

Intro ([00:01](#)):

Welcome to the Workplace Forward podcast with your host, executive coach Tegan Trovato, founder and CEO of Bright Arrow Coaching. Are you a perpetually busy, always overstretched leader or executive who feels there's never time to keep up with leadership trends in an always changing landscape, much less self care? Workplace Forward will help you overcome both challenges and gain peace of mind.

Intro ([00:26](#)):

Through Tegan's conversations with executives, experts, authors, and innovators about their leadership journeys, you'll get quick hits of two things you need the most, essential insights to help navigate the future workplace and best practices on the more human side of leadership so you're empowered to take care of yourself while leading others. Enjoy some well deserved time for yourself to learn and recharge. Let's get started with today's guest. Tegan, take it away.

Tegan Trovato ([00:56](#)):

Leaders, today we're going to interview Cloverleaf co-founders, Kirsten Moorefield and Darrin Murriner. The two of them have a really fascinating story. Just imagine for a moment what would it take for you to want to start a business with someone? That co-founder relationship is really special and important and they are going to open up the curtain a bit for us to hear what it was that lead them to want to work together, and what that journey has been like.

Tegan Trovato ([01:26](#)):

What I am really excited to explore with them is how they are leading a tech company, and in my opinion busting all the stereotypes of what tech co-founders are like, in that their product is truly making the cultures and the lives of the humans better at work, and likewise they're creating a really special culture in the company they lead.

Tegan Trovato ([01:49](#)):

They both lead with a ton of humility and authenticity, and openness and curiosity, and I'm going to ask them a lot of questions about those very things as we talk today. I have no doubt that you will uncover a lot of little lessons buried in all of their answers to my questions today. It's just generally one of those opportunities where we all can come away inspired by someone's day to day work, and that's certainly what Kirsten and Darrin will offer us in this interview today. Darrin, Kirsten, welcome to the podcast.

Kirsten Moorefield ([02:20](#)):

Thank you.

Darrin Murriner ([02:22](#)):

Thanks for having us.

Tegan Trovato ([02:22](#)):

Yeah. You know, you're the first founders as a pair that we've ever had on. I don't know if I shared that with you.

Kirsten Moorefield ([02:29](#)):

Ooh, that's exciting.

Tegan Trovato ([02:30](#)):

It is.

Darrin Murriner ([02:30](#)):

You know, it is funny because I do think it is pretty unique to have one, I think, co-founders in general, although I think that's becoming more and more common, but I do think also we've been told that having opposite gender co-founders that aren't in a relationship or something is unique. I didn't find that surprising.

Kirsten Moorefield ([02:55](#)):

Yeah, bizarre. Someone told us to write a book about it one time, and I was like what would I write in it?

Tegan Trovato ([03:00](#)):

Oh, well I may help you with that right now, because I would love if you two would tell us your founder's story, because Darrin, it's a super pertinent point that first of all, and I can relate to this as the sole owner of my firm, I can't imagine what it would take for me to find someone and go, "You're someone I'd like to be in a full partnership with." Right? It's a big thing, so tell us, tell me, tell listeners how you two found each other and how you have evolved this business into what it is today by sharing your intellectual horsepower.

Kirsten Moorefield ([03:32](#)):

Sure.

Darrin Murriner ([03:32](#)):

Yeah. I'll get started with that, and Kirsten, feel free to jump in and add something extra, but we actually worked together at a digital video agency that actually started the explainer video marketplace, so if you're familiar with the little animated videos that explain the cloud or information security or whatever. I would say we did not actually work that closely together. I think we both kind of watched each other work from afar, and understood the work and the quality of work that we did with each other.

Darrin Murriner ([04:00](#)):

But I think like with a lot of really good partnerships, oftentimes you don't really know how well you kind of work together or you kind of fit with each other until you're deep into it. I would love to say that oh no, we planned this and it was very thoughtful, and it was clear that Kirsten was a great complement in these ways, but I don't know that that was as much the case as much as it was just I think we definitely saw that there was some good complementary skillsets and strengths, but it's worked out I think way better than either of us could have imagined.

Tegan Trovato ([04:39](#)):

Yeah. Kirsten, what would you add there?

