

HEALTHY LEADERSHIP

LIVING WATER CONSULTING

Build A Business That Thrives With You But Doesn't Depend On You



Mt. Rainier, WA | Brandenberger Door





LIVING WATER
CONSULTING



Electric Works | DANCER

8 to Great



04	WHAT WE WANT
06	8 TO GREAT
09	“THE MANAGER”
13	THE GIG
18	FIND OUT MORE

WHY LIVING WATER



We're a family-operated business based in the Midwest. We believe when people matter the most, organizations are healthier, strategies are smarter, and the impact is greater.

Our focus is your gain. Our goal is that your business is profitable, sustainable, and is a place where your employees are fulfilled, using their unique God-given talents and skills. We help you with clarity and focus towards your vision.

We value relationships. When we're partnered together, we don't work with your direct competitors, because we believe that a handshake is more than just ceremonial.

We know the value we can bring. We have the experience in house with great resumes in multiple industries. We believe that all companies have a need for a mentor and accountability to drive them to the next level.



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THE DREAM: A COMPANY THAT OPERATES ON ITS OWN

Maybe you feel that you're a lifetime away from a company that operates on its own? You might have seen other companies over the years that seemed to run so smoothly, your jaw dropped thinking: How do they run like a well-oiled machine? Where the heck did they find those people? What's their secret sauce? Maybe you think you could never get there, or maybe you even tried, but it felt like you were pushing a boulder up a hill. At some point, you've possibly had those moments that seemed like you did get there, then within that same week, you were dragging your hands down your face in stress.

You want off the chaos roller coaster. You've figured out how to make some money, you've spent the long nights working on the next project or stayed up late worrying about how to pay employees on Friday. Now, years later, you have confidence that you can keep the lights on, but you want to create a better version of your business. You want a business where you're in control.

You've probably created the ideal business in your head. Maybe for you it's having a great team that runs the company. Maybe it's having an amazing service or product so dialed in that customers don't call anyone else. Maybe you want to be more efficient, run like clockwork. Most likely, you want all of that. It all sounds good, and it's not out of reach.



**FROM OUR
FOUNDER**



***“YOU DON’T NEED
A LIFETIME TO
BUILD A SELF-
SUSTAINING
BUSINESS—***

***ONE THAT THRIVES
WITH YOU BUT
DOESN’T DEPEND
ON YOU. FREEDOM
COMES WHEN YOU
INVEST IN PEOPLE,
LEAD WITH
PURPOSE, AND
STREAMLINE YOUR
OPERATIONS.”***

RAISE YOUR LEADERSHIP TO NEW HEIGHTS

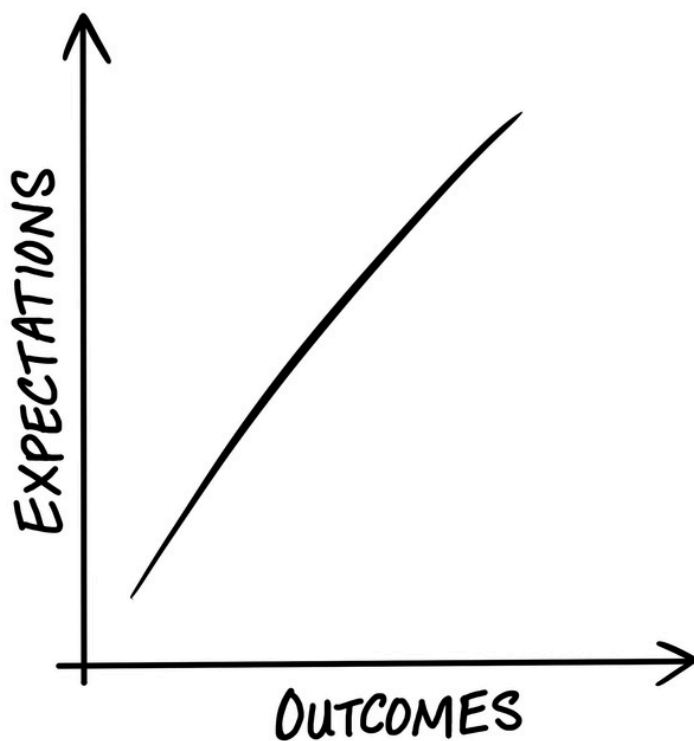
Our clients typically have built their businesses off hard work and grit. Most have anywhere from ten to hundreds of employees. They started doing what they loved or what was in demand, and before they knew it, they were making millions in revenue.

If you're like them, you found yourself saying, "There has to be a better way this time around." You're done pushing as fast as you can and seeing what sticks. This next chapter of your business, you want better. I wouldn't put this in front of you without first testing and refining it through true application with many businesses like yours.

