become a topic of focus for business. Some organizations are cutting back or totally eliminating their DEI programs as others re-commit to building an environment in which every employee feels that they belong and that they have a voice. In this episode, Steve Yacovelli, author of "Pride Leadership: Strategies for the LGBTQ+ Leader to be the King Or Queen of Their Jungle," joins host Brian Gorman to explore the shifting landscape of DEI as well as the business - and human - benefits such programs offer. (26 minutes)

**073: Leadership is About People** - Relationships at work advocate Russel Lolacher joins host Brian Gorman to explore leadership through the lens of relationships. Successfully moving from industrial age leadership to the digital/post-Covid environment requires leaders who understand leadership is about people. Such leaders move beyond role-to-role relationships to person-to-person relationships. (25 minutes)

**074: Three Outs for the Win** - How do you avoid plateauing out as a leader? Aaron Trahan, Founder of Mindset Performance coaching, spent more than a decade researching that question. In this episode of Qonversations, Adam and host Brian Gorman discuss the three "outs" the Aaron has identified and how any leader can apply each of these in raising



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their performance: out-prepare, out-work, and out-learn. As Adam explains, these are not leaders who are on the job 24/7. It is the mindset they bring, and how they live into their roles and relationships, that make the difference. (26 minutes)

**075: Character** - "To be effective, leaders need to draw on the C's: competencies, commitment, and character." Bill Furlong, co-author of "The Character Compass: Transforming Leadership for the 21st Century," joins host Brian Gorman to discuss what is meant by "character," what makes character so important in today's organizations, and the elements that comprise it. Character is about personal presence, how you show up. With intention and practice, it can be developed. (32 minutes)

**076: A Guide to High Performance** – In his book "The 9th Stratum: Your Guide to High Performance," author Aaron Salko provides insights that everyone from the frontline to the C-suite can benefit from. During this episode, Aaron and host Brian Gorman examine the importance of being personal growth driven, disciplined in self-evaluation, altruism motivated, and goal driven in achieving high performance. The skills behind these traits, along with the psychological and physiological factors that make them so important, are also addressed. (27 minutes)

**077: Interior Design of You** - We are not just products of nature and nurture. We all have the capability of redesigning ourselves not to be someone else, but to become more fully ourselves. In this episode, Shana Francesca joins host Brian Gorman to share her journey from growing up in a cult to becoming an interior designer to becoming a speaker, consultant, workshop facilitator, and "scholar of intentional & ethical leadership & living." The lessons that Shana shares are ones that we all can benefit from both professionally and personally. (21 minutes)

**078: Leadership and Neuroscience** – Burnout. Multi-tasking. Ongoing, long-term stress. Running on autopilot. More and more, these are norms that leaders and their teams experience. In this episode, neurosurgeon Gary Simonds joins host Brian Gorman to discuss the neuroscience behind these leadership challenges, their impacts on our brains, and what we can do to address them. (29 minutes)

**079: Art. Science. Leadership** – On this episode, guests Fred Mandell and Harvey Seifter, Founders of Creating Futures That Work, bring to life the relationship between art, science, and leadership. While leadership literature often cites research, it rarely links leadership to art. Yet in their work, Harvey and Fred connect the three. Great artists are scientists as well; great leaders are both scientists and artists. Each of us is creative. Creating a culture that unleashes the creativity of others will contribute to personal and professional growth as well as organizational success. (30 minutes)

**080: Leader as Coach** – If it's important for those you work with to do good thinking, bringing coaching skills into your conversations is key. In this episode, Claire Pedrick, Master Certified Coach, Founder of 3D Coaching, and author of "Simplifying Coaching" joins host Brian Gorman to explore the role that coaching skills can play in leadership, how and why to have coaching conversations, the importance of asking powerful questions, and how to coach up to build a coaching culture. (27 minutes)

**081: A First-Generation Journey** - When you are an immigrant and your parents are factory workers, your journey to a professional career is not assured. In this episode, Juan Taveres joins host Brian Gorman to tell the story of his journey from the Dominican community in Washington Heights (New York City) to Syracuse University, the hospitality and non-profit industries and now to entrepreneurship. Along the way, Juan shares how each of us can support others who are on this journey. At Quantuvos, we believe that