Kirsten Moorefield ([04:41](#)):

Well, I can just add the actual story of how did we get it started, so Darrin mentioned we met at a company. We both left for different reasons and we ran into each other a few months later, and I had

left to have my first child, but really in the back of my mind I wanted to start a business, and so we run into each other. Darrin's like, "How's the mom life?" I was like, "It's really great, except I also think I'm going to start a business." He said, "Well, I'm starting a business. You should come along with me," and so that was the moment that it all kind of began. I initially actually said no because I didn't really understand the concept, and I don't like technology. I'm totally a Luddite.

Kirsten Moorefield ([05:19](#)):

I'd love to not have a cellphone, but I actually sat on it for awhile and realized that concept, even though it's evolved a ton, could really change the world and could really have a huge impact on people's lives, and it is something I wanted to be a part of. I really admired Darrin. I had a lot of respect for what I had seen of him in our previous company, strong character, very trustworthy, really critical thinking, high quality and all that, and I love Darrin's wife. I was like if I can get closer to Peggy, that would be great because she also had owned her own business and was just a really good role model to me, so I thought why not? Let's do it.

Tegan Trovato ([05:58](#)):

That's phenomenal, so if I'm reading between the lines, you appreciated each other's quality of work in your previous life what you knew of each other. It sounds like there was an appetite for some shared risk, that is launching a business, like you were both ready to do it. I also so appreciate, Kirsten, your personal story on I'm at home, gave birth to a baby, was clear I wanted to give birth to a business as well. I just think it's such a testament to what's also brewing for a lot of women and possible is that we may step away from our work to start our family, but there's still so much more we awaken to during that time.

Kirsten Moorefield ([06:34](#)):

Oh. Oh, yeah. I knew it while I was pregnant and I told almost nobody because I knew that sounded crazy to say I'm going to learn how to be a mom and start a business at the same time.

Tegan Trovato ([06:44](#)):

That's phenomenal, and Darrin, I love that you called to just check in on her mom life and you're like, "Come on. Let's go do it."

Darrin Murriner ([06:51](#)):

Yeah, totally. Kirsten mentioned that she was just interested in getting closer to my wife too. I think there was a lot of shared experiences and a lot of shared personality related things there. Just anticipating, we were a little bit further ahead of where Kirsten and her husband sat in terms of growing a family, and just knowing some of the struggles and stuff that my wife went through with that.

Darrin Murriner ([07:20](#)):

Because I think we actually had started a business prior to having children versus the other way around for Kirsten, and just understanding that hey, there's this other part of yourself that you still want to engage on a regular basis. Just doing feeding and changing diapers, and maybe occasionally doing mom or parent run-ins at the park or whatever isn't super fulfilling for a lot of people. Yeah, I think there was a lot of shared experiences, and I think the fact that we were probably a little bit further ahead of her and her husband in terms of their journey made for a really good, I think, situation for us.

Tegan Trovato ([08:06](#)):

So interesting. I too woke up to the interest in having a bigger business after I had my baby, the same year, and it's doubled in size every year since then. I'd kind of been, as a solo practitioner for many years, and my practice was roughly the same size and revenue every year, and then after I had Athena, there was just something that woke up in me that I was like I want my business to do more for me and I want us to be creating bigger impact. I can't explain where that came from because I'd been in business several years, except there was a lightning bolt moment. It was my postpartum window and here we are today just growing and growing. There's something here, I know. Maybe we need to investigate this some other time, like what happens there for entrepreneurial women?

Kirsten Moorefield ([08:51](#)):

I would love to investigate that, yes.

Tegan Trovato ([08:53](#)):

Okay. There will be a followup call later, okay?

Kirsten Moorefield ([08:58](#)):

Great.

Tegan Trovato ([08:59](#)):

You guys once told me that Cloverleaf is a tech company, but humming below the surface at all times is an effort to create psychological safety and appreciation of diversity and of diverse opinions. That's a direct quote as you can tell.

Darrin Murriner ([09:16](#)):

That's a lot. Wow.

Tegan Trovato ([09:16](#)):

Yeah, like huge. Tell us more about what that really means, and you know what? Actually maybe you should tell us what Cloverleaf is and what it does. Let me back up. Tell listeners about Cloverleaf and then I'll take us back into that.