This is different from what you've read before; I have clearly illustrated concepts (I literally sketched drawings) in simple ways that help you apply it faster. You'll have a standard to take your leadership to the next level and a practical way to implement it and start today.

There's only one thing I ask as you read further; I need you to believe you can become that leader you've always dreamed of. It is possible. But you must believe it can happen. This is called the Pygmalion effect. (That's pig-male-e-on, if you need a handicap like me.) It's a psychological phenomenon that describes how expectations can impact performance. It's based on the idea that people tend to work harder to meet high expectations. Doing the same thing that you've done for the last ten years, is not going to get you the results you want for the next ten.

The leaders that we've helped are not smarter or work harder than you, they have simply raised their expectations to new heights. They have implemented our 8 to Great framework and consistently chose to stick with it. Their outcomes have compounded over time, because they raised their expectations and believed it was possible.



A handwritten signature in black ink, appearing to read 'H. Tash'.

HARRISON TASH

**FOUNDER OF
LIVING WATER**



DANCER | Fort Wayne, IN



8 TO GREAT

THE FRAMEWORK OF THRIVING BUSINESSES
ADOPTED BY HEALTHY LEADERS

The 8 to Great is our holistic framework forged from observations and refined with real businesses just like yours through our consulting work. We collected timeless principles and worked through real life applications of how each component fuels a self-sustaining business and truly gives you a unique edge. Let's break the model down a bit... The first four components are:

1. Healthy Leaders
2. Vision
3. Purpose Driven
4. Values

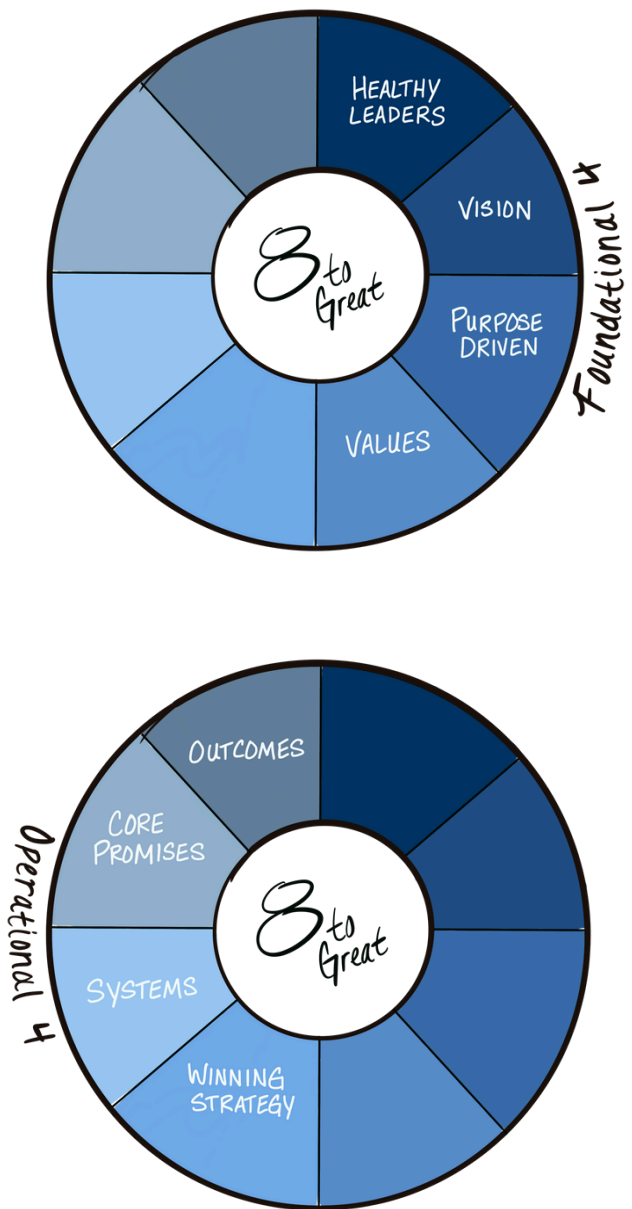
We call these the “Foundational Four,” because the second four are unsustainable if these are not integrated into the fabric of your business. To integrate the Foundational Four well, you must first believe your organization is a living, breathing organism. It needs nourished daily. Starving the organization of the Foundational Four will inevitably choke the rest of your company.

The second four are the “Operational Four”:

1. Winning Strategy
2. Systems
3. Core Promises
4. Outcomes

The Operational Four are strengthened by the Foundational Four. Life is given to the operation based on the strength of the foundation.

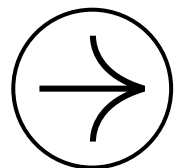
Let's give this some meat right away to help you with why this matters... we should all understand that it isn't only about the “who,” but also the “how.” It's as much about the people as it is about the process. This tricky balance is what we all have struggled with at some point in our business and leadership.



