

# Leadership Legacies and the Way Forward with Dr. Richard Stone

00:06.930 --> 00:13.220

You are now listening to the Audacity to Vale podcast, a podcast about Miss stepping into

00:13.220 --> 00:16.840

success.

Get ready to dive into conversations and real

00:16.840 --> 00:22.700

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

00:22.700 --> 00:26.420

of learning and motivation for improvement.

I'm your host,

00:26.430 --> 00:32.220

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

00:32.230 --> 00:34.860

Thank you for tuning in.

Let's get started.

00:41.030 --> 00:45.410

# Leadership Legacies and the Way Forward with Dr. Richard Stone

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

00:45.410 --> 00:49.270

Development N. C. O. D.

Aims to increase the long term growth and

00:49.270 --> 00:53.180

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

00:53.180 --> 00:56.900

leaders throughout the V. A.

To improve organizational outcomes by

00:56.900 --> 01:00.820

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

01:00.820 --> 01:02.930

services, click the link in the show notes.

01:08.080 --> 01:13.790

We often think about leadership as a current  
state, a look into the here and now.

# Leadership Legacies and the Way Forward with Dr. Richard Stone

01:13.800 --> 01:20.230

Yes, a large part of audacious leadership is about creating and contributing to the way

01:20.230 --> 01:26.330

forward for those we lead.

However, there are times that bold leaders must

01:26.340 --> 01:30.670

also focus on leaving a legacy for those who will lead in the future.

01:30.680 --> 01:37.235

On this month's episode we will explore the missteps leaders make When embarking on the

01:37.235 --> 01:43.815

journey of new beginnings for this episode.

I am delighted to be joined by Dr Richard Stone,

01:43.825 --> 01:49.965

an independent consulting and healthcare strategist that is here to share deep insight

## Leadership Legacies and the Way Forward with Dr. Richard Stone

01:49.975 --> 01:55.565

on leadership legacies.

Get ready to join us as we explore the journey

01:55.565 --> 01:57.385

of miss stepping into success.

01:57.645 --> 02:01.245

This is the audacity to fail podcast, episode  
10.

02:01.275 --> 02:04.025

Leadership legacies and the way forward.

02:04.370 --> 02:08.520

Hi Dr Stone, how are you today?

Good morning and thanks so much,

02:08.530 --> 02:14.870

thank you so much for taking some time out of  
your busy schedule to have a conversation with

02:14.870 --> 02:21.000

us here on the podcast, I am so thrilled to  
have this dialogue with you and I'm so thankful

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02:21.000 --> 02:23.510

that we can make it happen.

Are you ready to go?

02:23.520 --> 02:28.440

I am, thank you. Perfect.

So as I was preparing for this episode,

02:28.440 --> 02:33.050

Dr Stone, I came across an interview that you  
did with the current V H.

02:33.050 --> 02:37.350

A chief of Staff, John Jensen, I don't know if  
you remember that interview or not,

02:37.350 --> 02:43.240

but during it, you discussed your leadership  
philosophy and it was so inspirational to hear

02:43.240 --> 02:49.320

you state these words, my leadership philosophy  
is to recognize in big

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02:49.330 --> 02:55.716

organizations, my job is to create the environment that allows people to express every

02:55.716 --> 02:58.906

bit of their talent and protect them in that process.

02:58.916 --> 03:05.456

They can take risk, you can fail of course you can't be criminal or negligent or reckless,

03:05.466 --> 03:09.396

but what you can do is take risks to get to the right place.

03:09.466 --> 03:15.346

That made me think about my first question, Dr Stone, at what point in your leadership journey

03:15.356 --> 03:19.932

did you begin thinking about failure as a pathway to success?

03:19.942 --> 03:24.502

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It's a great question and that's exactly my  
leadership philosophy.

03:24.592 --> 03:28.842

Early on in my career, when I was leading  
fairly small organizations,

03:28.852 --> 03:34.932

I thought I had to be the best prepared, I had  
to be smarter than everybody else and that if

03:34.932 --> 03:38.812

everybody just did what I wanted him to do,  
that was going to be enough.

