

Effective Communication with Dr. Chad Kessler

00:06.860 --> 00:13.160

You are now listening to the Audacity to fail podcast, A podcast about miss stepping into

00:13.160 --> 00:16.780

success.

Get ready to dive into conversations and real

00:16.780 --> 00:22.640

stories from leaders as they share how failure activates a growth mindset is an important part

00:22.640 --> 00:26.360

of learning and motivation for improvement.

I'm your host,

00:26.370 --> 00:32.160

Dr Shari Dade psychologist with the National Center for organizational Development.

00:32.170 --> 00:34.800

Thank you for tuning in.

Let's get started.

00:40.960 --> 00:45.360

Effective Communication with Dr. Chad Kessler

Support for this leadership podcast comes from
the National Center for Organization

00:45.360 --> 00:49.220

Development N. C. O. D.

Aims to increase the long term growth and

00:49.220 --> 00:53.130

performance of the Department of Veterans
Affairs by collaboratively working with the

00:53.130 --> 00:56.850

leaders throughout the B. A.

To improve organizational outcomes by

00:56.850 --> 01:00.770

supporting the development of an engaged
workforce for additional information on our

01:00.770 --> 01:02.890

services, click the link in the show notes.

01:08.370 --> 01:14.470

Wouldn't it be great if we all intuitively knew
how to communicate assertively and effectively.

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01:14.480 --> 01:20.090

But in reality communication can be hard,
especially when you're leading on this episode.

01:20.090 --> 01:25.470

We dive into gyms that missteps leave behind on
the journey to effective communication.

01:25.480 --> 01:30.230

I'm join by the Covid in 20 hosting mastermind
himself, Dr Chad Kessler,

01:30.240 --> 01:34.830

an emergency medicine physician and the
national Director of Emergency Medicine for the

01:34.830 --> 01:38.680

V. H. A.

Get ready to join us as we explore the journey

01:38.680 --> 01:41.800

of miss stepping into success.

Episode one.

Effective Communication with Dr. Chad Kessler

01:41.810 --> 01:43.710

Effective communication.

01:44.270 --> 01:50.130

Hi Chad, thanks for joining us today.

Hello Shari Well it is my pleasure so nice to

01:50.130 --> 01:52.420

be here.

I love it, love the title of the name.

01:52.420 --> 01:56.520

Super excited, awesome.

You have the pleasure of being the very first

01:56.520 --> 01:59.580

guest.

So thanks for being that initial one to kind of

01:59.580 --> 02:02.130

walk through this journey with me.

I am honored,

02:02.140 --> 02:07.330

humbled and a little bit scared so let's do it.

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I got my chai,

02:07.340 --> 02:11.740

it comforts me when I'm sad or when I'm lonely.

So perfect.

02:11.740 --> 02:18.240

Well we'll definitely take it easy on you today

of and just talk a little bit about one of the

02:18.250 --> 02:23.820

great areas that I know that we've had some
communications about and we talked a little bit

02:23.820 --> 02:29.550

about the beauty and taking steps without
always having to get it right the first time.

02:29.560 --> 02:35.229

And how sometimes this can be a huge risk or it
can feel like a huge risk for leaders for you

02:35.229 --> 02:41.639

at what point in your career or your leadership
journey did you begin thinking about failure as

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02:41.649 --> 02:46.129

a pathway to success?

Gosh, it probably wasn't until a little bit

02:46.129 --> 02:49.359

later.

Honestly I think um as I was coming through you

02:49.359 --> 02:52.629

sort of learn from people and mentors and

didn't always have it right.

02:52.629 --> 02:57.629

Didn't actually have a ton of mentors coming up

through was until I started really probably get

02:57.629 --> 03:00.359

into the V. A.

And the leadership journey and started reading

03:00.369 --> 03:05.758

a lot more and not just you know the Harvard

Business review 10 ones but more along the

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03:05.758 --> 03:09.078

lines of books about people who really went through it.

03:09.088 --> 03:13.878

So Phil Knight written shoe dog than Nike story or Jeff Bezos with amazon.

03:13.878 --> 03:18.478

Like there were real failures and successes, it wasn't just all this is how you do it.

03:18.478 --> 03:22.318

And so, boom, boom, good on the checklist. I find it so much better to learn from people

03:22.318 --> 03:25.608

that have been there, but that if I think successful companies,

03:25.608 --> 03:28.967

successful organizations and I've taken a lot from business.

03:28.977 --> 03:33.657

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So I love Zappos and Tony say and what they do.

Just some of the things are so novel.

03:33.667 --> 03:38.507

Don't always see that say in a bureaucratic organization and government in medicine in

03:38.507 --> 03:41.497

general, but we see out in business like, oh, that could translate,

03:41.507 --> 03:44.877

it always brings you back to that story were kind of doctors,

03:44.887 --> 03:48.117

the big head sometimes and we put ourselves on this pedal stool and say no,

03:48.117 --> 03:49.417

no, we don't need any help.

We're good.

03:49.427 --> 03:52.977

But that's the problem.

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I think not until we say open up and we need

03:52.977 --> 03:57.856

more people to come in and grab some thoughts
from this area and airline industry and the

03:57.856 --> 04:02.576

military and nuclear power plants and how we
can take all what they've been doing and

04:02.576 --> 04:07.536

learning in, give it a shot, see if it works
and if it does great and if it doesn't great

04:07.546 --> 04:11.856

because we're learning either way, it's an
absolute win takes a while for me to get that

04:11.856 --> 04:16.486

to my kids.

But I'm pounding away for sure and I know for

04:16.496 --> 04:21.196

for some different positions and, and for
instance, like you mentioned doctors often

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04:21.196 --> 04:25.025

times it can feel like that risk is there when you're, you know,

04:25.025 --> 04:30.355

actually making steps or trying out things and not really knowing that uncertainty can be a

04:30.355 --> 04:34.515

part of that.

And so when thinking about leading and talking

04:34.515 --> 04:38.575

to other physicians, how do you start to get that message across of,

04:38.585 --> 04:42.525

you know, a risk is a part of it, but it's also a part of the learning.

04:42.535 --> 04:47.785

Yeah, I think physicians do actually get that piece, I mean in emergency medicine,

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04:47.785 --> 04:53.404

I think it's every three years on average year
suit and that's enough to be devastating to you,

04:53.404 --> 04:56.494

your family, your friends, especially emotional
folks like me,

04:56.504 --> 05:00.674

I mean it hits me really hard and so, but
that's part of what we've grown up with,

05:00.674 --> 05:03.284

whether emergency medicine or any other
specially.

05:03.294 --> 05:07.584

So I think risk is sort of part of the game,
that's why we do what we do when people get

05:07.584 --> 05:10.504

paid that money because you're, you're out
there doing that,

05:10.504 --> 05:14.134

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putting yourself out there.