SKETCHES BY HARRISON TASH

CULTURE AS THE BY-PRODUCT

We're not just talking about your company—we're talking about something deeper. The companies that we wish to emulate likely also have something that's hard to put your finger on. Sometimes, we call this culture.



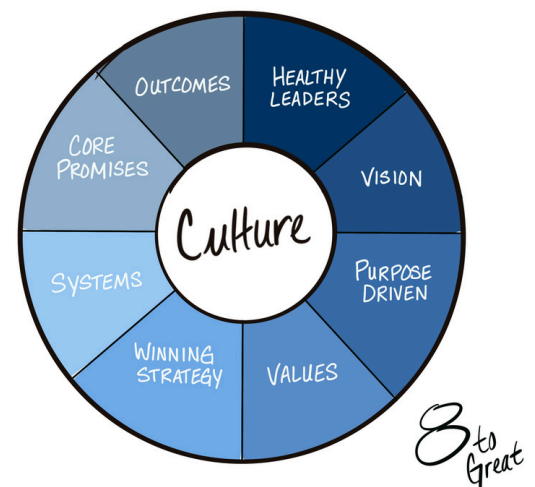
CULTURE MATTERS

Culture is the invisible force that either supercharges your growth or quietly pulls you under.



There's a vital part of the 8 to Great that can be easy to overlook: culture. Though it's not one of the eight components, culture is the by-product of how and why you integrate them into your business. Culture is not hard to see but can be hard to define. Without a culture that attracts people, you're just another company in a sea of competitors. The sharks are real, and if you're not careful, the big sharks will take you out.

Good news though: thriving companies have something that sets them apart—they are different. They are not competing for the bottom feeders, they have a culture that people love and customers want more of. Healthy Leaders create thriving cultures. Not "bean bag chairs in the break room" type of culture, but one that is fueled on performance, likes to create and do, and where people share a vision and enjoy working next to each other. Culture is the invisible force that either supercharges your growth or quietly pulls you under.





STORY OF THE UNHEALTHY

“He’s the kind of manager that every business dreams of.”

Have you ever had that unstoppable high performer in your business? The one who seems to push through obstacles, and deliver results? We’ve seen many over the years, but one in particular we remember—we’ll call him Mike. He was a senior level employee with 15 years under his belt. Mike had a lot of knowledge, and the president loved him. He was relentless, the kind of guy who thrived on pressure and never backed down from a challenge. First in, last out. He played a key role in launching new initiatives that brought in big revenue. If something needed fixed, Mike was on it. If a project was failing, he’d turn it around. To those watching from the outside, he looked like the perfect leader—unstoppable, results-driven, a force to be reckoned with.

But beneath the surface, there was a different story. His team admired his work ethic but felt invisible in his shadow. They didn’t feel heard, didn’t feel valued. Mike rarely checked in unless it was about a deadline or deliverable. Meetings were one way, where Mike talked and everyone else listened. When his team spoke up, their ideas rarely gained traction. His peers barely noticed the problem because, on paper, Mike was a superstar. Even the leadership team, whether knowingly or not, seemed to ignore the cracks forming in his team.


BREAK THE CYCLE

The strangest part? This isn’t an isolated story. Over lunch one day, a friend from another company told me almost the exact same experience—different name, same problem. We’ve heard many more stories just like it from leaders over the years. Turns out, this isn’t simply a story about a high performer that doesn’t know how to lead, it’s a lesson about extremes. On one side, it’s the bulldozer, on another, the data-obsessor, or even the people-using politician. Leading is more than doing or making progress, but often we get distracted with the big “shiny” numbers and think we’re succeeding.

There’s something more to leadership than that. Leadership isn’t just about profits, making decisions, driving results, or keeping the business afloat. Too many leaders are stuck in survival mode, reacting to daily chaos rather than shaping the future. They put out fires, manage crises, and push through each day with grit.

But real leadership isn’t about managing the urgent—it’s about building something that lasts.

A real story and common problem.

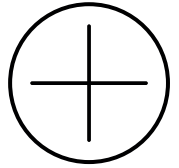


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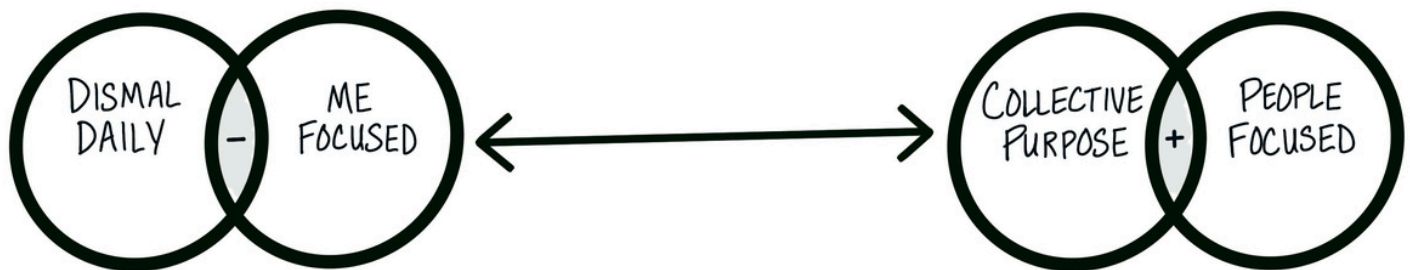
HEALTHY LEADERS DICHOTOMY