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there is extraordinary in everyone. Juan's journey is testimony to the fact that even though it is not always easy, with the support of others we each can discover and live into our purpose. (26 minutes)
<b>082: Mastering Adaptability</b> – "Is your external environment moving faster than your internal environment?" With this question, Rich Alderton of High Performance Change makes the case for moving beyond change management and agility to creating a culture of adaptability. Rich, the author of "Mastering Adaptability," joins host Brian Gorman to examine the importance of adaptability in today's disrupted world, what is required to be adaptable, how adaptability can be developed, and its impact on the bottom line. (31 minutes)
<b>083: Mind Traps</b> - Whether you call them mind traps, gremlins, saboteurs, or imposter syndrome, we all experience this. And we all can move beyond them. In this episode, Quantuvos coach Paula Halewski joins host Brian Gorman to explore the origins of mind traps, their impact on us and those in our lives, and how to move from the reactive path they put us on to a more intentional, responsive path, changing our mindset and living more fully into our purpose. (18 minutes)
<b>084: The Power of Differentiation</b> - How do you differentiate your business from the competition? In this episode, Barry LaBov, Founder and CEO of LaBov and author of "The Power of Differentiation" joins host Brian Gorman to explore why differentiation is important, who it is important to, how to discover (not create) your differentiation, and how to leverage it. Whether you are a CEO, a team leader, or anything in between, there are important lessons, and a few surprises, in this episode. (28 minutes)
<b>085: The Power of Choice</b> - Born to a drug-addicted teenage mother, Victoria Pelletier's life could have turned out very differently. In this conversation with host Brian Gorman, she shares stories of the adversities she has faced and the choices she has made. As she learned early in life, sometimes our choices serve as well and sometimes they don't. But there is always choice and opportunity to change the path we are on. (June 5, 2024)
<b>086: Mental Health at Work</b> – One in five people in North America is living with a mental health issue. These are family members, friends, co-workers, team members, leaders. Mental health is a significant challenge in the workplace. And yet it is a challenge that too often goes unaddressed. In this episode, Christine Burych, founder of StarlingBrook, joins host Brian Gorman to discuss the challenges of mental health in work, the risks of failing to address those challenges, and ways in which to do so. (June 12, 2024)
<b>087: Gen Z in the Workplace</b> – 40% of Gen Z leave their jobs within 2 years, whether or not they have another job offer. As a leader, you can significantly beat these odds with your Gen Z employees. In this episode, Future of Work Expert Luke Goetting joins host Brian Gorman to share significant insights on Gen Z in the workplace, the unique value they bring, and what leaders can do to ensure that they remain engaged and productive. (28 minutes)
<b>088: Change That Inspires a Better Future</b> - Discovery is a process, not an event. In her book <i>The Untapped Power of Discovery: How to Create Change that Inspires a Better Future</i> Karen Golden-Biddle shares her research on the discovery process as well as case studies on how to successfully make it an integral part of the change process. Karen and host Brian Gorman explore the discovery process at the heart of Karen's work in this thought-provoking episode. (27 minutes)



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**089: Well-Being in the Workplace** – It turns out that well-being in the workplace is not about gym memberships and yoga breaks. It is about the organizational culture and the relationships that leaders have with those they are leading. In this episode, Scott Taylor, Professor of Organizational Behavior at Babson College, joins host Brian Gorman to shed light on the role leaders play in ensuring well-being in the workplace and the impact that it has on performance. Along the way, they share insights on ways leaders can strengthen the well-being of those who report to them. (27 minutes)

**090: Learning in Today's Work Environment** - Author JD Dillon (*The Modern Learning Ecosystem*) and host Brian Gorman explore ways in which the shifting workforce requires changes in how learning is approached in the workplace. While the role of the Learning and Development (Training and Development) function isn't diminished, how their services are delivered requires significant recalibration. Likewise, leaders at every level hold a significantly more important role in the development of those who report to them. (34 minutes)

**091: The Accessibility Advantage** – One place that too many organizations continue to fall short is in their response to those who are differently abled. In this episode, accessibility expert Max Ivey ("the blind blogger") joins host Brian Gorman to explore the ongoing challenges that those labeled "disabled" face and the costs that they, our organizations, and society pay. They also discuss ways in which providing accessibility can have a significant return on investment. (21 minutes)

**092: Next Level Listening** – Hearing and listening are not the same, yet all too often, we act as if they are. Listening is a skill that can be, and deserves to be, intentionally developed. In this episode, Quantuvos coach, speaker, and workshop facilitator Bradley James Davies and host Brian Gorman discuss Bradley's approach to "next level listening." Bradley shares important "does and don'ts" of listening that his research and experience have uncovered. (24 minutes)

**093: Leadership Improv** - In this episode of Qonversations, host Brian Gorman talks with Betsy Salkind and Amy Warshawsky from BNA Mentor Coaching about the dynamic world of "leadership improv." Improv, rooted in spontaneity and skillful listening, involves principles like saying "yes and," techniques such as "skillful interrupting," and embracing mistakes. They emphasized the importance of frameworks and feedback in developing leadership skills, urging leaders to embrace agility and create environments conducive to growth and innovation. Betsy and Brian demonstrate 3-word coaching, a unique approach for leaders to deepen their coaching conversations. (28 minutes)

**094: Toxic Leadership** – Toxicity in leadership is contagious. In this episode, Sean Lemson, author of *One Drop of Poison: How One Bad Leader Can Slowly Kill Your Company*, points out that it doesn't matter that most toxic behavior is not intentional; its impact drives up turnover while pulling down engagement, performance, and morale. Sean and host Brian Gorman explore different forms of toxic leadership as well as ways in which it can be turned around. Sean also offers an alternative approach to the role of Human Resources in the future. (31 minutes)

**095: The Gift in Fear** – What is the gift that fear brings? In this episode, Fletcher Ellingson, author of *The Practice of Feeling Good: How to Upgrade Your Thinking and Live a Feelgood Life* and host Brian Gorman explore ways in which we can take control of our thinking, what is at the core of fear, and much more. They also get into an important discussion on the universality of values and what is really important about them. (31 minutes)



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**096: [Storytelling for Leaders](#)** – You are an incredible storyteller! We all are. In this episode, Donna Schwarz of Schwarz Consultants joins host Brian Gorman to discuss the importance of story, the role story plays in our relationships and our leadership, and what comprises an effective story. Donna also shares a simple framework that will allow you to craft powerful stories in minutes. You still don't think you're a good storyteller? That's a story you are telling yourself! Change the story and build your storytelling mastery.