03:38.822 --> 03:42.512

And I learned a really important lesson very  
early in my career,

03:42.990 --> 03:49.760

I was sitting on the board of a nonprofit  
catholic hospital system and on the board

03:49.770 --> 03:55.630

we got together every month and I won almost

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every argument and I realized that after about

03:55.630 --> 04:02.030

six months the organization hadn't moved at all  
and one of my mentors looked at me and smiled

04:02.030 --> 04:06.460

and said, Rich, you never did the meeting  
before the meeting.

04:06.480 --> 04:09.590

And I, I said, what in the world are you  
talking about?

04:09.600 --> 04:16.170

He said, you have to inspire people to follow  
you, you can lay out a way you want to go,

04:16.650 --> 04:23.570

But they have to really believe that where  
you're going is right about that time and this

04:23.570 --> 04:29.000

is probably 25 years ago Gallup released a  
study showing that in every organization,



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04:29.010 --> 04:33.860

about 25% of people will share your vision of the future.

04:33.870 --> 04:40.740

About 65% of people, our employees are just good citizens and they'll follow the

04:40.740 --> 04:46.201

25% because it just seems like the right thing to And about 10% of people are gonna be

04:46.201 --> 04:53.101

contrarians and your job as a leader is not to convince the contrarians your job is to stay

04:53.101 --> 04:55.991

away from them because they're going to use you up.

04:56.001 --> 04:58.821

They're going to find a reason to block everything.

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04:58.831 --> 05:05.581

Your job is always to find the 25% that share  
your values in your vision about this

05:05.581 --> 05:11.421

time, I began leading larger organizations when  
I say that at that time I was deleting an organ

05:11.732 --> 05:16.922

Of about 100 people and I jumped into sort of  
the next level of leadership where I was

05:16.922 --> 05:21.892

leading 500 or so people.  
And what happened was I realized I couldn't

05:21.892 --> 05:28.882

touch everybody every day and therefore what  
was most important was for me to find the 25%

05:28.892 --> 05:32.692

to find that group of people that had the same  
values as I did,

05:32.702 --> 05:36.812

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that shared the same vision of the future and  
as we move forward,

05:36.812 --> 05:41.413

then, you know, I could set a strategic  
Direction and I knew that there was a core

05:41.413 --> 05:45.233

group of people that were going to work that  
and the vast group,

05:45.243 --> 05:51.933

vast majority of people are going to follow,  
but it was empowering that leadership and as

05:51.933 --> 05:58.683

you got at that time, I was in uniform service  
and I was leading a battalion sized unit which

05:58.683 --> 06:05.073

was about 548 people, um and you just couldn't  
touch everybody every day,

06:05.083 --> 06:10.234

you couldn't be Just a person that was

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motivational, you could motivate,

06:10.244 --> 06:14.294

but there was people that were going to follow  
and then there were those that weren't and I

06:14.294 --> 06:19.384

always joked with John Jensen, the chief of  
staff, that that's why God created chiefs of

06:19.384 --> 06:24.514

staff to take care of that 10% that we're going  
to be contrarian and really work those issues

06:24.514 --> 06:31.134

to see if we could bring them along or not.  
But it is a fascinating area and you know,

06:31.134 --> 06:37.185

you talk about the audacity to fail.  
The key for a leader at that level is as you

06:37.185 --> 06:41.745

establish where you want to go to make sure  
that that those people that are following,

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06:41.745 --> 06:44.815

you know, it's safe that you don't have to get everything right.

06:44.825 --> 06:47.885

And I want you to think about this organization, the V.

06:47.885 --> 06:51.395

A.

Coming out of 2014 where there was the access

06:51.395 --> 06:55.685

crisis now what happened in the sex crisis in phoenix?

06:55.775 --> 06:59.905

The organization grew too quickly.

The bureaucracy couldn't catch up.

06:59.915 --> 07:05.646

The leaders couldn't make fast enough, they had enough resources but they couldn't make the

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07:05.646 --> 07:10.986

decisions fast enough.