THE CHOICE WE HAVE TO MAKE AS LEADERS

Leaders will have a pull between two extremes that will never be in perfect balance. It is a constant battle for your “yes” in either direction. The first direction is the negative (-), it is what we are fighting against; being caught in the Dismal Daily and becoming Me Focused.

The Dismal Daily is the constant grind, the whirlwind that sweeps you away from what is important and keeps you from getting back. It’s the tide that sucks you down, the fires that need put out too often. Though a lot of tasks and responsibilities are necessary for success, they can overshadow other areas of leadership. It’s far too easy to get stuck in the Dismal Daily for a variety of reasons. Maybe you like to be busy, appreciate feeling needed, or haven’t figured out how to empower your team well. Or possibly, you’re just in a season of peak workload. We’re not saying that it can’t happen—we’re saying you can’t stay there.

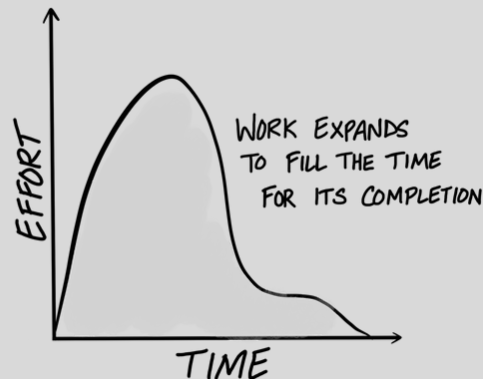



CONTINUE

8 to Great

Leaders will have a pull between two extremes that will never be in perfect balance. It is a constant battle for your “yes” in either direction

When leaders say they don't have enough time to focus on things like long-term goals or they only have time to do the urgent work to keep the company afloat, these are types of Dismal Daily leaders who haven't grasped Parkinson's Law. It states, your responsibilities and tasks will expand to fill the time you give to complete it. So, in reality, it's more about what you're “picking” to put on your list, not that you don't have enough time.



Here's an example to help prove the relevance. One of our clients was overseeing many functions of his business like sales, finance, and even doing some of the physical work. At this point of our time together, he had built a 4 million-dollar business with long lasting customers. When I asked him why he had not empowered someone else to take over these functions of the business, he simply said, “I don't have time to train someone.” You get where this is going.

Within two months, we had audited where his time was going and how much of it was in each function of the business. First, we tracked it by hours, then later by minutes. Each week, I asked him if he could do those tasks in half the time, he would laugh and say, “Maybe.” He was competitive, so I would triple dog dare him to give it a shot, of course that worked. What we found was astonishing. Well, not really... each week within that 2-month span, he would actually do the tasks in half the time.

The point is, we often will expand our time to the tasks or responsibilities we think we should be doing. If you give yourself 2 hours to do something, guess how long it will take? You guessed it, 2 hours. After those two months, he started to train someone on finance and sales.

This isn't just a story about him though, it's a story about all of us. We often get stuck in the Dismal Daily (-), but as this story shows us, there is a way out.

Dismal Daily (-)

Each of us should review and plan our time to stay out of the constant whirlwind as leaders. Ask these questions to assess your Dismal Daily. Use them and your average work week as a guide to plan:

- 1.What percent of my time should I dedicate each week to “doing the work”?
- 2.What percent of my time should I dedicate each week to helping my team?
- 3.What percent should I dedicate each week to have blocked-off time for getting caught up?

Me Focused (-)

The second pull to the negative (-), Me Focused, is exactly what it sounds like; although, it's important to point out that not every leader will know they are too focused on themselves. We all need reflection and feedback to know where we stand, but we know it's not hard to get stuck on our own issues. Me Focused is the second negative pulling us in the wrong direction, because it's a black-hole trap that leads to a long road of self-centered, unsatisfied, and ungrateful attitudes.

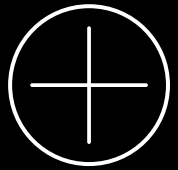
Ask these questions to assess your Me Focus:

- 1.Am I prioritizing my team's development and success over my personal recognition?
- 2.Do I listen more than I speak during conversations with my team?
- 3.Am I more concerned about being right or achieving the best outcome?