So I think that group of people is sort of okay

05:14.134 --> 05:16.684

taking that.

Um every time I walked into the emergency

05:16.684 --> 05:20.653

department shift and what comes through the door, it could be the kid was something lodged

05:20.653 --> 05:23.623

in his airway that like if I didn't get that out in the next minute,

05:23.623 --> 05:26.563

this kid was gonna go down, go down the drain, that's scary,

05:26.573 --> 05:30.153

there's risk with everything.

So it's something that you sort of just have to

05:30.153 --> 05:32.963

take on learning by doing it.

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I think you become a little,

05:32.963 --> 05:37.583

you know, less risk averse and you become much more comfortable with doing things like that,

05:37.593 --> 05:44.203

so that's a good group to be sharing this with with others I think and and as as well you

05:44.203 --> 05:48.852

gotta make sure that's okay.

Sometimes you exp we need to say that it is

05:48.852 --> 05:53.762

okay to try this and fail and to show it yourself, I remember this one time when I did

05:53.762 --> 05:58.522

this and blah blah blah, so you're going out when we have dr stolen just on c 20 and 20 just

05:58.522 --> 06:04.752

last week he gave us that it's okay to fail, get out there and reach out and if you fall

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06:04.752 --> 06:08.362

down then then awesome, that's how we learn how to get back up again,

06:08.362 --> 06:12.552

so that's terrific and I think we need to do more, you need to have your support your bosses

06:12.552 --> 06:18.321

and everything like that and with that, I think yeah, I love that thought around just

06:18.321 --> 06:22.071

communicating that it is okay to put it out there and to see where it leads.

06:22.071 --> 06:27.621

You know, it's like experimentation and I think for leaders being able to communicate that to

06:27.631 --> 06:32.591

their staff or to their workgroup with saying it's okay to have these moments where you put

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06:32.591 --> 06:37.461

it out there, you try things that maybe you're not completely certain will always have the

06:37.461 --> 06:40.561

outcome that you're looking for, but that's okay, that's how we learn,

06:40.561 --> 06:46.630

that's a part of the process of and so I I appreciate when leaders have that message for

06:46.630 --> 06:52.250

sure, I know we've talked about effective communication and when I think about effective

06:52.250 --> 06:57.970

communication, you certainly came to mind because you have this amazing ability to

06:57.970 --> 07:03.160

communicate a message with authenticity and excitement regardless of the audience that

07:03.160 --> 07:06.070

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you're talking to.

Where do you think you picked that skill up?

07:06.070 --> 07:07.960

Where did you learn that?

Well, first of all,

07:07.960 --> 07:10.110

thank you.

That's super kind.

07:10.280 --> 07:17.250

Let's go back, let's go way back.

So I was a shy kid and how do I say this nicely?

07:17.250 --> 07:21.680

I used to like get husky clothes.

I wasn't, I wasn't the most popular in school

07:21.690 --> 07:25.590

and um, it was really tough, Didn't have a ton of friends.

07:25.590 --> 07:28.800

I had a couple close friends, but school wasn't

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the best for me.

07:28.800 --> 07:32.080

I did well in school, but everything else was a challenge.

07:32.090 --> 07:36.820

And I remember this one time my dad put me up there, he was really outgoing,

07:36.830 --> 07:40.437

um loved talk to people in a business like that. He's a podiatrist,

07:40.437 --> 07:42.997

a foot doctor.

He was a military as a navy veteran and he's

07:42.997 --> 07:46.337

like, all right, you know, chad, you're doing this report on will Rogers and so I want you to

07:46.337 --> 07:50.347

dress up like a cowboy and you're gonna wear a hat and jeans and say these lines and I was

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07:50.347 --> 07:53.237

like, what I'm doing that you're kidding me.

You know,

07:53.237 --> 07:56.477

it had something to do with jeans and medicine
and you know,

07:56.477 --> 08:00.577

we're not talking about levi's I I don't even
remember I tried to throw it so far out of my

08:00.577 --> 08:05.280

mind, but early age you really kind of pushed
me out there and it was not me.

08:05.294 --> 08:08.424

It wasn't me, I hated it was so embarrassed and
shy.

08:08.434 --> 08:12.144

And then I think as I got a little more
comfortable in my own skin and through high

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08:12.144 --> 08:17.634

school and college and medical school, I felt more comfortable um speaking up and I don't

08:17.634 --> 08:20.554

know where it came from.

Probably somewhere in the line,

08:20.554 --> 08:25.914

the genetics and my parents and all that medical school sort of forces your hand always

08:25.914 --> 08:30.844

since then sort of been outgoing and read a lot and I don't know.

08:30.844 --> 08:35.131

I think you absolutely can work on this.

But there's some part of it that that's within

08:35.131 --> 08:39.051

you, your talker, you're an introvert, extrovert you can do either.

08:39.061 --> 08:42.351

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But I think maybe some of those lessons early
on kinda said,

08:42.351 --> 08:44.661

okay, well now you can go forward, but I'll
tell you,

08:44.661 --> 08:48.291

I think the biggest thing is really being
comfortable with who you are and what you have

08:48.291 --> 08:53.251

to say, you don't have that, you're never gonna
feel okay to just put it out there.

08:53.251 --> 08:55.671

What if I'm wrong?

What if I said something so many times?

08:55.671 --> 08:58.381

I'd be like shaking my head.

I had no idea what the person was talking about.

08:58.381 --> 09:01.000

But I shake my head just because that's what I

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thought you did.

09:01.000 --> 09:04.070

I don't want to look a fool because I didn't know what charlie was talking about.

09:04.070 --> 09:06.480

So I just Yeah, yeah, I know, but now I'm like, wait a second,

09:06.480 --> 09:09.690

I'm not quite following you can you do and just that genuineness,

09:09.690 --> 09:13.870

that reality of what you're doing so much and had so much any conversation,

09:13.880 --> 09:18.170

teaching, coaching speaking.

I think people really go for that.

09:18.170 --> 09:22.800

You don't have to be the most polished person, have all the answers to be the best leader.

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09:22.800 --> 09:26.010

You need to be you, you need to be you and stand in the room and say,

09:26.010 --> 09:30.720

I don't know this question, but you know what, I'll bet you John does let and comfortable

09:30.720 --> 09:34.580

enough that the director of the Associate Director, the Chief of Staff can say okay,

09:34.580 --> 09:38.030

that they don't know anything and there's people in the room that do and to be able to

09:38.030 --> 09:41.560

lean on them and rely on them.

That's really when you become valuable.