And the elected leadership began to ask

07:10.986 --> 07:15.216

questions like, well everybody in the V. A.

Must be bad.

07:15.216 --> 07:19.206

How many people have you fired?

Mr Secretary and I want you to think about how

07:19.206 --> 07:25.776

many times that was asked either by the media  
or reported by the media or up in testimony on

07:25.776 --> 07:28.740

capitol hill was a chronology of firing.

07:29.280 --> 07:34.490

I find firing the worst thing I could possibly  
doing now if you're a criminal,

07:34.500 --> 07:40.220

if you commit reckless negligence, if you are

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malicious in your behavior,

07:40.220 --> 07:44.420

you can't work for me.

I just all I mean it just violates my basic

07:44.420 --> 07:48.290

premise.

But I believe that at least 95% of people get

07:48.290 --> 07:52.320

up every day wanting to do the right thing and

we are blessed in the V.

07:52.320 --> 07:55.300

A.

With a mission that is the best mission I've

07:55.300 --> 07:59.702

ever had in my career.

Taking care of America's heroes and doing

07:59.702 --> 08:02.572

health care the way it should be done for all

americans.

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08:02.582 --> 08:09.502

And therefore my view was it was a matter of  
empowering them and moving us away from this

08:09.512 --> 08:15.182

zero defect concept that you know no mistake  
could ever be made.

08:15.192 --> 08:20.692

Well shoot I make mistakes every day I'm human.  
So do you so do all your listeners.

08:20.702 --> 08:26.064

We all make mistakes but what you have have to  
do as a leader is to create an environment

08:26.074 --> 08:29.684

where it's okay to take risk or you can't  
advance.

08:29.694 --> 08:34.564

When I came into the V. A.  
In 2018 as the executive in charge.



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08:34.574 --> 08:41.264

Virtually every decision was being made in the  
under secretary's office when I had no more

08:41.274 --> 08:44.494

information than a line leader in a medical  
center.

08:44.504 --> 08:48.054

That line leader in the medical center should  
be making the decision and the organization

08:48.054 --> 08:51.656

should move and that's what we really cry  
created during the pandemic.

08:51.656 --> 08:57.696

That's what we created during the mission act  
implementation was this concept wrapped in high

08:57.696 --> 09:04.166

reliability culture that really differs to  
subject matter experts and

09:04.176 --> 09:11.046

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look an ICU nurse taking care of covid patients  
is a way more effective expert than

09:11.046 --> 09:15.976

is somebody sitting at my level.

My job is to empower him or her to get their

09:15.976 --> 09:21.358

work done and to know that if something goes  
badly, I've got their back that wasn't always

09:21.358 --> 09:27.798

easy having people's back in Washington D. C.  
is really tough and you can see as the

09:27.798 --> 09:33.948

political activity goes on, it's really  
difficult to convince somebody to take risk.

09:33.958 --> 09:39.998

The other thing that you must do if you're  
going to have an effective workforce is that

09:40.008 --> 09:43.348

you've got to tell them they don't have to get

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to 100% on any decision.

09:43.358 --> 09:49.860

Get to a Greater likelihood of success than  
failure and run and then be humble enough,

09:49.870 --> 09:55.170

be humble so that if you're going in the wrong  
direction, you change direction really quickly.

09:55.180 --> 09:59.570

So you would hear me say over and over and I've  
said this for years,

09:59.580 --> 10:04.390

get to 60% on any decision and run.  
I feel that in a way about documents,

10:04.390 --> 10:09.580

you know how people go over and over and over  
documents, they've got to be perfect before

10:09.580 --> 10:15.312

they get out and and they were Word Smith and  
they change font and they do all sorts of

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10:15.312 --> 10:17.392

things.

I find that completely worthless.

10:17.402 --> 10:23.392

And it's why I think that power point's been  
such a detriment to most leaders because

10:23.392 --> 10:28.012

everybody works their entire time to get  
something perfect and I don't want that.