Don't assess this on your own. It's best to have vulnerable, one-on-one discussions with your team. Even if they don't tell you the hard truth the first time, every time you ask, you will be building trust with them. Over time, if you are intentionally and humbly asking, you will get true feedback.

Together, Dismal Daily and Me Focused, make up an everyday fight that we encounter as leaders.

THE POSITIVE SIDE



HEALTHY LEADERS DICHOTOMY CONTINUED

Collective Purpose (+)

The journey toward the positive (+) direction is rooted in two key principles: Collective Purpose and being People Focused. At its core, Collective Purpose means clarifying the "why" at every level—individual, team, and organization. It's about rallying around a shared vision and moving in a direction that only a united group can achieve. Every project, task, and responsibility contribute to fulfilling a larger goal. However, achieving Collective Purpose isn't automatic, it requires intentionality, a deep sense of meaning, and relentless dedication to the greater good. To be clear, we're not saying ignore yourself, but most of us already default to focusing inward. Left unchecked, this self-concern can quickly become unhealthy. People Focused pairs with Collective Purpose and is about concentrating on your people; wanting to see them win more than anything.

People Focused (+)

By intentionally practicing the discipline of focusing on others, leaders build stronger teams and develop themselves more rapidly in the process. This is counterintuitive; it's a paradoxical idea rooted in pure observation. It's like teaching someone a craft. Even though you know it really well—you have mad skills—when you teach someone else, you actually iron out those skills even more. You learn to share something in the moment, and in return, you're now even better or more equipped than before.

This balance—turning outward while resisting self-centered leadership—is the essential first step in a much larger journey. But even as leaders begin focusing on people and development, one major ingredient is often missing; clarity. Without clarity, even the most well-intentioned leaders falls flat.

THE GIG

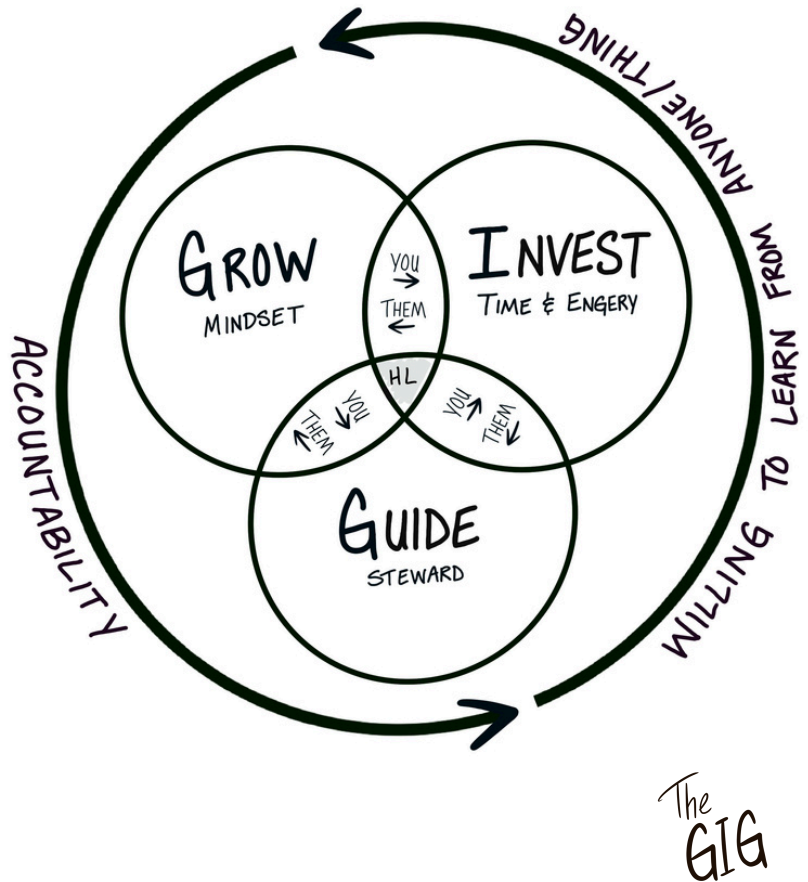
THE GROWTH OF AN ORGANIZATION WILL ONLY BE AS FRUITFUL AS THE KNOWLEDGE AND DESIRED BEHAVIOR THAT IS PASSED ON

The growth of an organization will only be as fruitful as the knowledge and desired behavior that is passed on. Every leader should be willing to truly develop the people that they have been given the opportunity to lead. Harvey Firestone, founder of Firestone Tire and Rubber Company, said, "It's only when we develop others that we permanently succeed." The culture of developing others shouldn't be a choice. Simply put, all leaders in your company should be accountable for the GIG, this is the heart of Healthy Leadership. When people feel valued and equipped, they take ownership, solve problems more effectively, and drive innovation. This creates scalability—allowing your business to grow beyond you. Instead of being the bottleneck, you become the catalyst for sustainable success.

