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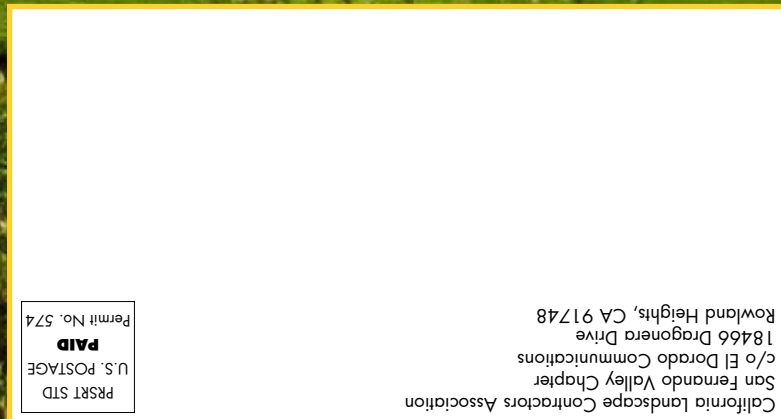
- September 24, Tierra Rejada Golf Club, Moorpark
- Details on pages 4-5

NEW DATE!

Online Pesticide Educational Course

- May 13, 3:00–5:00 p.m. via Zoom
- Hosted by Channel Islands Chapter
- See page 3 for more information
- All Chapters invited to participate

Cover Photo: The 4th Hole at Tierra Rejada Golf Club, site of the 2021 SFV Golf Tournament.



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STATE AND LOCAL EVENTS

Don't miss any of these very important events!

Subject to Change – Check with Chapter Office First
WATCH FOR LAST-MINUTE CHANGES DUE TO COVID-19

- May 13 Pesticide educational course via Zoom. Earn DPR approved and CPUs. Regional event organized by CI Chapter; all chapters invited, see page 12.
- June 17 CI Chapter and neighbors visit to San Marcos Nursery in Santa Barbara area. SFV members welcome. TBD
- Sept. 17 Channel Islands Chapter and Friends Annual Fishing Trip. Details to come.
- 24 Regional Golf Tournament with Channel Islands Chapter, Tierra Rejada Golf Club, Moorpark
- Nov. 3-6 CLCA Convention, Lahaina, Hawaii Westin Maui Resort & Spa

**Pesticide Educational Course
via Zoom**

NEW DATE!

May 13, 2021 - 3:00-5:00 p.m.

Zoom link: <http://bit.ly/May13Pesticides>

Cost: \$20 for CLCA Members • \$40 for Non-Members



Join the CLCA Channel Islands Chapter from your computer in this online course, which will cover Pre- and Post-Emergent Herbicides, plus Insects and Grubs (1 hour each).

CEUs from DPR are available.

Hosted by: Bill Blackman, PCA
Juliet Partida, QAL
Evan Moffitt, PCA

All Chapters are invited to participate!



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FRANCISCO SALAZAR
SFV Chapter
President
Groundcare
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Getting the Ball to Roll

It's the beginning of May and time to get things going. With many CLCA chapters starting to get together and work on events, here at the San Fernando Valley Chapter we did not want to get left behind. We recently announced a Golf Tournament on September 24 at Tierra Rejada Golf Club in Moorpark and we are inviting everyone to participate and to sponsor if you have the opportunity. Sponsorship opportunities are now available – see the flyer on the next page.

Here at our chapter we are also looking to plan other smaller events to network and

catch up with friends now that Covid restrictions have been reduced. If you are new to the chapter and would like to be more involved or would like more information on how you can tap into

all the CLCA member benefits, or be helped in other ways, please reach out and we would be happy to assist you.

Every day things are looking brighter, and everyone is excited to get together and socialize. Please remember the San Fernando Valley Chapter is here to serve our members. Contact us so that we can get to know each other once again.

One way to get to know one another better is for you to get involved and attend our meetings and activities. We also have some committee positions still open and can use your ideas and your energy serving on one of them. Call or email me (cell 818-970-7592; francisco@groundcarelc.com) and plan to join our next Board Meeting on June 3 at 10 a.m. via Zoom. We'll see you then. – *Francisco*

Golf Tournament Sponsorships and Registration are Open!