Darrin Murriner ([09:31](#)):

Yeah, I'll start with the first part and then Kirsten can maybe answer your original question.

Tegan Trovato ([09:36](#)):

Great, thanks.

Darrin Murriner ([09:37](#)):

Cloverleaf is an automated coaching platform that integrates with the tools that employees use every day, so email, calendar, Slack, Microsoft Teams, and we provide customized coaching to the specific, I would say behavioral patterns and profiles of you as an individual, but more importantly, really provides insight and sheds light on how you can be more effective with each other in those day to day interactions.

Darrin Murriner ([10:03](#)):

All the things that you said in terms of psychological safety and diversity and the respect of those differences that happen in the workplace or when we collaborate with each other is a key part of how we do that coaching experience. We're fully tech solution. There is not a human coach involved, but it's really there to supplement or complement or for those who don't have access to coaching today, to provide a coaching solution that can really help improve not just individual performance but more importantly, the interactions that you have with the people that you work with on a daily basis.

Tegan Trovato ([10:46](#)):

Yeah, great, and for listeners, the reason I got pretty jazzed about Cloverleaf, there's a couple things. One, it is a very cool technology, so please do take some time to go look at it. I've never seen anything like it, and secondly, as most coaches realize, coaching can be really inaccessible for a lot of people, especially executive coaching.

Tegan Trovato ([11:06](#)):

It's reserved for folks that are already earning a lot of money. They've already made it quite a far way in their journey, so then you've got your middle managers and more junior leaders who are getting zero investment but have literally all their front line responsibility. When I saw this tech I just understood that it could support all level of leader and create accessibility that there's not in the market. Correct me if I've gotten any of that wrong. That was my take.

Kirsten Moorefield ([11:32](#)):

Spot on. Yeah.

Tegan Trovato ([11:33](#)):

Okay, yeah. I appreciate, Kirsten, this probably connects back to some of what you were saying about initially you weren't like yay, tech, but there was something deeper about what it was intended to do, so if you then, if I could take you back to that original question about if you're a tech company but under that surface is that effort to create safety and appreciation of diversity, welcoming even opposing views, how is it doing that?

Kirsten Moorefield ([11:58](#)):

Yeah, absolutely. It's summer right now. If you think about you go to a barbecue and you ask somebody, "Hey, what do you do?" Within a few minutes they'll probably complain about somebody that they work with. That's just a common human experience we all have, where we get frustrated often because of the people around us, and if you really dig into what is happening there, it's most likely not a character flaw. It's most likely that they are more detail oriented where you're more big picture thinking, or they are more concerned about hey, I've seen these types of scenarios in the past and I want to just make sure that one plus two will equal three again, whereas you're thinking but the future.

Kirsten Moorefield ([12:44](#)):

We can go here, or they're thinking we don't have the dollars and you're thinking but the people we need to think about. There's just different perspectives that we all bring to the table, and every single one of those perspectives I just mentioned is incredibly valuable and you need all of them to build the

right solutions, to create lasting solutions that don't just fizzle out and die, to build profitable businesses that employ people, that accomplish great missions.

Kirsten Moorefield ([13:09](#)):

You just need all of that at the table, but it is really hard for us to understand that that's what's happening underneath the surface when we feel like we're being attacked and we're being misunderstood, and that thing that we worked really hard to prepare is not being considered by other people or what have you in those common scenarios we all experience at work. What Cloverleaf is really designed to do is to help you see the great strengths that you and other people bring to the table and how where you have blind spots or where they have blind spots, you both support each other really well because of your differences.

Kirsten Moorefield ([13:48](#)):

People just really, we're not taught at any point to think about am I a big picture thinker or a detail oriented person? Am I really good at setting plans or getting the final task completed? What am I really good at? What am I really drained by? Cloverleaf is just here to help you see that in you and help you see that in the people around you, so that over time you're learning those things and it helps transform those relationships from ones where you took things personally to where you realize I need that person. Actually I'm going to go to them and ask them for that perspective because I recognize one, I value that in that person and I value who that person is, and two, it's going to make for better work that we're all more proud of at the end of the day.