10:28.022 --> 10:34.402

I want you to get to 60% run with, it will  
laugh over the spelling imperfections

10:34.412 --> 10:38.494

and will run.

But let me give you an example of this when the,

10:38.504 --> 10:42.224

when the pandemic first started in new york was  
going crazy.

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10:42.234 --> 10:47.644

We have a number of hospitals in Long Island,  
in new york city and in that part of

10:47.654 --> 10:54.274

southeastern new york, we thought we could  
convert the Bronx hospital into all the

10:54.274 --> 10:59.324

veteran work, non covid and then all the other  
hospitals like Manhattan,

10:59.334 --> 11:06.184

we could turn into um a covid hospitals and  
that's the way we

11:06.184 --> 11:07.454

proceeded to prepare.

11:08.450 --> 11:15.250

Well, nobody told the virus that they couldn't  
go to Bronx and nobody

11:15.250 --> 11:20.910

told veterans that didn't know what their

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diagnosis was that were sick and they just

11:20.910 --> 11:23.830

didn't know.

And they ended up on the first day,

11:23.830 --> 11:29.270

they ended up in the Bronx and it took us about  
five days To realize this was a dumb decision.

11:29.280 --> 11:34.100

And what we had to do was to form neighborhoods  
within facilities and we did that in our

11:34.100 --> 11:40.570

nursing homes, we did that in our hospitals.  
But that was a decision that I began to

11:40.570 --> 11:46.210

recognize about 48 hours in that I'd made a  
dumb decision and but you and you've got to be

11:46.210 --> 11:51.610

humble enough to move forward and and thank  
goodness for the vision director,

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11:51.610 --> 11:56.770

Joanne Mcinerney and the medical center  
directors who understood it right away,

11:56.780 --> 12:02.820

but they knew they could change course and it  
was just a matter of a daily discussion of us

12:02.830 --> 12:08.790

going forward and they all they needed me to  
have was to have their,

12:08.803 --> 12:15.753

but it changed dramatically and that's have  
success employees money

12:15.763 --> 12:21.203

because you want them to be creative and  
innovative, especially when you're in the midst

12:21.203 --> 12:25.923

of a something that's happened for the first  
time in 100 years,

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12:25.923 --> 12:31.493

like a pandemic. Absolutely.

I think one of the themes that stood out to me

12:31.493 --> 12:38.006

was that ability to be humble, that ability to  
review actions and be humble enough

12:38.006 --> 12:43.346

to call it when you feel like you've made a  
mistake or when you feel like you've made a

12:43.346 --> 12:49.386

misstep and I think everything in life really  
does come down to choices and it's important to

12:49.386 --> 12:53.276

choose what you believe is the right course of  
action at the time,

12:53.286 --> 12:57.706

even if it's difficult and like you said, you  
won't always get it right.

12:57.840 --> 13:04.330



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But finding the lessons in those failures is  
just as important as success in those

13:04.340 --> 13:07.960

instances.

And it's important to your leadership legacy

13:07.970 --> 13:13.510

when you think about the various positions that  
you've had throughout your full career,

13:13.520 --> 13:18.930

what choices in those positions has impacted  
your view on failure?

13:19.320 --> 13:26.030

Well, I talked to one very early in my career  
when I was on the board and I we had gone

13:26.030 --> 13:30.290

through that.

I think there's been a gradual maturation of

13:30.290 --> 13:35.950

recognizing the fact that I must be surrounded

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by really good people and that I will be

13:35.950 --> 13:40.700

successful by finding the smartest people that  
share my values.

13:40.955 --> 13:47.375

I am, I am always encouraged that v. A.  
Seems to attract pretty humble civil servants.

13:47.385 --> 13:53.065

This is a pretty humble group of people, Very  
few of them are self promoting and those that

13:53.065 --> 13:57.515

are self promoting don't stay very long.  
It's interesting because in D.

13:57.515 --> 14:02.585

O. D.

I found uh and I spent 24 years in uniform.

14:02.840 --> 14:09.480

I found more self promotion as people moved up  
the ranks and I was really impressed with how

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14:09.480 --> 14:14.940

little value that was.