The CLCA San Fernando Valley Chapter Golf Tournament is set for September 24 at Tierra Rejada Golf Club in Moorpark. Plan to join us for a fun-filled day on the links with your CLCA friends! To register online, please visit <http://bit.ly/SFVGolf21>

GOLFER & SPONSOR REGISTRATION LEVELS

Item	Max Limit	Price	Item	Max Limit	Price
Single Golfer in Tournament			Grand Prize Sponsor (2 available)		
Includes participation in the tournament, a raffle ticket, and boxed lunch for each registered golfer.			Sponsor for prizes and plaques to tournament winners. Sponsor signage at entrance and exit of tournament.		
8	\$150.00 ea.		1	\$500.00 ea.	
Foursome in Tournament			Lunch Ticket Sponsor (2 available)		
Includes participation in the tournament, a raffle ticket, and boxed lunch for all registered golfers.			Sponsor funds will be used to help with the purchase of lunch vouchers provided for players during the tournament. Your logo will be printed on the lunch vouchers. **Purchase 2 of this sponsorship to have your logo exclusively printed on the vouchers.		
2	\$600.00 ea.		2	\$500.00 ea.	
Mulligan Package			Drink Ticket Sponsor (2 available)		
Two mulligans in tournament + one raffle ticket. **One package per player may be purchased.			Sponsor funds will be used to help with the purchase of drink vouchers provided for players during the tournament. Your logo will be printed on the drink vouchers.		
8	\$25.00 ea.		2	\$500.00 ea.	
Premium Hole Sponsor (4 available)			Questions? Call (818) 772-7233		
Signage at a tee during the tournament + special contest sponsor. (ic: longest drive, closest to the pin, etc.)			or email sfvclca@gmail.com		
1	\$400.00 ea.				
Hole Sponsor (13 available)					
Signage at a tee during the tournament.					
1	\$250.00 ea.				

Join us for a fun-filled day on the links at Tierra Rejada Golf Club in Moorpark!

REGISTER TODAY!

GOLF TOURNAMENT

SEPTEMBER 24, 2021

Sponsorship Opportunities Available!

Hole Sponsor: \$250

Premium Hole Sponsor: \$400

Signage at a tee during the tournament + special contest sponsor.

Grand Prize Sponsor: \$500

Sponsor for prizes and plaques to tournament winners.

Lunch Ticket Sponsor: \$500

Drink Ticket Sponsor: \$500



Questions?
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Register at www.CLCASFV.org

CI Chapter & Friends Fishing Trip Set for September 17

- **Dedicated to Memory of Brandon Bogeaus**
- **Featuring More Sponsorship Opportunities**
- **Also featuring 7 Months of Sponsor Promotion at no additional cost!**

This year's Channel Islands Chapter & Friends Fishing Trip set for Friday, Sept. 17, will offer a full day of fantastic fishing for 30 lucky anglers as in previous years, but with a few changes. First of all, the trip will be held in the memory of long-time CI Board Member Brandon Bogeaus. Also, the event will feature more sponsorship categories **AND 7 MONTHS OF SPONSOR PROMOTION AT NO ADDITIONAL COST!**

Fishing Trip Title Sponsor (\$500) is SK Landscape Design – Steven Kinzler. Our Gold Sponsor (\$350) is SiteOne Landscape Supply – Evan Moffitt. Two Sponsorships at \$300 each – Tackle Sponsor and Galley Sponsor – are still open. We are also featuring several **Fishing Partner Sponsorships at \$250 each** as in previous years.

Event Sponsors will be showcased EACH MONTH through the end of the year! This includes names and logos in our Fishing Flyer and Application, as well as newsletter and social media write-ups about their products, services, and activities.

Other chapters may have an Awards Program or Golf Tournament to sustain them in this Covid activities-shortened year. Our Fishing Trip is the Channel Islands Chapter's big event for 2021. The Fishing promotional program will begin in June.

Thank you for your continued support of the Channel Islands Chapter.