Tegan Trovato ([14:33](#)):

Yeah. It's also hitting me as you're talking about this that this is such a nice maybe accidental solve for the distance the pandemic has created in a lot of workforce. I was just coaching an exec this morning that was talking about how she's joined during the pandemic and she feels so just not connected because everyone's all across the country, so I could imagine something like this just serving up that connectivity and bonding opportunity.

Kirsten Moorefield ([15:03](#)):

Yeah. We always served remote teams, but when the knowledge force went remote, it was good for our business. We were able to be very helpful in that way.

Tegan Trovato ([15:13](#)):

I imagine so. Darrin, what were you going to say?

Darrin Murriner ([15:16](#)):

Yeah, I think remote distributed teams obviously have gotten a lot of focus in the last couple years because of COVID. It was definitely a driver for us pre-COVID. It was much more of an accelerator after COVID. I think the other thing though too is just the culture that we're in, like the political climate. I think we're kind of conditioned to say things are right or wrong, and so it's pretty easy when you encounter a behavior or a mindset, or a style that is different that there is just these natural right and wrong kind of mindsets.

Darrin Murriner ([15:57](#)):

A big thing for us is how do we help teach and train people that those things aren't right or wrong, that they are just different. I've had so many people, even in the last few weeks, we'll have this conversation and we'll talk about what Cloverleaf does. They'll talk about some specific behavior or pattern that they're in, and they'll say yeah, I guess it's just a character flaw. I'm like no. Those things aren't character flaws. They're just how you process information or how you see the world.

Darrin Murriner ([16:31](#)):

If there is a downside to those things, if there's implications that hold you back from being successful, part of it is how can you complement those strengths in a way or find people to partner with, like Kirsten and I, to kind of complement those things, that we aren't just naturally wired to do very successfully. For us, we're also excited, I mean we're a workplace tool, but I think for us we're excited about the potential of having impact beyond the workplace, because if we're able to train and create those mindsets and move people out of the mental ruts that they're in in terms of how they engage or how they think about those differences, we think that can extend beyond the workplace into how you interact with your neighbors or how you see family members that you've had these difficult relationships with.

Tegan Trovato ([17:25](#)):

Yeah. It's almost a muscle you're talking about. Yeah. Let's personalize that a bit in your own business and your own lives. What are you finding you have to facilitate or sponsor as a leader in order for those perspectives that may differ to be, I mean leveraged is the word, inside of work?

Kirsten Moorefield ([17:45](#)):

Yeah. No, that's a very good question. We're human managing humans, and sometimes people ask us how do you use your own product? We're like just about in every single way, because people need it, we need it, right? I'm totally not immune to somebody asking me a bunch of questions and me starting to feel attacked, even though I know, I know it's just because they're really analytical and I need their critical thinking. I would say one of the common things that will happen is if tension arises on the team, we work very hard to still advocate for it, like hey, what do you think their perspective was, and what are you experiencing, and oh, by the way, you now have to go talk to that person about this too. You can't vent up and leave it. You're responsible for building this relationship.

Tegan Trovato ([18:37](#)):

Love that, and I think that's a natural inclination as leaders too, if someone comes to complain, that we'll fix or counsel. I love yes, put it back on their plate and the responsibility is theirs. Yeah.

Darrin Murriner ([18:49](#)):

Another part of that too is we have a product, right? We built a product that actually helps people navigate through those tough conversations, so it would be one thing if we were just like hey, go figure this out on your own and didn't give them the tools or equip them to actually effectively navigate through that process, but at the end of the day it starts with us as individuals to take responsibility and accountability for those relationships. When we feel those tension points, even if they're not on the surface, maybe we just feel that internally, that should be a nudge to say hey, there's something here and I should probably at least surface this, even if they're not feeling it because if I'm feeling it then there's something there that could still keep me from being my best with that person.

Tegan Trovato ([19:39](#)):

Love it.

Kirsten Moorefield ([19:40](#)):

One thing Darrin said a few years ago, I remember we were in a particularly uncomfortable situation with an employee, and Darrin said, "This is where culture is built. It's not built in when times are great and you can play ping pong. It's built on how do you manage the challenging conversations? How do you manage the uncomfortable scenarios?" I think that's so true.

Tegan Trovato ([20:04](#)):

I love it. I literally am writing that down because I'm going to share it right back with a client that we were talking about something similar today. I'll even quote you, Darrin.