Think about it for just a second, when was the last time you met someone that went out of their way and gave up their time freely? Truly focused on others. How many people came to mind? Probably not a lot, most of us are busy moving and shaking, ~~maybe~~ maybe probably even doing too much. Your employees and teams will remember and follow those who invest in them. In return, this builds a business that people want to be a part of, not just work for.

"IT'S ONLY WHEN WE DEVELOP OTHERS THAT WE PERMANENTLY SUCCEED."

-HARVEY FIRESTONE



The GIG is broken down into three parts: Grow, Invest, Guide, each one reliant on each other. They can't be separated, left on their own or chosen individually based on what fits you best. It is also two-fold.

Each part is not only development for the people around you, but also development for you. I'll say that differently; you must practice what you preach when it comes to developing others. Consider a physical trainer. You wouldn't want to take advice from a trainer who was in the same shape or worse than you. You want someone who has a proven success record, and it shows. Likewise, if you aren't developing yourself and showing the outputs, then you will have less influence with the people around you.

8 to Great

A GROWING MINDSET IS THE BELIEF THAT TALENTS, SKILLS, AND INTELLIGENCE CAN BE DEVELOPED WITH EFFORT, LEARNING, AND PERSISTENCE

GROW

FIRST, GROW

Grow is about your mindset. A growing mindset is the belief that talents, skills, and intelligence can be developed with effort, learning, and persistence. It is not just about talent—it's about how you approach challenges and opportunities for growth. At its core, a growing mindset is built on three essential components: Ability, Awareness, and Improvement. These elements work together to shape an individual's capacity to learn, adapt, and excel in any area of life.

1. Ability: Recognizing Your Strengths

Ability is the foundation of a growing mindset. It represents the natural talents, skills, and knowledge you already possess. Everyone has unique abilities, but the key is to recognize and embrace them. While ability provides the starting point, a growing mindset means understanding that talent alone isn't enough—what you do with your abilities determines success. Helping your people in recognizing their ability is different though. Have you ever had someone tell you that you were great at something? Our founder, Harrison Tash, remembers when his good friend Nick told him that his drawings were powerful. He drew things all the time for clients, but he never thought of it as a strength. But when Nick told him that they were powerful and it would be irresponsible not to draw more of them for people, he was blown away. Nick had recognized an ability that he knew Harrison had, but it didn't come to life until he shared how he could use it. Not only is a growing mindset about knowing your strengths, it's also about speaking life into others, and sharing what you believe their strengths are. It's irresponsible not to do this for your team. Thank you to the Nicks of the world.

2. Awareness: Understanding Your Potential and Gaps

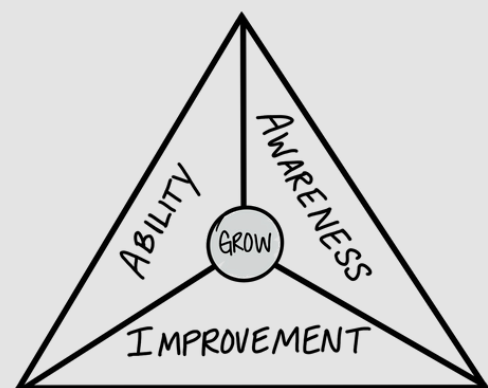
Awareness is the bridge between ability and improvement. It involves self-reflection, recognizing where you excel, and identifying areas that need to be developed. Without awareness, even the most talented individuals can become stagnant. Cultivating awareness means seeking feedback, being open to constructive criticism, and understanding that learning is a continuous process. It allows individuals to pinpoint weaknesses without fear and see them as opportunities rather than limitations. Have you experienced someone that got defensive when another person gave them feedback? What happens next? That person vows to never give them feedback again or worse, they only give them good feedback from that time forward.

Awareness is about creating a culture where barriers are broken down and people truly want feedback. They want to know where they can improve. Use tools like DISC, LivStyle, or Working Genuis to give you more awareness. Helping others in awareness can be as simple as the leader going first and sharing where they think they have room for improvement. This breeds a culture where others want to gain more self-awareness, so they can improve.

3. Improvement: Taking Action

Improvement is the driving force that transforms awareness into real progress. It's the active pursuit of learning, practice, and refinement. Those with a growing mindset embrace challenges, put in the effort to develop new skills, and persist despite obstacles. Improvement requires discipline, adaptability, and resilience, continuously pushing beyond comfort zones to achieve new levels of success. Helping others in improvement means that what gets discussed gets put down on paper. Without a plan being communicated and shared, improvement will just be a distant thought. Taking action means there is intentionality with a written plan for you and them. Sharing your own plan will excel how well you can help others in theirs.