16 Valuable Life Lessons You Can Learn from Entrepreneurs

From an article in allBusiness by members of Young Entrepreneur Council (YEP)

What business or life lesson has stuck with you through the years? What can other business leaders learn from it? Following are responses for YEC members:

1. **Surround yourself with good people** – Do everything you can to have a tribe around you that is supportive and will be there for you in times of need. If you find people who will work for you and are the perfect fit, do everything you can to keep them around.
2. **Remember when you wanted what you currently have** – Gratitude helps you celebrate the journey through ups and downs, rather than mindlessly jumping into the next goal, and can help keep you in a great headspace to make decisions.
3. **It's about the ride** – Everything we do, we do because there is something we want. But with business and life, if you only cherish the moments where you are getting that thing you want, you may very well be miserable the rest of the time. Find a way to enjoy the ride. It will make the journey much more enjoyable.
4. **Fear is the most important emotion** – Whenever you start something new, great or risky, the fear and doubt will start to set in. If you can focus on acknowledging those fears, addressing them and moving forward regardless of how scary it is, you will surpass those who get hung up on fear.
5. **Collect nos** – No one loves failure and rejection, but it's a part of life and growing as a person and business. Knowing this, I have flipped the script and now try to collect "nos." I know that the more "nos" I hear, the more likely it is I will soon get a "yes." It also removes the fear of taking a chance on things.
6. **Be good to your talent** – Show real appreciation for those who work for you. Having loyal employees is so valuable and it's something people don't focus on. We can't treat people like products as part of a throwaway society.
7. **Keep your ethics and values no matter what** – I've learned the importance of sticking to my guns about ethics and values no matter what opportunity presents itself. Nothing is worth compromising your own values to achieve, even if it means more money or success.
8. **There are no problems, only challenges** – Often the very words we use can define who we are. That's not just in the behavior we are using, but also in the way we think and the way that we approach things. A challenge is something that can be faced in a positive manner; a problem is something that can drag you backwards.
9. **Always have a backup plan** – This allows you to be flexible and change needs. Try to anticipate what happens if a key employee or client leaves, or a new competitor comes into the market. Plan what you would do in as many scenarios as possible and have a backup plan in case your first option fails.

Continued on page 9



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Circadian Spring *By Pete Dufau*

Spring – few other professionals are as coalesced with the season of spring than Landscapers. We literally manage the entirety of spring. Flowers, trees budding with leaf break, irrigating, lawns greening up and needing to be mowed weekly are the iconic signals to even the lay person that spring has arrived. It can be perceived by sight, sound and smell.

However, for those who wake before sunrise, and work till sunset, our senses are atuned to a more planetary change that drives all those other biological indicators that our hemisphere is launching into its period of growth. Daylight length is now equal and dramatically getting longer.

Most people don't realize that the seasonal changes between day and night lengths are NOT linear. The change is parabolic like our earth. At the equinoxes of spring and fall, those light vs. dark changes are happening at their highest rate, over two minutes per day added now or lost at fall. In contrast at the solstices, daytime length is only changing by around 20 seconds. So, we are now gaining two minutes a day, 14 minutes a week and over an hour a month of more daylight per day at this time of year! This means that we will have 14 hours and 27 minutes of daylight come June 19th, along with a longer lingering twilight at summer solstice.

Add to all this the steroid-like jump brought by Daylight savings and it's hard not to imagine that our souls must be thinking: It's GO Time! For all of us in the Green Industry it certainly is or soon will be. With all the isolation, our Circadian cycle is loaded like a Spring, which is also defined as a device that can launch into action with reserved kinetic energy. It is a time of rebirth and resurrection; it's hard to think that our emergence from Covid at this time of year isn't also part of something larger.

In the coming work craziness, we may not be as self-aware of the rapid changing times, but deep down we feel it more so than those who don't work outside, who don't daily see the emergence of daylight and smell the blossoms. So, may the energy of spring and all that it entails, be a longer lasting light leading us all, to our warmer days ahead. It will be a very special Springtime this year!

– Pete Dufau, CLT, CWM; Past President C.I. Chapter, Chairman Birch Financial, Chairman Landscape Water Conservation Foundation, President Ventura County Lincoln Club



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EVAN MOFFITT
CPC Co-Director
North, SiteOne
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Are You Passionate About the Landscape Industry?

People that are passionate about the landscape industry make the best CLCA Board and Committee members. It is likely that if you are reading this article, you have a genuine interest in it as well. CLCA is the best platform to pursue your passion for the landscape industry.

My passion for the landscape industry started at a very young age. When I was 12, I asked my parents for a gift certificate to the local nursery to buy plants for my birthday. I know, I was a weird kid, but I have always loved this industry. My passion is making the best better. This is also the 4-H motto, something that I hold dear to my heart, being active as a kid and as an adult with my own kids. I want the industry to be better than it was when I came into it.