Darrin Murriner ([20:13](#)):

Oh my gosh. This is like two quotes in the same podcast. I'm starting to get nervous.

Tegan Trovato ([20:16](#)):

It is.

Kirsten Moorefield ([20:16](#)):

Darrin's getting famous, everybody.

Tegan Trovato ([20:18](#)):

I know. He's not going to get his head back out of the conference room door to go back to work. Tell me for each of you, what do you feel like has changed for yourselves in your own leadership practice the last couple of years or in your own growth journey? Part of the reason listeners are tuning in is to hear from other execs what they have been focusing on and how they're going about their growth. What would you say has been top of mind or thematic for each of you in the last couple of years?

Darrin Murriner ([20:44](#)):

I think for me personally, it's to talk less and listen more, and I think Kirsten's been a really good nudge on that as well, and I find that the larger our team gets, the less I should be speaking and in fact, the more I should be encouraging other people to speak up. An important role I play in meetings is to read the room, like who's got things that they want to say but they're just not saying it, either because they don't feel like they have the freedom or they're not given the space because others are taking more of the airtime?

Darrin Murriner ([21:24](#)):

But it's an important voice for the room to hear, and I think that's been a journey that I'm definitely still on, because my inclination is to definitely still get my opinion or perspective out there, and I think it is dangerous. Even in this conversation, we're like oh, I'll quote you on that, where you kind of get to this point where you're like oh, I've accomplished things and I've done these things and people want to hear what I have to say. It's like no, the best outcomes we can possibly have is where our team collectively comes to a solution that everyone in the room owns, not that it's something being dictated by a leader or someone who just happens to dominate the conversation.

Tegan Trovato ([22:11](#)):

I love that. We just had a guest on, actually I'm going to pull up her quote right now.

Darrin Murriner ([22:16](#)):

I get this impression, Tegan, that you have this spreadsheet of quotes or something.

Tegan Trovato ([22:20](#)):

I don't.

Darrin Murriner ([22:20](#)):

How do I just find raw quotes?

Tegan Trovato ([22:22](#)):

No, if you go back and listen to other episodes, I'm not sure I've ever shared another quote, but this is just where my brain is today, I guess, but Sherianne James was on. This was just a most recent episode, and I think you would appreciate. She said, "Leaders have to listen to the whisper. Discontent and resistance can be really subtle."

Kirsten Moorefield ([22:46](#)):

Yes.

Darrin Murriner ([22:46](#)):

So true.

Tegan Trovato ([22:47](#)):

Yeah, sounds like very much what you're talking about, right, that drawing out what's not being said, so I love that. Kirsten, what do you think yours has been about the last couple years?

Kirsten Moorefield ([22:57](#)):

I can think of two. One is trusting my gut. I was in my 20s when we started this business, and so I definitely was the youngest in the room in every scenario we were in and felt like I don't know if I know the right answer here, and just coming to realize over the years that a lot of what I saw years ago was something I should have pushed harder for because it then took a little longer to come to fruition because I was doubting my intuition, that kind of a thing.

Kirsten Moorefield ([23:29](#)):

Darrin's been so helpful in encouraging that and validating that. Then I think another one is thinking about how to select the right people, whether that's in hiring or whether that's in what advice to listen to. We get so much advice, which is great that people are passionate about what we're doing, but there are many folks who might not have the right experience. I really need critical thinkers around me. I really do because I will miss those small details, but there's a difference between critical thinkers and critics, and so finding the difference between.

Tegan Trovato ([24:12](#)):

Big distinction.

Kirsten Moorefield ([24:13](#)):

Yeah, and so I've experienced scenarios where I just can spin in circles thinking I need to take this seriously because it's critical thinking and then realize later no, that was just negative. That's different than helping to construct solutions.

Tegan Trovato ([24:31](#)):

What I appreciate about your view on that, though, is that most leaders come from a place of I need to learn to listen, just as they're starting point, and you're coming more from the place of I have to filter all the things I'm hearing.

Kirsten Moorefield ([24:43](#)):

Yeah, and I do think you need to learn to listen, and I don't think you ever have fully arrived at how to listen. I think that's constantly a muscle to focus on, but yeah, part of learning how to listen is learning when not to listen.