And you know I can remember when I moved to one

14:14.940 --> 14:20.530

command, We were losing 25 service members a month.

14:20.540 --> 14:25.340

We're asking for transfers out of a group of about 700.

14:25.350 --> 14:29.380

And my boss looked at me and said you've got to stabilize this unit.

14:29.380 --> 14:35.080

And it was a perfect example of even in uniform. People have choices of where they stay and the

14:35.080 --> 14:41.050

culture you create is what makes people stay.

I've I was really impressed in the midst of the

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14:41.050 --> 14:46.760

pandemic at B. A.

That our retirement rate and our job losses

14:46.760 --> 14:51.290

went down dramatically.

Even in spite of the fact that lots of people

14:51.290 --> 14:54.590

around each of our medical centers paying more  
money.

14:54.600 --> 15:00.920

But people stayed because they believed in the  
mission and they felt like people had their

15:00.920 --> 15:04.960

their backs.

I so I've been humbled a lot.

15:04.960 --> 15:08.850

I've made some really dumb decisions when it  
came to personnel.

15:08.860 --> 15:14.550

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And that's the other thing I've I've hired lots  
of people over my 40 year career and

15:14.550 --> 15:19.460

occasionally you hire somebody that you think  
has got it and you just realize and it doesn't

15:19.460 --> 15:23.640

take you very long to figure out there in the  
wrong seat on the bus.

15:23.650 --> 15:27.380

And what you've got to recognize is that  
they're not a bad person.

15:27.390 --> 15:32.160

They came to you because they believed in the  
mission, find the right place for them,

15:32.510 --> 15:38.040

Find the right place for them to go.  
I learned a really important lesson back in

15:38.040 --> 15:44.250

2016 with one of our medical center directors

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who was promoted was a

15:44.250 --> 15:46.130

development person.

15:46.350 --> 15:49.910

When I say that you know, we knew they weren't quite ready,

15:49.920 --> 15:55.820

but the vision director was going to mentor them and we thought with 1 to 2 years of good

15:55.820 --> 16:02.680

mentoring, they'd be perfect.

Well that vision director left

16:02.690 --> 16:08.250

because we, it was that sort of uh, you know, somebody had to be found fault for and one of

16:08.250 --> 16:11.790

the very senior people fired them and it was exactly what I talked about.

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16:11.790 --> 16:14.880

I don't want to happen and is wrong, but so  
that person was gone.

16:14.880 --> 16:19.940

So now this and it shows you the 2nd 3rd level  
effects of those kind of actions because now we

16:19.940 --> 16:25.490

were in a situation where we've got a medical  
center director without a mentor and began to

16:25.490 --> 16:32.150

stumble and had to be removed from that  
position, given a less complex

16:32.160 --> 16:38.030

position but has now developed into one of our  
strongest medical center directors and it was a

16:38.030 --> 16:43.830

perfect example of this wasn't a bad person.  
This was a great talent that was just in the

16:43.830 --> 16:49.820

## Leadership Legacies and the Way Forward with Dr. Richard Stone

wrong spot and needed to be moved.

And it's one of the things that I think is your

16:49.820 --> 16:55.280

greatest Reese responsibility as you move up  
the chain of of leadership is you need to know

16:55.280 --> 17:01.720

your people and doesn't necessarily matter what  
they think their next job should be.

17:01.730 --> 17:05.770

I almost never got the job.

I thought I should have in my career.

17:05.790 --> 17:12.620

But I did believe it was my job to make the  
best out of the car confidence that my

17:12.620 --> 17:17.020

leaders put in me and to do the best job I  
possibly could.

17:17.030 --> 17:23.010

And these are really important lessons.



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And if you had seen me 40 years ago,

17:23.020 --> 17:27.390

it's a long ways from where I was 40 years ago.

You know,

17:27.390 --> 17:34.030

I laugh about the fact that my first leadership  
job was in fifth grade in

17:34.030 --> 17:40.870

elementary school and I was elected second  
lieutenant of the

17:40.870 --> 17:42.430

safety patrol.