09:41.560 --> 09:45.650

So I think it's a lot about being comfortable with you just,

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09:45.650 --> 09:50.460

you do you and I emphasize in this and the kids
don't care what anyone else says or what they

09:50.460 --> 09:54.960

think, be so comfortable in what you think and
then you can grow and listen to others.

09:54.970 --> 09:59.390

Yeah, I absolutely love that story because it
highlights a couple of things.

09:59.390 --> 10:05.750

So it it really highlights this thought of
being able to feel comfortable in where you are

10:05.760 --> 10:10.620

and and that genuineness and authenticity that
comes from that and being able to feel

10:10.620 --> 10:16.360

comfortable starts with being able to say
sometimes I may not know all of the answers and

10:16.360 --> 10:20.140

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that's okay.

Is there someone else that could help me out

10:20.140 --> 10:24.230

with that?

So being able to seek out those resources um

10:24.240 --> 10:27.240

that maybe beside you, that may be above or below.

10:27.250 --> 10:31.860

Being able to do that, I see that as that story, but then in that story,

10:31.860 --> 10:37.100

I also hear you talk a little bit about that that journey of feeling uncomfortable in those

10:37.110 --> 10:43.500

earlier stages and trying to kind of come into yourself and and gain that confidence as you

10:43.500 --> 10:47.270

were put into these different situations

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throughout this journey.

10:47.280 --> 10:53.730

Are there any mistakes or missteps that you made while learning how to hone that confidence?

10:53.740 --> 10:57.350

How long do we have here today?

Because I could go on and on.

10:57.350 --> 11:01.860

I think that's really how you learn.

My son, he plays travel hockey and he gets so

11:01.860 --> 11:04.400

upset when they lose and there's other kids on the team,

11:04.400 --> 11:06.470

they play at a very high level.

And so, you know,

11:06.470 --> 11:08.740

some of them are crying on the bench and I'm loving it.

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11:08.750 --> 11:11.760

I'm loving every minute because I say, you know
Sean, you know,

11:11.760 --> 11:14.530

this is not how it's gonna be, you're not gonna
win everything,

11:14.530 --> 11:16.610

you're not gonna get every job, you're not
gonna get the position,

11:16.610 --> 11:19.810

you're gonna get a on, on every test, no matter
how well you prepare,

11:19.810 --> 11:23.640

no matter what you think, how you deserve it.
It's not always gonna work out your way,

11:23.650 --> 11:26.830

The more you you learned that early that life
is gonna be some failures,

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11:26.830 --> 11:30.290

some successes to enjoy every aspect and learn from it is so key.

11:30.300 --> 11:34.350

So one sticks out to me a lot.

Stick out with me but but I'll pick one.

11:34.360 --> 11:39.360

It was early on, I came to Durham and I was I came on as a Deputy Chief of Staff had been in

11:39.360 --> 11:44.070

emergency medicine my whole life came here stepping way outside of my little boundaries,

11:44.070 --> 11:46.810

very much stretch.

And now you're talking about again from one

11:46.810 --> 11:50.590

small field to like everything in the clinical side that's scary.

11:50.600 --> 11:54.140

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Um did it for a year, sort of started to learn
and get to know everybody was good.

11:54.140 --> 11:57.030

My boss was awesome.

Dr John Shelburne had been Chief of Staff for

11:57.030 --> 12:00.060

like 30 years and so he made it so easy.

It was so great.

12:00.070 --> 12:04.090

Um about a year in.

We had sort of a mix up with not a mix up but

12:04.090 --> 12:09.650

like our primary care leadership transition.

And I remember getting a call on a sunday from

12:09.660 --> 12:12.770

Dr Shelburne, never called me on the weekend
ever.

12:12.780 --> 12:15.560

And I was like, this can't be good.

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And he and Mrs. Eakins,

12:15.570 --> 12:20.140

who is now network director and a huge huge mentor of mine friend,

12:20.140 --> 12:25.040

everything she's so terrific, asked me to step into the role as the head of Primary care over

12:25.040 --> 12:28.470

the biggest service line that we have, I think, I don't remember how many people,

12:28.470 --> 12:31.180

a ton of people, multiple different lines, not just doctors,

12:31.180 --> 12:33.620

nurses.

And I was like me, are you sure?

12:33.630 --> 12:36.300

And it was, it wasn't really a question.

It was more Chad,

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12:36.300 --> 12:40.380

this is, you know, we need you to do this.

So I really felt like,

12:40.390 --> 12:43.400

again, I told you I'm super emotional.

So that stayed with me all day,

12:43.400 --> 12:45.240

kind of couldn't do anything.

I don't remember what I was doing,

12:45.240 --> 12:48.480

but whatever it was was totally lost for the
day because that's all I could think about.

12:48.480 --> 12:50.810

What am I gonna do, What if I fail, how I'm
going to do this?

12:50.820 --> 12:54.320

I don't even know our scores were low, we
needed to improve on everything.

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12:54.330 --> 12:59.420

And I just, I think I got the work and then
even more scared because now it's sort of,

12:59.430 --> 13:01.830

you know, coming to reality and people would
come by and be like,

13:01.830 --> 13:03.680

oh, congratulations, you're taking on this role
and be like,

13:03.680 --> 13:06.050

yeah, congratulations. Right.
Oh my God.

13:06.050 --> 13:08.930

And my attitude just stunk.
It was horrible.

13:08.940 --> 13:13.170

And my a o at the time, Carrie, Ann Reynolds
who was just terrific.

13:13.180 --> 13:17.250

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You need someone who will be there by your side
and, and tell you the truth and when your pants

13:17.250 --> 13:20.780

are down kind of thing.

And, and, and she took me aside after about two

13:20.780 --> 13:23.590

or three days and was like chad get your head
out of your butt,

13:23.600 --> 13:27.840

stop acting like a little baby and stand up and
be proud of this and accept this and take it

13:27.840 --> 13:30.510

and go and I was like wow it kind of took me
aback.

13:30.510 --> 13:33.640

I was so shocked that night.

I thought about was like why am I moping around

13:33.640 --> 13:37.590

and saying this is the worst, this is gonna be

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awful, so bad instead of taking?

13:37.600 --> 13:39.820

And so I just the next day I was like we're done with this.

13:39.830 --> 13:42.740

Yeah this is gonna be awesome.

You know what first we're going to seek to

13:42.740 --> 13:44.630

understand?

So why are scores low?

13:44.630 --> 13:46.880

Why is morale low?

Why don't we have leaders?

13:46.890 --> 13:50.600

And then boom we're gonna go get it.

And so we did and we started to work together,

13:50.610 --> 13:54.620

identified the gaps we need a leader here.

Why is one person trying to manage seven

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13:54.620 --> 13:57.280

different clinics?

That's impossible putting leaders in this.

13:57.290 --> 14:00.020

Why are these scores low?