Tegan Trovato ([24:58](#)):

Yeah, that's really interesting. It's a great point. It's a great point. I want to just hear all of your thoughts on authenticity in leadership, because you brought this up when we three connected a few weeks ago, and it was rich. It has layers, all the things that you have to say about it, and Kirsten, I'd invite you to chime in as things resonate, but tell our listeners about why that has been really important to you, especially right now.

Darrin Murriner ([25:26](#)):

Yeah, it's interesting. We actually, one of our cultural values is be a genuine teammate. We say genuine, and we actually consolidated a couple of values into one over time, one of which was kind of this transparency piece. Some of the things that we'll say is bring your whole self to work. I think a lot of people do check themselves at the door, like cover up your tattoos, your hairstyle, the things that you're wearing. These are all things that we've heard in our careers. The richness and the uniqueness of our individual perspectives are really important in terms of building trust, and so we would have this transparency and authenticity, both of those, and candor.

Darrin Murriner ([26:19](#)):

Those are three things that we would speak about, and we kind of consolidated that all into the be a genuine teammate because they're kind of all different sides of the same coin. You can't be authentic if you're not candid, but you also have to have relationship, because if you're just being candid, you don't have a relationship or you're not transparent in a way that feels authentic. Then it just comes off as criticism, right? All of these things are really tightly linked, and so I think for leaders, if they want to create a place that is a team, an organization, that has high levels of psychological safety, sense of belonging, and I know some of these things sound like buzzwords because they're probably a little bit overused in our corporate and leadership culture.

Darrin Murriner ([27:17](#)):

But I think if they truly want to have that kind of a culture, then they really have to lean in on that authenticity and transparency side of their interactions with people and how they approach people both on their team, and I also think this needs to extend to partners and customers, and how you're interacting with those folks as much as it is just internally. Again, because if you want a culture that has authenticity, you can't say and do one thing internally but then act a different way because you're working with someone on the "other side of the table from you." I think that's a really important element to creating that trust and psychological safety.

Tegan Trovato ([28:04](#)):

Right.

Kirsten Moorefield ([28:05](#)):

I'll add to that. I have actually learned a lot from watching Darrin on being an authentic leader. A lot of times Darrin's talking about how do we be teammates, how do we encourage that in our teams? But a lot of that is through how we as leaders model it. Leaders are always in hard new situations. Employees go through hard personal scenarios, and sometimes we don't know what to do about it. You brought up earlier, Tegan, employees come to us with challenges interpersonally within our teams and we're like oh, do I have to fix that? I don't know how to fix that. I should know how to fix that.

Kirsten Moorefield ([28:42](#)):

We can put a lot of pressure on ourselves, or the world goes into a pandemic or maybe we're headed into a recession. There's all these things that happen that oftentimes we're facing for the first time, and we don't know how to navigate it, so how do you be an authentic leader in those situations? I just have really appreciated watching Darrin do that, where he can prioritize the relationship.

Kirsten Moorefield ([29:07](#)):

He can still be very much open in communication and for the person and sometimes admit I'm not exactly sure what to say here or how to handle this, but I care. Then other times there's information we shouldn't share, and we should create a sense of stability, but you can still be authentic and transparent in yourself without losing that sense of stability that you're creating for your organization. When you do that, when you navigate those murky waters, you're giving everyone else permission to do that as well.

Tegan Trovato ([29:41](#)):

I particularly appreciate you pointing out the admission when we don't know what it must be like or what to do. That's what safeguards the authenticity for what it is, right?

Darrin Murriner ([29:53](#)):

Those are the best opportunities to model authenticity, right? We have a leader. He's a first time leader, and we actually had a leadership team meeting and he basically, again, in a really great moment of being transparent and authentic, was like, "I need to have the answers for my team." We were like no, no, you don't. You've hired really smart, brilliant people and it's okay to tell them that you don't have an answer to this, because he was driving himself, I don't want to say crazy, but he was burning himself out.

Darrin Murriner ([30:34](#)):

That is a tendency for him, that we're like hey, this is something that you're really going to have to watch out for as a young immature leader who is trying to be a great leader for the organization is that that mindset of I need to know all of these things, that actually stifles and kills authenticity. Because if you're able to admit that hey, let me turn this into an opportunity for you to grow. What suggestions and thoughts do you have in this context because I don't have all the answers. We're going to figure this stuff out together.