People with passion make things happen. What is your passion? How can that translate into volunteerism within your chapter? There are Board and Committee positions for all passions. Is your passion education? Become your chapter's Education Chair and help create educational opportunities. Are you passionate about legislation and how CLCA lobbies for change at the state level on

laws that affect our businesses? Get on the Legislation Committee or be the legislation representative for your local chapter. There is a volunteer position for everyone's passion.

CLCA is the platform to develop your passion and it all starts at the chapter level. You know your area's needs and being on a chapter board where you can grow and develop programming to fill those needs is how it is done. Networking is also an important component of being an active member of CLCA: Meetings, excursions, golf tournaments, award banquets, etc. Vendors attend and sponsor these events to help educate contractors on the latest and greatest products to hit the market.

Educational events such as pesticide seminars or training events help you and your team level up and become better at what you do. Some CLCA chapters offer training events where you can send your crew to be educated or provide safety training. Other chapters hold community service events throughout the year where companies pull their resources and landscape a fire station, a school, a shelter, etc. CLCA is there to support and guide you along the way to serve you, your community, your business, and your passion.

What makes up a great CLCA Board? Lots of passionate people. People who want to make the best better. People who want to create change. People like YOU!

— Evan Moffitt, CLT; SiteOne Landscape Supply, Business Development Manager; CLCA Chapter Presidents Council Co-Director North; Past CLCA SLO Chapter President

CSLB Warns Consumers About the Dangerous Risks of Hiring Unlicensed Contractors

The Contractors State License Board (CSLB) is warning consumers about the dangers of hiring unlicensed contractors after felony charges were filed recently against an unlicensed contractor after the death of an employee. Two felony charges were filed against Segundo Collazos, the owner of Amazon's Landscaping Company based out of Concord.

The charges relate to the death of Manuel Peralta, then 68, of Antioch, who died while operating a tree stump grinder. At the time of the incident, Collazos had a suspended CSLB license for bond violations, and did not have a workers compensation insurance policy on file with CSLB.

Consumers can perform a "License Check" on the CSLB website with a search by a contractor's name, business name, or license number. The license page also shows if a contractor has up-to-date workers compensation insurance for their workers. Homeowners can also use CSLB's "Find My Licensed Contractor" feature for licensed contractors in their areas.

In California, it's illegal for an unlicensed person to bid for or perform any home improvement valued at \$500 or more in combined labor and material costs. The legal limit for a down payment is 10 percent of the contract price or \$1,000, whichever is lower. Avoid cash payments, keep copies of payment checks, and always get three bids from licensed contractors before hiring anyone to perform home improvement work.

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Passions and Preferences? *From an article by Mark Matteson, Sparking Success*

Are you designing your life to match your values? Is there congruence between what you say you want in your life and what you are actually doing with it?

“My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humor, and some style.”

– Maya Angelou, Poet Laureate

What are your Passions and Preferences? If I tell you “Family First” but I never attend any of my children’s Little League baseball games because I am working or playing golf, well then...we know don’t we? If I say “Fitness” but I never go to the gym or fall on the floor and do fifty pushups, well then...we know don’t we?

What are your passions and preferences? Have you ever made a list? Do they align with how you invest your time and money? If not, ask yourself two simple questions: “What do I need to START doing?” “What do I need to STOP doing?” It’s never too

late to live your life in alignment with your values.

What are your passions and preferences? Have you ever made a list? Do they align with how you invest your time and money?

Most historians agree, the most passionate president this country ever produced was Theodore Roosevelt. Like Lincoln, he was assailed on every side by his critics. This was his response:



MARK MATTESON
Sparking Success

“It is not the critic who counts – The credit belongs to the man who is actually in the arena; whose face is marred by the dust and sweat and blood; who strives valiantly – who, at worst, if he fails, at least fails while daring greatly; so that his place shall never be with those cold and timid souls who know neither victory or defeat.”

Amen Teddy!