Well we got to go back and understand these

14:00.020 --> 14:03.910

pack measures which are really hard.

So we spent hours doing that and we did.

14:03.910 --> 14:05.440

So we understood and then we would try something.

14:05.440 --> 14:07.840

It didn't work okay, what if we do this?

How we try this?

14:07.850 --> 14:11.220

We engaged other people, how do we work with mental health to work on the P.

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14:11.220 --> 14:12.210

C. M. H. I.

Measures?

14:12.220 --> 14:15.460

How can I get other people around to step up
and bring their people up?

14:15.470 --> 14:19.020

What am I understanding started talking to
people finding out what they're good at and at

14:19.020 --> 14:21.920

the end of that year which is about what it was,
it was supposed to be a few months,

14:21.920 --> 14:28.030

it was a year um That was the single best hands
on experience that still to this day I've ever

14:28.030 --> 14:30.540

had.

And it started with a very uncomfortable

14:30.540 --> 14:35.920

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position and me with my head down feeling sorry
for myself instead of picking up and say we can

14:35.920 --> 14:40.670

do it and I bless carryin for sort of doing
that and that's happened multiple times with

14:40.670 --> 14:44.790

scary situations and maybe I'll let myself for
a day or a few hours kind of you know,

14:44.790 --> 14:46.960

B. C.

Scared or mope and then I'm like nope just

14:46.960 --> 14:50.240

gonna put the head down and do it and yeah it
might be scary but there's a lot of people,

14:50.250 --> 14:53.910

people told me to do this or ask me to do this
for a reason and we're going to get it done and

14:53.920 --> 15:00.070

every time it's it's lead to success and and

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wins and and bettering myself as a leader.

15:00.080 --> 15:05.900

Yeah, no I think that's an amazing experience
of of having something to where you started off

15:05.900 --> 15:09.830

and you weren't feeling comfortable, you were
feeling a little bit out of your comfort zone,

15:09.830 --> 15:13.440

out of your scope in a sense.

But other people were saying no you've got this,

15:13.440 --> 15:17.830

we need I need you to do this, you're going to
do this and it sounds like when we think about

15:17.830 --> 15:22.810

missteps, some of that the mistakes in that
situation was second guessing yourself,

15:22.820 --> 15:26.920

second guessing your abilities are second
guessing not just your own abilities but the

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15:26.920 --> 15:33.760

abilities of everyone around you because what it sounded like was you are able to pull on so

15:33.760 --> 15:39.100

many different people and say what are your skills, what what what things are you good at

15:39.110 --> 15:43.100

and how can you bring that into the work that we're doing here?

15:43.110 --> 15:47.480

And so you know, I think that's an amazing skill when we think about effective

15:47.480 --> 15:54.030

communication and we think about ways that we can pull upon our resources and ask for others

15:54.030 --> 15:58.330

to come in and I think that's a huge part of effectively communicating,

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15:58.340 --> 16:03.700

knowing when to listen and knowing when to move
there is that I often tell the how many years

16:03.700 --> 16:07.910

do you have to, how many mouths, once you need
to listen twice as much as you talk.

16:07.920 --> 16:10.660

I have one other story I got to share with you
sorry about,

16:10.670 --> 16:14.590

I'm a big man of communicate, communicate and
then communicate again until you hit them over

16:14.590 --> 16:17.430

the head.

So you're like you're really communicating and

16:17.430 --> 16:22.810

doing it a lot and I think that this one time I
remember and again it's just the 1% but I had

16:22.810 --> 16:27.000

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wanted to speak for the American College of
Emergency Physicians at their big annual

16:27.000 --> 16:31.590

meeting, scientific assembly for so long, it
was like the best of the best the stars that

16:31.590 --> 16:34.450

get up there and I was you know, I thought oh
boy, I could do that,

16:34.450 --> 16:39.770

I love speaking local level and done a good job.
And so I think one of the years I was like,

16:39.770 --> 16:43.000

oh, I really want to do it.
So I asked sort of a friend and then I asked a

16:43.000 --> 16:45.860

friend who used to be president, hey, can you
put in a good word?

16:45.870 --> 16:49.710

And then I asked the committee and I put in an

Effective Communication with Dr. Chad Kessler

application and then ask someone else.

16:49.710 --> 16:53.200

So anyone could probably ask 10 people, can I speak or you put a good word?

16:53.210 --> 16:57.720

And I think that maybe I went a little bit too far.

16:57.730 --> 17:00.560

And so that was that I didn't get to speak that year.

17:00.570 --> 17:03.930

And in fact after the fact I got an email from a friend saying,

17:03.930 --> 17:07.720

hey chad, I think maybe, you know, you went a little bit too far with that.

17:07.730 --> 17:11.530

And so I think there's something to be said about trying to do what you want.

Effective Communication with Dr. Chad Kessler

17:11.530 --> 17:13.960

And I never ever have a problem cold calling people.

17:13.960 --> 17:16.460

If I don't know somebody, I'll call director, I'll call network Director again.

17:16.460 --> 17:20.430

It's that confidence and most people are great. But I think there's a limit to how many times

17:20.430 --> 17:23.130

you do that and how many different angles, so you know,

17:23.130 --> 17:28.170

you can want something, but don't want it so much that it's gonna get in your own way.

17:28.180 --> 17:33.790

And so I think that 10 different people to try to do something probably overstepped in my

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17:33.800 --> 17:39.660

example of of this communication, trying to be on the speaker board as opposed to just letting

17:39.660 --> 17:44.120

one person no, or letting some of your work speak for itself.

17:44.130 --> 17:47.320

I'm all about people going out and getting it. Don't wait,

17:47.330 --> 17:49.760

you're not going to sit on the sidelines and something's going to be handed to you,

17:49.760 --> 17:53.930

it's not gonna happen.

But I think there's a point where you can go so

17:53.930 --> 17:59.040

far and asking 17 times or a million different people on the team to be on the team or to

17:59.040 --> 18:02.810

Effective Communication with Dr. Chad Kessler

speaking or do what else.

So it's a fine line to balance is everything.

18:02.810 --> 18:06.780

It's a spectrum in life from, you know, the orange and the rain go all the way to the other

18:06.780 --> 18:09.950

side and something you just gotta learn.

But if it feels like,

18:09.950 --> 18:14.150

hey, maybe I'm taking this too far, maybe you are taking it too far and that's something I

18:14.150 --> 18:17.010

definitely learned about and now we'll always think, oh man,

18:17.010 --> 18:21.560

alright, I already asked this person do I need to really go back and ask the other person to

18:21.560 --> 18:24.810

see about putting a good word in for the job,

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Is it gonna be too much.

18:24.820 --> 18:27.640

At least I'm thinking about it, You might not know what's right or wrong.