Tegan Trovato ([31:07](#)):

Yeah, and that manifested in him because of his early leadership perhaps, but we see that still at the executive level. Execs take on a new function or a stretch assignment and I'm going to say our, because it is all of our natural inclination to want to prove I got it, it's all safe, everything's okay, but that is often not a great recipe when you are moving into a place where other people are the experts, so it is a really fine line and I appreciate your employee's struggle between creating confidence by knowing enough and then knowing when to admit we don't so we don't kill people's confidence in us, right? That's a tough one.

Kirsten Moorefield ([31:48](#)):

Back to what's always the underlying theme of everything we build in Cloverleaf, is psychological safety and difference of opinion, cognitive diversity. You can't have that if you're the one with all the answers. You will never surface the things other people see that you don't see. We feel it in service to others. They should be able to come to me and get answers. I should be able to help them. But no, actually you should be creating opportunities for them. You should be letting them grow, which is sometimes uncomfortable for everybody, but that's really what's going to create loyalty to you as a leader, and to your workplace. That's what's going to create the best solutions for what you're working on. Not having the answers is actually a service to your people.

Tegan Trovato ([32:42](#)):

Well said. Not stealing their growth moments. Beautiful. Guys, I could probably just pick apart your entire leadership journey for the next two hours, but I will let you get back to your busy work lives. But before we go, tell listeners how they can learn more about you and Cloverleaf online.

Kirsten Moorefield ([33:01](#)):

Sure. Well, I said I'm pretty much a Luddite, so you won't really find me almost anywhere except for I am slightly active on LinkedIn. But as an organization you can find us Twitter, LinkedIn, Instagram, YouTube. Where else, Darrin? What am I missing?

Darrin Murriner ([33:17](#)):

TikTok even.

Tegan Trovato ([33:21](#)):

Oh, look at you.

Darrin Murriner ([33:22](#)):

I know. I would say pretty much any of the major social channels, we're there. It's generally Cloverleafme, M-E, and that's because that's our website as well, cloverleaf.me, dot M-E. Most of our

social media handles are Cloverleafme, all one word. Same as Kirsten, pretty active on LinkedIn. I also enjoy Twitter quite a bit. It's maybe not a good habit, still deciding on how much time I'm spending on Twitter.

Tegan Trovato ([33:52](#)):

It could also depend on the day and what's going on in the world as to how much we want to read it.

Kirsten Moorefield ([33:57](#)):

Right.

Tegan Trovato ([33:58](#)):

Well, thank you for that, and listeners, we'll be sure to include links to all of those things mentioned in the show notes. You can easily go and find them, and I was poking around, of course, on your website, and saw that anyone can do a free trial. Is that right?

Darrin Murriner ([34:12](#)):

Yeah, that's true.

Tegan Trovato ([34:13](#)):

Okay, and how do they go about doing that?

Darrin Murriner ([34:15](#)):

Yeah. They can literally just go to the website. There's buttons all over the place that say start a free trial. It gives you 14 days you can try it out. Our product is really best experienced with other people because if you want to get coaching on a new team that you just got added to, or that maybe you just got responsibility for, it is a great solution to help you understand those new team members and it's a very common experience. You don't have to be a senior leader or exec in an organization to use our product. Just give it a try. I think you'll find that it's very valuable in that journey.

Tegan Trovato ([34:54](#)):

Great, so give it a try but bring a couple of leader friends with you so that you have some comparative reports to share, and all of that stuff. Okay. Heard you loud and clear. All right, so as we close I want to ask each of you the question we ask each of our guests, and so as a reminder, this podcast was created to discover the behaviors and practices and beliefs and skills that the future leaders need to successfully carry these systems forward that seem to be unendingly changing at warp speed. To get your read on what's required of leaders of the future, if each of you will finish the sentence, "Leaders of the future will..."

Darrin Murriner ([35:32](#)):

Go first, Kirsten.