16 Valuable Life Lessons, *from page 6*

10. **Stay hungry** – As an entrepreneur it can be easy to get comfortable when things are going well. That doesn’t mean you can kick back and relax. Things will change at some point, and if you keep putting in the work when things are trending upwards, you’ll be better prepared for it.
11. **Get out of your comfort zone** – Nothing great ever got achieved by people staying where they’re comfortable and doing the same things over and over. If you want to succeed, you need to put yourself out there and push yourself to do things you’re uncomfortable doing.
12. **Be patient** – Some entrepreneurs expect overnight success, but you never know what’s to come or what hurdles you’ll have to overcome along the way. We have this mindset that if we don’t reach success quickly, we’re failures, and it’s detrimental to our progress. Remember to be patient and that it’s a process.
13. **Communication can fix almost everything** – Proactive communication can resolve most issues before they even develop. Explaining the situation clearly and outlining potential outcomes before things get out of control can minimize most problems while still maintaining relationships in the business.
14. **Be grateful** – Being grateful for all the amazing people around me has been truly game-changing. Gratitude is the best motivation. The most exceptional things in the world were built by a team of people, and I wouldn’t be at where I am today if I was alone in this journey.
15. **Every interaction matters** – Whether you’re trying to partner with another business or win a customer, every interaction adds up. It’s said that you only get one chance at a first impression. But I’ve found people tend to remember the average of your interactions with them.

16. **Failing is part of succeeding** – Most business leaders are afraid of failing. Failure is portrayed as shameful in our society, and because of fear of failing, we may miss out on opportunities and success. Failure is actually the best teacher; getting things wrong and trying again is when the path to success starts to show itself.

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Important Water Management Terms *By Richard Restuccia, Jain Irrigation*

Good water management requires an understanding of water, irrigation, soil, and how they all relate to one another. Soil provides support and the nutrient reservoir necessary for plant growth. Water is essential for plant life processes. Effective management of these resources for crops and landscapes requires growers and landscapers to understand relationships between soil, water, and plants. This relationship is significant to irrigation users that desire to use best management practices such as irrigation scheduling.

Understanding the 11 water management terms below will increase your understanding of the plant water and soil relationship and make you a better water manager. If you want extra credit, you can watch the video from the Jain Irrigation Training Series. It features Dr. Gaudi from the Irrigation Training and Research Center, who discusses each of these terms in detail.

Soil Texture – Sand, silt, and clay are the three primary particles found in soil. Soil texture indicates the amount of each in the soil. For example, loam soil is 20% clay, 40% sand, and 40% silt. Here is a link to Web Soil Survey that shows you the texture of your soil once you put in your address: <https://websoilsurvey.sc.egov.usda.gov/App/HomePage.htm>

Oven Dry – This is when there is zero moisture in the soil.

Air Dry – When water is present in the soil but not usable by plants.

Permanent Wilting Point – When a plant reaches permanent wilting point, it can no longer recover from wilting.

Soil Structure – This is how the texture of the soil is put together. The smaller parts of the soil assemble, creating a larger particle. How these larger sections of soil are assembled refers to the soil structure.

Soil Saturation – This is the point at which there is no air in the soil. All the spaces between the soil particles are filled with water.

Field Capacity – This is the amount of water in the soil held by the soil – the remaining water left in the soil after it has been fully saturated and allowed to drain.

Available Water Holding Capacity (AWHC) – This is the difference between permanent wilting point and field capacity.

AWHC = 1.5 inches per sq ft for sandy loam soil. This is of particular importance when determining how frequently to water. If you need an inch of water per week to replenish ET and have coarse sand, you will have to water more than once per week.

Soil Moisture Depletion – The amount of water needed to return the soil to field capacity.

Soil Moisture Content – The amount of water present in the soil.

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Backflow Preventers: Are They Really Important?

By Francisco Salazar, Groundcare Landscape Company

When it comes to backflow preventers, there's some wrong information circulating out there. I want to set the record straight. Read on to learn what backflow preventers are and why they're necessary for keeping your drinking water safe.

Our landscapes have all kinds of things that can make us sick if they get into our drinking glass. You can find pollutants like fertilizers, pesticides, and animal waste in your irrigation water. Because of this, irrigation water is considered a contaminant. Since irrigation systems are almost always connected to your home or building's water source in some way or another, it is important to have a backflow preventer. Your irrigation valves are not always enough to stop backflow alone and prevent the poisoning of your water.



A backflow preventer is a device that allows water to go through it in one direction but prevents it from going backwards in the opposite direction. Without the proper backflow preventers, landscape pollutants can return through your irrigation pipe and up into your home or building's water source.