18:27.650 --> 18:31.480

But at least I have that emotional intelligence to think about it before I take that leap.

18:31.490 --> 18:36.130

That story pairs so nicely with the story that you just told earlier because it is that

18:36.130 --> 18:38.430

balance.

So in that first story you were saying,

18:38.430 --> 18:42.410

I didn't talk to anyone.

I just kind of sat in my own discomfort and it

18:42.410 --> 18:47.020

started to build and build and build.

And then in this last story you flipped over

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18:47.020 --> 18:51.750

and you said, you know, I was reaching out to everybody who I knew could possibly get me

18:51.750 --> 18:54.550

connected.

And so I love that thought of having that

18:54.550 --> 19:01.120

balance between not reaching out to anyone and and sometimes at a at a space over

19:01.120 --> 19:05.490

communicating.

Yeah, and and that can be a really difficult

19:05.490 --> 19:08.850

balance, that can be a really difficult space to sit in.

19:08.850 --> 19:13.490

And like we said at the beginning, communication is often so hard for so many

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19:13.490 --> 19:16.920

different reasons.

A lot of the reasons that you've discussed so

19:16.920 --> 19:19.950

far.

And so I just wanted to check in to see,

19:19.950 --> 19:24.130

you know, what your thoughts are on?

What do you think effective communication as a

19:24.130 --> 19:27.320

leader sometimes makes it so difficult.

19:28.790 --> 19:33.880

I think there's a lot of pressure sometimes

when you expect that boy,

19:33.880 --> 19:37.890

if I can just get the message out, that things

will happen and that's not the case.

19:37.900 --> 19:42.650

We have great messages, we have great content

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across v a great courses for training for

19:42.650 --> 19:48.760

education for patient safety, but getting it
across and two people effectively is really

19:48.760 --> 19:50.260

hard.

What venue am I gonna use?

19:50.260 --> 19:52.300

Am I going to get in front of an email?

I don't have a T M.

19:52.300 --> 19:55.620

S.

Um power point, am I gonna do a video, you know,

19:55.630 --> 19:59.400

how do I reach those people who don't really
want to see each or this or that.

19:59.410 --> 20:02.560

I think that's intimidating alone that we have
this great message,

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20:02.560 --> 20:06.950

but I'm not sure how to get it out to people.

And so I think that can be scary and you're not

20:06.950 --> 20:10.520

really sure what to do.

And then you think real confidently about what

20:10.520 --> 20:14.950

the work you've done and trying to translate to
take that action because people need to do that.

20:14.950 --> 20:18.110

You can't do that yourself.

You have this great idea but now you have to

20:18.110 --> 20:22.810

spread it across packed or your mental health
division or surgery and they have to adopt it.

20:22.820 --> 20:25.770

So it's one thing to have this great idea maybe
even to work in theory,

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20:25.780 --> 20:30.480

but to get it to work in practice, you need
other people to buy in and it's not enough to

20:30.480 --> 20:33.830

just say, hey here's this great idea.

Sorry, go run with it because you're not gonna

20:33.830 --> 20:35.880

run with it.

You need to believe it.

20:35.890 --> 20:38.970

You need to get your people bought in.

How do you do that?

20:38.970 --> 20:42.210

You can't just tell them, go do this.

Even if you're a nice guy or girl,

20:42.220 --> 20:46.490

what you need to do is develop it together.

You need to co develop that curricula,

20:46.500 --> 20:50.450

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that program, that pilot so that those folks
are invested,

20:50.450 --> 20:55.090

why amazon, you know, calls their employees
partners or any of those places.

20:55.100 --> 20:57.560

It's not just, hey this is what I've developed
and you,

20:57.580 --> 21:03.310

we need to take it out, let's do this together.
And as we do this together then when you roll

21:03.310 --> 21:07.010

something out, it can be even greater because
it's going to be your project,

21:07.010 --> 21:11.250

it's not just mine, it's all of ours together.
And so I think that's a real challenge.

21:11.260 --> 21:13.980

Takes a lot more time, takes buy in, takes

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patience.

21:13.990 --> 21:18.100

But in order to be successful, that is such a great mechanism to do.

21:18.110 --> 21:21.020

We definitely talk a lot about that here at N. C. O.

21:21.020 --> 21:24.120

D.

We talk quite a bit around communicating.

21:24.120 --> 21:27.970

And how do we get messages out?

How do we communicate Those messages?

21:27.980 --> 21:34.640

And we say it's so important to have at least 5-7 ways that you're communicating and

21:34.640 --> 21:38.680

communicating it 5-7 times.

And so that frequency and like you said,

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21:38.680 --> 21:41.410

those formats of communication are really important.

21:41.420 --> 21:45.820

And then even after that, just because people understand or they hear it,

21:45.830 --> 21:47.920

it doesn't mean that they're gonna be bought into it.

21:47.930 --> 21:53.350

And so communicating things and getting people involved on that individual level is extremely

21:53.350 --> 21:57.410

important for allowing change to happen.

Think again,

21:57.420 --> 21:59.530

having those folks buy in with you.

And also,

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21:59.530 --> 22:02.450

sometimes, even if it's yourself talking about
change management,

22:02.450 --> 22:05.510

it's easy to think in your mind, I'm gonna stop
smoking.

22:05.510 --> 22:09.050

I'm gonna try to go on a diet.

I'm gonna exercise every day and run every

22:09.050 --> 22:11.190

morning at six.

That's really hard.

22:11.200 --> 22:14.580

So how do you do that?

Well you bring in other people,

22:14.590 --> 22:19.220

you tell your partner, your friend, hey, we're
gonna meet at six and we're gonna run around

22:19.220 --> 22:23.210

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the monuments today and now it's not just
myself, I'm relying on,

22:23.210 --> 22:26.210

it's something else.

I'm gonna write it down on paper and give it to

22:26.210 --> 22:30.590

my, my mom, my mom is gonna hold me accountable
cause I told her and now my integrity is on the

22:30.590 --> 22:34.340

line because I put it out there.

So those are some great methods I've seen to

22:34.340 --> 22:37.110

really, really want to do something.

But you're a little hesitant,

22:37.120 --> 22:41.610

put it down on paper, give it to somebody else,
engage someone else in doing that thing,

22:41.610 --> 22:44.250

whatever it is that you're trying to do.

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I love this one.

22:44.260 --> 22:49.050

Sometimes people talk too much and sometimes they don't talk enough.