Kirsten Moorefield ([35:34](#)):

Okay. Well, I'm going to draw a real quick analogy here. I really like history a lot, and 200 years ago people would say oh my gosh, there's misinformation around politics and there's all kinds of problems spreading around. It's the worst political divide we've ever experienced, and 200 years later we're saying

the exact same thing. We have more tools. We have social media. It's louder, it's more pervasive, but you know, it's the same problems over and over, and so I think that way about work.

Kirsten Moorefield ([36:05](#)):

I don't discount the crazy technology changes and everything the pandemic introduced, but I still think that people are people, and the same problems we experienced 50, 100, 500 years ago, we're experiencing still as people. You need a lot of the same things in a leader, which is character. Work at being humble and listening, and considering different perspectives. Work at seeing your people and seeing where their strengths are and their value is, and opportunities for them. You have to be intentional about all of those things. None of it is natural, and I think that working on yourself and your own character is just as critical as ever before.

Tegan Trovato ([36:51](#)):

I love that. I think so often we look for the frameworks or the habits we want to have as leaders, and for you to bring us to character, which is the anchor, is beautiful. Thank you. Darrin?

Darrin Murriner ([37:02](#)):

I would say leaders of the future will, and then I'm going to fill in the blank here, have and demonstrate emotional intelligence. Really what I mean by that is I think putting people first, one of my favorite stats that I use a lot is that if you look at the value of the SNP 500 in the early '80s, 85% of it was in hard assets, plant, equipment, inventory. Today that's 8%, so what that would demonstrate is the value that we create for our organizations is directly attributable to people and their ability to collaborate with each other. One plus one has to equal three or more.

Darrin Murriner ([37:47](#)):

Ideally maybe it's eight or 10, or 20, right, if we really want to grow our organization to become the best. I think unfortunately, most leaders and most organizations aren't putting people in that position either in terms of where we invest our time and resources. Even on this podcast, recording this, I've thought of two people that I'm immediately going to reach out to because one of our team members, his wife is due in the next month, and got some concerning test results yesterday.

Darrin Murriner ([38:21](#)):

I was like oh man, I haven't checked in with them and found out what's going on. Those kinds of things are things that every leader can do. You don't need to be a CEO of a Fortune 500 company to impact people. You can just focus on the people that are around you and make sure that you're taking care of them. I think that awareness, we talked about reading the room as a leader and being able to pull those things out, but part of that's just being human. Do we care and are we demonstrating that level of care with the people around us?

Tegan Trovato ([38:53](#)):

So good. I just told my team of coaches, who do team coaching, we were talking about the competencies we often instill in leadership teams, and I put one on there that is humanness, because I think it is coming back to very much what you said, which is partly recognizing our own humanness and our needs, and then being able to parlay that recognition into how we care for others, because I don't think those two things can be separate. We don't care well for others if we haven't cared for ourselves,

and that's what you just really kind of shook up here. But wouldn't it be something if a leadership competency became humanness?

Kirsten Moorefield ([39:31](#)):

Yeah, it should be.

Tegan Trovato ([39:31](#)):

It should make the list.

Kirsten Moorefield ([39:33](#)):

Yeah.

Tegan Trovato ([39:34](#)):

You heard it here first.

Darrin Murriner ([39:35](#)):

That would be great.

Tegan Trovato ([39:38](#)):

Guys, thank you both so much. This has just been refreshing. As I've shared with you both privately, I'm just really energized by what your business has created. I think it continues to be probably rare that we find a way to use technology to make our human connection better, so I'm very excited about what you've put out into the world, and I appreciate as busy as you are that you've made time to talk with all of us today. Thank you so much.

Kirsten Moorefield ([40:03](#)):

Thank you, Tegan.

Darrin Murriner ([40:03](#)):

I appreciate you having us.

Outro ([40:05](#)):

Thanks for listening to this episode of the Workplace Forward podcast, where leaders and executives can stay ahead of the curve on emerging leadership ideas and self care best practices, guided by executive coach Tegan Trovato and her expert guests. Please take 60 seconds to help others discover the Workplace Forward podcast by going to iTunes to subscribe. Give five stars and leave a comment. Want to learn more about Bright Arrow Coaching and leadership development? Visit the website at www.brightarrowcoaching.com. See you next time, and while you're filling your team's cups, remember to take care of yourself too.