**097: [Purpose Matters](#)** – Gabe DeRita, a self-described "Goal Whisperer and Connections Nerd," joins host Brian Gorman to share his unique insights on moving past superficial objectives and discovering goals that resonate deeply with our authentic selves. As a "Connections Nerd" Gabe thrives on helping others create deep, meaningful relationships and understand the dynamics of personal and professional connections. This reflective conversation offers insights for all of us on finding and connecting to our purpose, as well as to others. (23 minutes)

**098: [The Middle Matters](#)** - Jeff Sigel, author of *The Middle Matters: A Toolkit for Middle Managers*, shares the lessons that he has learned in his years of "middle management." He defines the role of the middle – ranging from frontline leaders to just below the C-suite – as a blend of doing, leading, and influencing. In this conversation, Jeff and host Brian Gorman explore what it takes to be a successful middle manager. (28 minutes)

**099: [Intentional Communication for Leaders](#)** – It may be that our old styles of communication in the workplace weren't as effective as we thought. What is definitely true is, if we continue to communicate in those ways today, it is unlikely that they are being received in the way that we intend. Caroline Kealey, international consultant and trainer on corporate communication strategy joins host Brian Gorman to share what she has learned about the changing ways of communication in today's workplace. (29 minutes)

**100: [The AI-Human Skills Connection](#)** – Nada R. Sanders, co-author of *The Humachine: AI, Human Virtues, and the Superintelligent Enterprise (Second Edition)* joins host Brian Gorman to explore the integration of artificial intelligence into business. What emerges from the conversation are significant insights into how to successfully achieve the integration of Artificial Intelligence with humans as well as some of the ways in which even now, organizations are heading down the wrong path. (35 minutes)

**101: [Future-Focused Leadership](#)** – Guest Louise Mowbray, author of *Relevant: Future-Focused Leadership*, shares her insights on the changing nature of the workplace, the workforce, and work itself in this conversation with host Brian Gorman. (29 minutes)

**102: [Success by Design](#)** – You may well see yourself in the life being lived by Stephanie Woodward. Stephanie, author of *The Big Scale Back: Success and Balance by Your Own Design*, joins host Brian Gorman to describe a work life with few boundaries and many sacrifices. Steph lives a different life now; during this episode she describes why and how she learned to bring both success and balance into her life. (25 minutes)

**103: [Intentional Networking](#)** – What is your experience with networking events? For many of us, the experience is rarely what we had hoped it would be, nor are the results. In this episode, Rob Giardinelli, founder of Intentional Networking provides insights to both networkers and leaders as to how to get the most out of these events. (20 minutes)

**104: [Be Visionary](#)** – The future isn't what it used to be. In this episode, Marty Strong, retired SEAL commander, corporate executive, and author of *Be Visionary: Strategic Leadership in the Age of Optimization*, makes the case for visionary leadership at all levels, and in all parts, of organizational life. He and host Brian Gorman discuss the focus on



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optimization found in most organizations, and how that leaves them unprepared for the inevitable opportunities and disruptions that are on the horizon. (28 minutes)

**105: Cross-Cultural Leadership** – The ability to lead across cultures is important to every leader today, whether or not you are leading across borders. In this episode, Quantuvos coach Carmela O’Flaherty joins host Brian Gorman to explore the challenges of cross-cultural leadership and to offer approaches to mitigating those challenges. (22 minutes)

**106: Blocked to Unblocked** – There are numerous ways an organization can be blocked from achieving its potential. In this episode, Jurriaan Kamer, author of *Unblock: Clear the Way for Results and Develop a Thriving Organization*, joins host Brian Gorman to discuss three of these: unblocking strategy, unblocking ownership, and unblocking meetings. (25 minutes, October 31, 2024)

**107: Running for Success** – Luis Hernandez, host of The Wayfinder Show, was a real estate agent when the financial crisis of 2008 hit. It cost Luis his job and his home but helped him find running. In this episode, Luis and host Brian Gorman explore Luis’ journey into running, the lessons he has learned, and how they have helped in turning his life around. This is a personal story and one worth reflecting on. What is your version of “running for success?”

**108: Life Lessons for Leaders** – DeVon Hankins journey went from a farm in rural Missouri to college to Washington, DC, Toyota, state and city government, and even passed through the enlisted and officer ranks of the US military. In this episode, Devon joins host Brian Gorman to share her stories and the leadership lessons she has learned, lessons that are important to every leader today.

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