22:49.060 --> 22:52.470

So this is a great thing I read a while ago.
I don't even remember where but I use it now

22:52.480 --> 22:55.950

and you have chips poker chips.
If anybody's a poker player out there love,

22:55.960 --> 22:59.040

I used to play a lot more.
We try to teach the kids some,

22:59.040 --> 23:04.800

but it's gonna ride, have three chips or five
poker chips on an hour long call if you're a

23:04.800 --> 23:09.630

speaker and you really want to kind of tone it
down because sometimes you told your dominate

Effective Communication with Dr. Chad Kessler

23:09.630 --> 23:14.950

conversations, maybe you just have three chips and you only get three opportunities to speak.

23:14.960 --> 23:18.020

And so if you want to speak, if you're out of chips, you're out of chips or maybe on the

23:18.020 --> 23:21.560

other end you're a little quiet and like people want you to talk up more because they want to

23:21.560 --> 23:26.090

hear your voice, maybe you have to talk three times and those three chips are 32 at least

23:26.090 --> 23:30.350

during that meeting you need to speak up, but it's a very tangible way to affect change and

23:30.350 --> 23:34.030

to put yourself out there to try and if that statement wasn't great then fine.

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23:34.030 --> 23:38.580

But at least you did something in an attempt to try to enhance your communication style.

23:38.590 --> 23:43.700

I absolutely love that tip and I think you know that's something extremely tangible that people

23:43.700 --> 23:47.290

can take away and walk away with and start doing themselves.

23:47.300 --> 23:52.540

Um what I hear you saying kind of a theme that's been walking through a lot of these

23:52.540 --> 23:57.630

stories and just a lot of our dialogue is trust, trusting yourself,

23:57.640 --> 24:04.240

trusting others and how that leads to not only get things done but communicate while you're

24:04.240 --> 24:09.820

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doing that, how much do you think trust plays a role in effective communication?

24:09.830 --> 24:13.740

It's everything I'm just the way you said that really just hit a pitching me,

24:13.740 --> 24:16.980

I did uh H. C. L. D. P.

Or I don't know, it was called something

24:16.980 --> 24:21.570

different back in the day when I did because it was like dinosaur that long ago but they had

24:21.570 --> 24:26.420

three different parts and it was knowing yourself, knowing other and knowing how you

24:26.420 --> 24:30.140

interact with others in the bigger and the bigger hole and I thought that was so cool and

24:30.140 --> 24:33.760

that's kind of the tenant of emotional

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intelligence and you just said it's so nice to

24:33.760 --> 24:38.030

trusting yourself, trusting others and the
people around you and then trust how you fit

24:38.030 --> 24:41.230

into the big picture.

So when I started in emergency medicine we have

24:41.270 --> 24:44.270

100 and 50 some odd sights.

I didn't know everyone.

24:44.270 --> 24:45.990

People say who's the director in Denver and I'd
be like,

24:46.000 --> 24:47.880

I don't know, I could probably look it up
somewhere.

24:47.880 --> 24:51.860

I don't even know if it's written somewhere.

How is that person in Denver that's called?

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24:51.860 --> 24:56.490

You know Erica gonna do anything that chad says
with my half an FTE that's you know,

24:56.490 --> 24:58.110

I think it's a good thing for emergency
medicine.

24:58.110 --> 25:00.880

It's not gonna happen.
It would be like when secretary bob came in and

25:00.880 --> 25:03.420

he was running Procter and Gamble before he was
the V.

25:03.420 --> 25:07.390

A secretary and he didn't know who was running
his France division.

25:07.400 --> 25:10.220

Well how's that gonna work?
You know, if you don't know the boss.

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25:10.230 --> 25:15.810

And so I said first time we want to ask Erica something in Denver is not gonna be when I

25:15.810 --> 25:19.270

needed to do something.

And so we thought about this idea and

25:19.270 --> 25:24.430

developing vision leads and so we had sort of a vision emergency medicine champion for each of

25:24.430 --> 25:28.640

the networks and we built it up, found out who was best and I couldn't get out 250 places.

25:28.640 --> 25:31.670

That's really hard.

But I could get out to 18 and so for the first

25:31.670 --> 25:36.600

year in the position, we flew out to 18 different networks and I had them put on a

25:36.600 --> 25:40.510

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meeting with all there E. M.

Directors and nurse managers and so I could

25:40.510 --> 25:44.950

meet shake hands like the white of their eyes
of all these folks at each different vision and

25:44.950 --> 25:48.820

I thought that would enable trust.

So we know each other feel comfortable.

25:48.820 --> 25:54.100

We had a meal together, we talked, they asked
me questions because if they know Che is a

25:54.100 --> 25:58.680

decent guy then they probably go and and if I'm
asking for something or have a pilot or need to

25:58.680 --> 26:01.370

do something they probably go, we have text
cell numbers,

26:01.370 --> 26:04.440

we text everyone when there's a hurricane or a

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storm.

26:04.450 --> 26:06.940

How are you doing out west?

Erica is everything okay?

26:06.950 --> 26:10.670

How are the fires Jody in san Francisco that trust is built up.

26:10.680 --> 26:14.710

It's not just you know, given because I'm the national Director for Emergency Medicine.

26:14.720 --> 26:18.300

It's earned by me going out there, taking time away from my family,

26:18.300 --> 26:21.400

calling them, seeing what's going on as you build relationships,

26:21.400 --> 26:25.380

you develop trust and as we we have different projects or things we need to do,

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26:25.390 --> 26:29.130

hey you need to do this V. V. C.

We need to engage telehealth and you need to do

26:29.130 --> 26:31.290

this.

I know it's gonna suck and we need to do this

26:31.290 --> 26:35.310

training course in TMS but it's really worth it.

And this will be why Okay chad,

26:35.310 --> 26:39.010

I trust you, we'll make our folks do it even

though it's a lot of time I read this policy,

26:39.010 --> 26:40.900

I'm not sure I understand.

But you know what chad wrote it,

26:40.900 --> 26:44.990

so probably has my best interests at heart.

That's not gonna happen unless you don't,

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26:45.000 --> 26:48.190

unless you have to trust.

So I think what you need to do is they always

26:48.190 --> 26:54.210

get the right people, but those right people

become right by earning And co earning their

26:54.210 --> 26:57.580

trust in you.

There's so that's built with relationships that

26:57.580 --> 27:01.350

doesn't happen overnight.

The best relationships I have are often the

27:01.350 --> 27:05.030

people that I've known the longest because hey,

I've known you for 10 years,

27:05.030 --> 27:07.990

we went through this program, rather if you say

this is important,

27:08.000 --> 27:10.850

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I know that's gonna be important.

If we're able to do that,

27:10.850 --> 27:13.260

then we're unable to enact change.

And again,

27:13.260 --> 27:17.170

if they fail, they know they're not gonna, you

know, get a raiding or scaling for me.

27:17.170 --> 27:20.690

We'll talk about it will make it better.

I just think you got to get to know those

27:20.690 --> 27:22.310

people.