Types of Backflow Preventers

There are several things to consider when determining the type of backflow preventer that is right for you. Plan to have a professional install and test your system and be prepared to answer the following questions to help determine the right one for you.

- Is it a commercial or residential property?
- Do you plan to install a fertilizing system?
- Where would you like the preventer to be installed?
- Is the area being irrigated large or small?

There are various types of backflow preventers available. They include:

An **Atmospheric Vacuum Breaker**. This is one of the least expensive preventers and is usually installed after all your control valves. If you have a large landscape, this may not be practical.

An **Anti-Syphon Valve**. This is a manual or automatic control valve with a built-in atmospheric vacuum breaker. It needs to be installed at a certain height, compared to its sprinklers or dripper. This is the most common preventer for single-family residential homes.

A **Pressure Vacuum Breaker**. This is like an atmospheric vacuum breaker however you only need to install one. It must be installed on the mainline supply before any of your control valves.

A **Reduced Pressure Type Backflow Preventer**. This is considered the standard for commercial irrigation systems and is also the most expensive of the preventers.

It's important to note that once your preventers have been installed, they need to be checked at least once a year to make sure they are functioning correctly. If you live in an area with extreme cold, make sure you protect your system from freezing.

In summary, it is important to protect your water and make sure you have the appropriate backflow preventer system in place. Plan to hire a professional to help. When installed correctly, backflow preventers can help prevent serious harm. Lastly, depending on usage, it is recommended to rebuild or replace your preventers every five years.



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6 Tips for Caring for Indoor Succulents *By Narimes Parakul, Aggie Life, UC Davis*

Taking care of houseplants, or, as some may call them, “plant babies,” can be a gratifying hobby. Horticulturist Marlene Simon at the UC Davis Botanical Conservatory posits that houseplants beautify and also create a sense of well-being in our environment. “I think it’s the challenge of growing something and the reward of seeing it grow and thrive,” she said. Below, Simon suggests tips for how to ensure succulents thrive inside.

Watch the light. Low light is a common issue many people face with houseplants. Stretched out plants are showing signs of a lack of sunlight. “Most cacti take intense sunlight. So inside, you may get a stretched out cacti, and it may eventually get stretched out enough that it will die,” said Simon. For supplemental light, place inexpensive LED light bulbs near struggling plants.

Don’t overwater. “People [often] overwater their plants,” said Simon. Succulents inside will require water every two weeks at the most. Check the soil; plants will rot out if they are watered too much.

Don’t water succulents after transplanting. Watering succulents after transplanting them into a new pot will lead to rot. Leafy

plants, said Simon, should be watered right away. For succulents, however, wait a few days to do so.

Don’t over-pot your succulent.

Choosing a pot that is too big can kill a plant. “When you water, you want to saturate the entire root ball. [When over-potting], now you have a really big root ball but the root is still very small so that soil is staying wet. That can possibly rot out your plant,” said Simon.

Choose the right succulent.

While having succulents around the house can make for aesthetically pleasing interior design, some succulents will not thrive if placed inside due to lack of light.

Simon highlighted Echeverias and Sedums, for instance, as succulents that will better flourish outside or when placed by windowsills. Haworthias, on the other hand, will do just fine indoors.



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How to Resolve Negative Communication Styles

From an article by Jonathan Goldhill, The Goldhill Group

Communication is the foundation of any successful business. Without it, not much would get done. However, not all communication is productive or positive. Whether it's non-existent or toxic in the extreme, poor communication leads to inefficiency, low productivity, disengagement, customer service complaints, attrition, and even legal issues. I have worked with families as clients who yelled at each other and then hugged it out. I've also worked with other families who don't even raise their voices or disagree with one another. Either end of the spectrum is a problem.

Recently, I interviewed Josh Baron, author of the forthcoming HBR book, *Family Business Handbook*, for my podcast. He concurs – too much conflict is as problematic as too little. That which appears harmless – such as avoiding conflict or showing extreme anger and then immediately making up for it – is not always what it seems to be.

Now, none of us enjoys conflict. It's one of the many things in life most people try to avoid. However, some conflict is healthy. Conflict challenges your thinking and invites you to see situations through other people's eyes. When you can look at a situation objectively and communicate with intention, it is possible to find healthy, constructive ways to resolve whatever conflict comes your way.