These three elements—Ability, Awareness, and Improvement—are interconnected to form the first “G,” Grow. Ability provides the foundation, Awareness guides direction, and Improvement ensures ongoing growth. Together, they form what's needed to unlock potential, embrace challenges, and achieve long-term success.



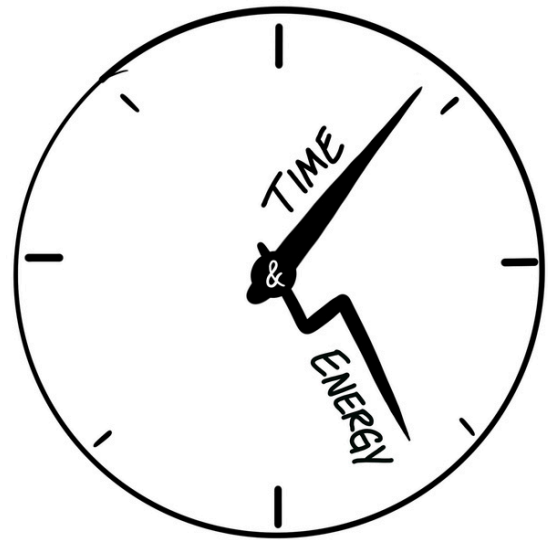
INVEST

INVEST, IS DEFINED BY GIVING OF YOUR TIME AND ENERGY. WE ARE STRIVING TO FIND ANOTHER MINUTE AND TRYING TO KEEP UP WITH THE FIRES OF YESTERDAY, MAYBE EVEN YESTERYEAR

SECOND, INVEST

The “I,” in the GIG, stands for invest. As with all sections of the GIG, it is equally important to invest in yourself and the team. Invest, is defined by giving of your time and your energy. Imagine you have endless time to sit down with your team and really invest in their future. You spend countless hours each day just being next to them. Sound crazy? That’s because it is. We have not run across one leader, to date, that has time on their side. Sure, we hear about those people working on the breach somewhere. However, back here, on planet Earth, that’s not reality for 99%. We are striving to find another minute and trying to keep up with the fires of yesterday, maybe even yesteryear. We get it. We understand the tension, but investing your time is like exercising. You can find a thousand excuses on why you can’t do it. And, even when you dig deep and do it, you won’t see immediate results. This is the reality of investing your time. Don’t forget it’s time AND energy.

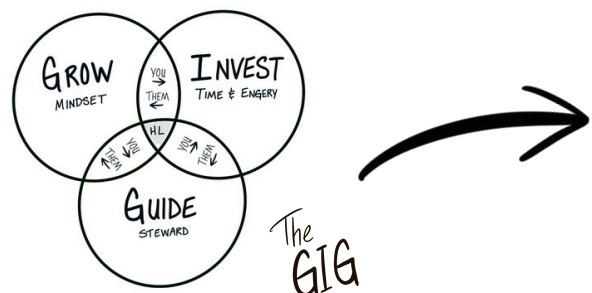
We heard a story from one of our peers, who worked with a guy, let’s call him Brad. Brad was a mover and shaker; he had all the energy in the world. He would zip by offices, shout out a few things, give a few words of wisdom, but never slowed down to take the time to really invest in the people around him. Eventually his team members began to notice his pattern and lack of time to help them. This pattern reared its head in my direction as well. One day, his peer had an important question for him, he came zipping by. He caught him and asked if he would mind giving him a few minutes to discuss a project with him. “Sure thing!” Brad said, which was immediately followed by “But I’m leaving right now, how about a call as soon as I hop in the truck?” His peer agreed and after waiting about five minutes, he called him. He was met with the annoying sound of him on the other line. And that was that. He never even discussed the project with Brad —no time!



Energy must be paired with time. On the flip side, you’ve probably also experienced someone who has given all the time in the world but did so with no energy. Not good... nap time! Investing takes both. But don’t forget, investing in yourself is just as important as it is for other people. You must learn to give time and energy for your own development. If you don’t, neither will your team. They will mimic what you do. Have you ever worked for a manager who would take a 15-minute lunch break? It’s funny, because people will begin to notice, it’s not uncommon to see others follow that same pattern. It’s not too funny when we fall in line, we begin scarfing our food down every day. If you don’t give yourself time and energy to invest in you, neither will your team. They will follow your behavior and actions. Invest in both you and your people.

THE GIG IS BROKEN DOWN INTO 3 PARTS: GROW, INVEST, GUIDE, EACH ONE RELIANT ON EACH OTHER.