So I don't know if they're.

27:22.330 --> 27:27.210

anything more important kind of woven through

the culture of any organization that Yeah.

27:27.220 --> 27:30.030

And, and it sounds like what you're speaking

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towards this kind of,

27:30.030 --> 27:33.040

building that psychological safety amongst one another.

27:33.050 --> 27:36.220

And so that like you said, that doesn't happen overnight.

27:36.230 --> 27:42.530

You are able to really go in and start to build the trust based off of having a mutual respect

27:42.530 --> 27:45.970

for one another.

Not having any topics that were off limits.

27:45.970 --> 27:48.410

You asked about, you know, how's it going out there?

27:48.410 --> 27:54.130

How's the family, how are you and being able to really have have those connections that allow

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27:54.130 --> 27:57.590

for people to feel psychologically safe and to know that you're listening,

27:57.590 --> 28:01.500

you're not just giving commands, you gotta put yourself out there to sorry,

28:01.510 --> 28:04.820

It's um it's not enough to say the party line and yes,

28:04.820 --> 28:08.910

I'm the director and this is what I do know, like you got to learn from some great people,

28:08.920 --> 28:11.150

you gotta talk about your, your, your things that are okay,

28:11.150 --> 28:13.670

it's okay.

There are like you said, no, off limits.

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28:13.670 --> 28:17.200

It used to be an old school thing we don't share about ourselves or family that shows

28:17.200 --> 28:21.320

signs of weakness or whatever back in the eighties and Wall Street or leadership or old

28:21.320 --> 28:24.070

see that is not the case.

The best leaders.

28:24.070 --> 28:29.850

Now, the 2020 MBS are the people that go share about themselves and are vulnerable and so

28:29.850 --> 28:33.780

people can say, oh these are real people, we have dr stone and we have dr Matthews on,

28:33.780 --> 28:37.390

we have dr boy taylor, people are just sharing stories about themselves.

28:37.390 --> 28:40.590

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You see their genes, you see them kick up their boots, they'll laugh,

28:40.600 --> 28:43.890

they might make a mistake, they learn, you can share that journey,

28:43.900 --> 28:47.880

it makes people feel more comfortable and now you have 300,000 at your side saying,

28:47.890 --> 28:51.100

oh man, that guy messed up too.

That's okay if I mess,

28:51.110 --> 28:56.820

hey, everyone messes up their human just like me and sharing that vulnerability allows that

28:56.820 --> 29:01.650

trust to be formed and even better.

So I'm very much about sharing and a lot of

29:01.650 --> 29:05.120

people don't think that's right, but I think

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that is an old school way of thinking.

29:05.130 --> 29:09.330

It's not genuine when you're saying up there,
but it's not true how you do in your family or

29:09.330 --> 29:12.190

your Children or your coaching or anything you
do off of life.

29:12.200 --> 29:16.700

I had some great mentors that listen, they
walked out the door at 4 30 you know,

29:16.700 --> 29:20.500

the directors and the chief of staff have to
state aid and they know that they're gonna go

29:20.500 --> 29:24.670

and be with their family and they still get
their job done and maybe it's a two or maybe

29:24.670 --> 29:27.670

they're just really effective.

But the place works well because you think if

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29:27.670 --> 29:30.490

they don't leave it eight that their folks are gonna, not leaving delay,

29:30.500 --> 29:35.080

everyone's gonna stay around and just there to be there instead of actually doing your work.

29:35.090 --> 29:39.160

Sometimes you make more mistakes when you've been on for 16 hours in the shift or overnight

29:39.160 --> 29:41.800

or whatever.

So I think you really have to demo what you

29:41.800 --> 29:44.600

want.

Not only in terms of being willing to do what

29:44.600 --> 29:49.000

you're asking others to do, get down, you know on your knees and start filing stuff or pick up

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29:49.000 --> 29:53.600

the trash in the hallway no matter who you are,
but also to be able to share some stories about

29:53.610 --> 29:57.980

how you failed or how you're not perfect or
leaving at 4 30 like for God's sake,

29:57.980 --> 30:02.660

it's okay or going out and grabbing lunch and
talking to people or forming a relationship,

30:02.670 --> 30:05.150

it's not the end of the world.

If we just had a little bit more time for

30:05.150 --> 30:09.790

wellness for all of us, including leaders, we
would all be so much better off in our

30:09.790 --> 30:14.550

organization would look like apple or google or
some of those places that we want to be like.

30:14.560 --> 30:18.350

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And so I've seen it absolutely have.

I don't think everyone thinks that way.

30:18.360 --> 30:21.840

And again, a big bureaucratic um military driven organization.

30:21.840 --> 30:24.200

I think that's hard.

But in order to be successful,

30:24.200 --> 30:26.570

I think we need to start leaning that way.

No, no,

30:26.570 --> 30:30.470

I absolutely love that.

I think that is the crux of what this podcast

30:30.470 --> 30:32.660

is all about.

Being able to be vulnerable,

30:32.670 --> 30:38.570

being able to model success through failure and

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through mistakes and the journey of learning

30:38.580 --> 30:42.660

how to move forward.

Even if you have a misstep,

30:42.670 --> 30:47.170

there's, there's a great saying out that says
if you trip make it a part of your dance right?

30:47.180 --> 30:49.380

Make it a part of the dance. Yeah.

30:50.070 --> 30:57.050

So Oh yeah.

Oh, I think we all have, so one last

30:57.050 --> 31:03.960

thing that I love to do any time that I'm in
the company of great minds is word association.

31:03.960 --> 31:10.070

So pulling from my psychology background, I
want to do a little bit of word association

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31:10.070 --> 31:13.080

with you based off of some of the things that we've talked about today.

31:13.080 --> 31:18.060

And so I'm going to say a word and I just want to get your first initial thoughts

31:20.100 --> 31:25.580

because if I was honest, I don't know, we have to like PG 13 this so all right,

31:25.580 --> 31:30.540

I'll be good and this is so much fun.

I'm waiting for like some to come out.

31:30.550 --> 31:33.980

I always wanted a session, some therapy.

So sorry,

31:33.980 --> 31:39.070

let's let's do it for sure.

So the first word is active listening.

31:39.080 --> 31:43.860

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I think two ears and one mouth.

I think you really need to just shut up

31:43.860 --> 31:49.210

sometimes and listen the great mentor tell me
this and I think he made it up.

31:49.210 --> 31:53.410

I don't know, he might have read it somewhere.
He goes chad sometimes you got to drive the car,

31:53.550 --> 31:59.210

sometimes you sit in the passenger seat and you
know tell somebody how to guide or navigate and

31:59.210 --> 32:04.490

sometimes just sometimes you sit in the back
seat and shut up and I just love that there's

32:04.490 --> 32:08.120

times for everything you don't always have to
be the leader that's out there in front.