Finding the Right Level of Conflict

When conflict is absent, things are hidden. And while secrets are part of the human genome, they have no place in business. If your family avoids confrontations, it usually means something is lurking beneath the surface, and it's bound to explode sooner or later.

However, too much conflict is just as damaging as none at all. Ideally, you want to exist someplace in the middle, and when conflict rears its head, you should have a strategy in place to manage it.

Negative Communication Styles

Not everybody fosters negative communication with malicious intent. Most of the time, we all want the same things – better relationships and positive outcomes. In the effort to facilitate those goals, we need to remain mindful of how we communicate.

Passive, Aggressive

Passive and aggressive communication styles are both inherently negative. A passive communicator (a bit of an oxymoron) avoids conflict. They feel less-than and often fail to express their own needs. An aggressive communicator has little regard for what others want. They'll intimidate, verbally attack, and hurt others to achieve their goals. Neither tactic is productive, and either approach rarely achieves any results for anybody.

... too much conflict is just as damaging as none at all. Ideally, you want to exist someplace in the middle, and when conflict rears its head, you should have a strategy in place to manage it.

Conflict in the family business can arise from a rivalry between parents and children (founder and successor) or other family members. Nepotism might also be a factor, for example if the perception is that one child is favored over others. There might be money disputes or disagreements over the direction the business should take. Constructive communication can heal these rifts but allowing negative talk and action to continue almost certainly fuels the fire.

The Four Horsemen

John Gottman identifies four communication styles that spell disaster for any relationship: criticism, contempt, defensiveness, and stonewalling. This concept holds true for the family business as much as it does for a marriage or a non-business personal relationship, probably why Gottman calls them the "Four Horsemen of the Apocalypse."

Criticism shouldn't be confused with complaining. Criticism attacks the person, not the situation.



JONATHAN GOLDHILL
CEO

The Goldhill Group

Continued on Page 15

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"We are here to fulfill our own destiny, our own reason for being."
– *Tom Johnson*

KING FOR A DAY

And the world makes you king for a day
Just go to the mirror and look at yourself
And see what that man has to say

For it isn't your father or mother or wife
Whose judgment upon you must pass
The fellow whose verdict counts most in
your life

Is the man staring back in the glass

Some people may think you a straight-shootin' chum
And call you a wonderful guy
But the man in the glass says you're only a bum
If you can't look him straight in the eye

He's the fellow to please, never mind all the rest
For he's with you clear up to the end
And you've passed your most dangerous, difficult test
If the man in the glass is your friend

You may fool the whole world down the pathway of life
And get pats on your back as you pass
But the final reward will be heartaches and tears
If you've cheated the man in the glass

– *Anonymous*



DAVID JUNOD
Sheridan Landscaping, Inc.

How to Resolve Negative Communication Styles, *continued from page 13*

Contempt raises the stakes by showing disdain for the person under attack, pitting one person over another in an effort to show superiority.

Defensiveness arises in response to an attack. It could show up as casting blame elsewhere, but it's really about doing anything to get the attacker to back off. When we're defensive, nothing gets resolved, and the issue will continue to escalate.

Stonewalling is common in the face of unmitigated attacks. Sometimes it feels like the best thing we can do is walk away because we feel that resolution is impossible.

In my book, *Disruptive Successor*, I explore these unhealthy communication styles in great depth. To better understand how these traits show up, I encourage you to purchase the book.

Resolving Conflict in the Family Business

When conflict is issue-oriented, it is healthy. When it becomes personal, it is unhealthy. Healthy conflict is an opportunity to improve systems, find answers, and make the best decisions for the company. Unhealthy conflict does none of that and perpetuates bad feelings.

First, you'll need to get clear on your needs. Only then will you be able to listen and focus on the other person's concerns.

- Identify the issue and an example of the behavior or situation that needs to change. Clarify your emotions around the issue

and what's at stake. Identify your part in the situation, so the other person does not feel they are solely to blame.

- Demonstrate that you wish to resolve the issue.
- Invite the other person to respond; genuinely listen and be open to what they have to say.

In the book, I provide a few ground rules for effective conflict elimination. These will prepare you to deal with intense situations and help you turn conflict into powerful dialogue. To purchase a copy of the book, visit www.DisruptiveSuccessor.com. As always, get in touch if you need clarity.

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