IT IS ALSO TWO-FOLD. EACH PART IS NOT ONLY DEVELOPMENT FOR THE PEOPLE AROUND YOU, BUT ALSO DEVELOPMENT FOR YOU.



**LEADERSHIP REQUIRES US TO GIVE OUR
PERSPECTIVE WITHOUT TELLING EXACTLY HOW TO
DO SOMETHING OR TAKE CONTROL**

GUIDE



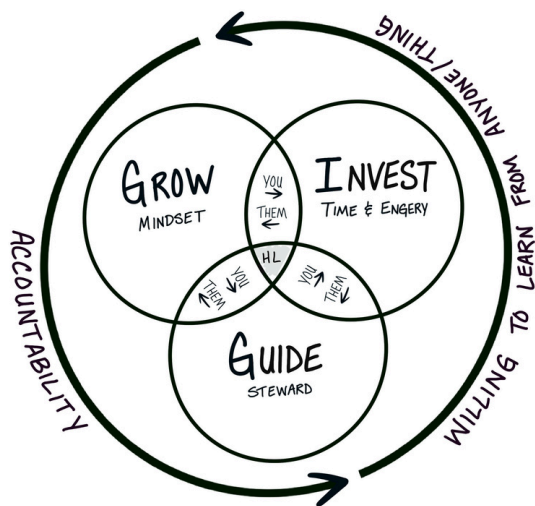
Far too often we believe we need to be right on the heels of our team, masking this behavior with the word “accountability.” Yes, delegation should work hand in hand with accountability. The problem is, leaders often have a tendency to hide behind accountability, when in reality, it’s our control that we can’t relinquish. On the other hand, avoidance isn’t accountability either. We’ll spare you the many examples we have; I’m sure you could insert one of your own, but the bottom line is, we can’t “empower” someone and then avoid them, pretending or assuming they don’t need our guidance. Only showing up when something goes wrong and then telling them how to do it differently.

Contrastingly, guiding requires that we take risks by providing the right opportunities, and check-in along the way to steward the relationship. It’s not just giving them the things we don’t want to do but rather allowing them to take on new responsibilities. These might be hard words to hear, but it’s not uncommon to see both sides of control and avoidance being a mask for empowerment and accountability.



MOMENTUM

**BREAK FREE FROM THE
GRAVITATIONAL PULL OF
BEING ME FOCUSED (-)**



THE PRINCIPLES WE'VE EXPLORED IN THIS GUIDEBOOK:

Developing a growing mindset, investing time and energy into your people, and providing empowering guidance—are not just "nice-to-haves" for aspiring leaders. They are essential to building a self-sustaining business.

Conversely, leaders who neglect the human side of the equation in pursuit of pure results will find their growth stalling or even reversing. No matter how impressive your products or services may be, they will always be limited by the people powering them.

8 to Great

THE GIG MOMENTUM

As we've explored, the GIG is about building people that help grow your business beyond one or a few people. But to truly propel your business forward, you need momentum. You can only get true traction on the GIG if you incorporate these two things.

The GIG thrives on two core principles:

1. Be willing to learn from anyone and anything
2. Accountability

These two essentials create the necessary momentum to break free from the gravitational pull of being Me Focused (-). And let's be honest—pulling away from that selfish orbit isn't easy. Notice how the arrows in the GIG visual spin counter-clockwise. That's no accident. Learning and accountability run counter to what comes naturally for most of us. It's far more comfortable to stick to what we know and remain in our own echo chamber.

Let's dive into the first principle: being willing to learn from anyone and anything. This requires an openness that keeps us in a perpetual posture of giving while remaining humble enough to receive. It's easy to say, "I'll never stop learning," but how often do we really act on that sentiment? How often do we look for lessons in people we don't agree with, in uncomfortable situations, or even in failure? That's the kicker—learning doesn't come with an off switch. True growth comes from the messy, awkward, and even frustrating moments where you learn something unexpected from an unlikely source.

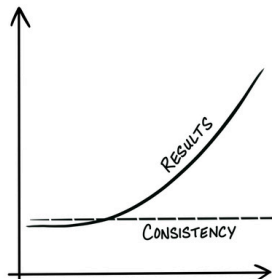
Then there's accountability, the less glamorous yet absolutely essential side of the equation. Let's be clear: real accountability is not a casual "check-in" with a friend who will nod and agree. No, true accountability requires vulnerability, honesty, and consistency. It means surrounding yourself with people who will tell you the truth, even when it stings. But it's not just about having someone to hold you accountable; it's also about you being willing to do the same for others. Accountability is a two-way street, built on mutual trust and shared commitment. Think of accountability as the guardrails that keep you from veering off course. Without it, we naturally drift toward what's easy or comfortable, often at the expense of what's needed. These two principles are non-negotiables. They're the engine of the GIG and the tools that keep us moving in the right direction.



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