32:08.130 --> 32:10.680

Sometimes you can be navigating.

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Sometimes you're just there,

32:10.680 --> 32:13.490

you're just there for the journey and I think
that's really important.

32:13.490 --> 32:18.720

Nice, nice.

I love that trust and communication leadership.

32:18.730 --> 32:23.720

The first thing that that came in gets back to
our story about knowing your people and your

32:23.720 --> 32:29.540

family and your friends and being vulnerable,
putting yourself out there nice and lastly

32:29.540 --> 32:33.390

audacity to fail.

Audacity to fail.

32:33.400 --> 32:35.760

I love it's such a cool term.

I know we talked about that,

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32:35.760 --> 32:42.210

it's so bold, it's so rash, like you have the audacity to fail and I think you need to

32:42.210 --> 32:47.840

have your bosses like give you that okay if you are a boss and tell that to your people,

32:47.850 --> 32:53.110

it's not just, it's okay to fail or try and but have the audacity to get out there.

32:53.120 --> 32:55.040

There was that quote, I was talking to you about a while ago,

32:55.040 --> 33:00.300

Shari I think it's from rob pardo from uh Activision or some huge gaming thing and he

33:00.300 --> 33:05.990

said like it's not our intent to fail, but in every direction we want to be out and be bold

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33:05.990 --> 33:10.760

and if you're gonna fail fail big, like think
big like Elon musk and Tesla were not thinking

33:10.760 --> 33:16.320

about how to gain a couple more MPG, we're
thinking about how to redesign an engine and I

33:16.320 --> 33:22.020

just, that's incredible.
The stepwise changes huge changes and I don't

33:22.020 --> 33:24.430

know that that really takes them back to the
batman movie.

33:24.430 --> 33:29.170

I just, I don't know why I stuck with me
forever when Albert's talking to you know,

33:29.170 --> 33:35.920

young batman and he falls and he says why do we,
why do we fall?

33:35.930 --> 33:41.010

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And and his answer is because we can learn how
to get back up again and I don't know why,

33:41.010 --> 33:45.640

but that is always always stuck with me.

That that's the reason why we fall.

33:45.640 --> 33:50.010

Why do you think kids, you know, they're born
born were not born walking title title down

33:50.010 --> 33:52.980

title title down.

But yet we get, as we grew up more embarrassed

33:52.980 --> 33:56.730

to try to do that kid is toddlers embarrassed
to run around.

33:56.730 --> 33:59.880

It's so cute and we love it.

Why don't we treat that like that in life?

33:59.890 --> 34:03.460

Oh man, you did such a good job on failing.

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That was awesome.

34:03.660 --> 34:07.200

And I really think we do need to celebrate.

They do that in other businesses.

34:07.210 --> 34:12.410

Whereas I reading and um, KFC and I, I don't know why whatever just sticks in my head.

34:12.410 --> 34:19.230

They give out rubber chickens that to give out rubber chickens for failing for doing things in

34:19.230 --> 34:22.590

high reliability organizations.

You know, when something goes wrong,

34:22.590 --> 34:26.460

they shut down the ship, we gotta find that wrench and then they applaud for the ability to

34:26.460 --> 34:29.870

say, hey, we gotta stop the line because we're gonna make this worse.

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34:29.880 --> 34:32.860

That audacity to say something went wrong.

Let's stop.

34:32.860 --> 34:36.240

Let's fix it now.

As opposed to burying it because I do think

34:36.240 --> 34:39.030

some of that is human nature.

I see in the kids and see an employee,

34:39.040 --> 34:41.350

I don't want to get in trouble.

So I'm gonna stop.

34:41.350 --> 34:43.970

No, you're gonna get in more trouble if we let

this go,

34:43.970 --> 34:47.110

it's gonna cause bigger problems and I think we

need to repeat that,

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34:47.110 --> 34:52.470

repeat that, repeat that and and show it not
get mad when you spill milk and instead say

34:52.470 --> 34:54.500

here's the towel, you know, go clean it up,
that's okay.

34:54.500 --> 34:58.450

Next time maybe you can you hold the jug a
little bit of our two hands and I just think we

34:58.450 --> 35:03.990

need we can't be you know yelling at her or
upset or whatever when something wasn't perfect.

35:03.990 --> 35:08.050

Instead of saying that was awesome, I really
like that and this time we could do it even

35:08.050 --> 35:10.930

better.

So instead of the but I like to use a lot of

35:10.940 --> 35:15.650

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and yes and yes, that could be so good and we could do this,

35:15.650 --> 35:19.670

it sounds so much better than no, but I think we should do it this way.

35:19.860 --> 35:25.140

Yes, that's great and we could even do do that. So just that simple words is something we can

35:25.150 --> 35:27.570

take with us.

I absolutely love that.

35:27.570 --> 35:30.640

It's a culture shift, right?

It's it's about thinking about this in a

35:30.640 --> 35:33.690

different way in a way that we've never thought about it before.

35:33.700 --> 35:39.710

And I am so excited to have had this

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conversation with you and have you speak to

35:39.710 --> 35:45.070

that culture shift and thank you so much for
being a part of this first episode and helping

35:45.070 --> 35:50.890

people to understand that failure is not about
just mistakes or getting it wrong,

35:50.900 --> 35:56.960

it actually activates a growth mindset and so
I'm so excited to have had this conversation

35:56.960 --> 36:01.260

with you and thank you so so much.

Oh, it is my pleasure.

36:01.260 --> 36:05.760

Best part of my day growth mindset, we're
translating that to educational and kids

36:05.770 --> 36:09.820

everything.

And so I I hope I hope that everyone can get

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36:09.820 --> 36:16.340

out there and do a little bit more failing fail,
fail audaciously fail big and fail on.

36:16.350 --> 36:20.280

So thank you so much.
Such a pleasure looking forward to the next

36:20.280 --> 36:22.350

steps.
Thanks so much, dad.

36:22.700 --> 36:28.090

So we've come to the end of another great
episode of the audacity to fail podcast.

36:28.100 --> 36:32.660

Thank you for tuning in to learn how missteps
can lead to growth and success.

36:32.670 --> 36:37.550

Be sure to check out the key lessons in the
show notes for a refresher to request services

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36:37.550 --> 36:42.180

from the National Center for Organization

Development check out our website also linked

36:42.180 --> 36:46.200

in the show notes.

Remember if you missed the target 100 times,

36:46.210 --> 36:50.680

you have not failed.

Instead, you've simply found 100 strategies

36:50.690 --> 36:55.550

that did not work, be well and continue to fail

forward until next time.

36:55.560 --> 36:56.400

Thank you