17:43.800 --> 17:47.920

Well there was a first lieutenant and there was  
a captain.

17:47.930 --> 17:52.430

And so the person who got the most votes from  
the school became captain.

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17:52.440 --> 17:59.080

This person who got the second most votes  
became first lieutenant and then the person who

17:59.080 --> 18:02.570

got the least votes got second lieutenant.  
So that tells you I didn't do very well.

18:02.910 --> 18:09.850

But my job was to ride a bicycle around as 95%  
of kids

18:09.850 --> 18:14.770

walk to school.  
And it was an era that sixth graders stopped

18:14.770 --> 18:20.570

traffic on public streets and allowed people to  
allowed Children down to kindergarten across

18:20.570 --> 18:24.320

the street and make sure they were safe.  
There's a couple of lessons I learned from that.

18:24.330 --> 18:26.790

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Number one.

It wasn't all about me, there was people doing

18:26.790 --> 18:30.150

real work out there on the street corners that  
were.

18:30.160 --> 18:35.760

And so Secondly um I will never run for public  
office again because it was completely

18:35.760 --> 18:41.940

humiliating.

And so I think you look back at that

18:41.940 --> 18:46.970

now, more than 55 years of experience leading  
things.

18:46.980 --> 18:53.610

And since then, you know, I've been in the fire  
service, I've been captain of college

18:53.610 --> 18:58.830

sports teams, I've been in lots of, you know,

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I've been a general officer,

18:58.980 --> 19:03.730

I've been at the you know, some of the highest  
levels of government and there's the same

19:03.730 --> 19:09.480

problems, it's the same problems.  
It's about motivating people and having people

19:09.480 --> 19:14.000

know your values.  
And then and that's the beauty of the via the

19:14.000 --> 19:17.270

beauty of the V. A.  
Is you're taking care of heroes.

19:17.280 --> 19:23.910

How do you not get motivated behind this?  
How do you not get motivated behind taking care

19:23.910 --> 19:28.030

of America's heroes?  
People that raise their hands and said they

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19:28.030 --> 19:30.740

would defend America's constitution.

You know,

19:30.750 --> 19:37.080

on the 17th of september a few days before this  
recording um

19:37.090 --> 19:41.890

was Constitution Day.

And we all ought to remember that it is the

19:41.890 --> 19:45.440

idea of the constitution that motivates people  
to join the military.

19:45.450 --> 19:50.080

The idea it's not about supporting a leader,  
it's not about supporting a political party,

19:50.090 --> 19:55.330

it is about supporting the idea of the  
constitution and that's an extraordinary thing

## Leadership Legacies and the Way Forward with Dr. Richard Stone

19:55.330 --> 19:58.680

in the, in the more than 240 countries in this  
world.

19:58.690 --> 20:02.410

It's the only nation.

It's why America is exceptional.

20:02.420 --> 20:07.520

Absolutely, Absolutely.

That story makes me think about continuous

20:07.520 --> 20:12.330

learning throughout your full leadership  
journey all the way back from the fifth grade

20:12.340 --> 20:17.420

open to even now in the ways in which your,  
you're leading and you're continuing to inspire

20:17.430 --> 20:21.730

leadership and motivation.

And obviously in any leadership journey,

20:21.730 --> 20:27.360

## Leadership Legacies and the Way Forward with Dr. Richard Stone

there's a lot of change, there's transitions,  
there's movements and you spoke about some of

20:27.360 --> 20:33.670

those within your journey, what you know in the  
beginning as a leader can drastically shift in

20:33.670 --> 20:37.700

respect to what you currently know.  
It's all a part of growth.

20:37.700 --> 20:43.600

It's all a part of that process dr stone, when  
you think about this process of continuous

20:43.600 --> 20:49.290

learning and how it's played a role in your  
ability to drive success as a leader.

20:49.300 --> 20:53.840

What are some of the things that you've changed  
your mind about over time?

20:53.850 --> 20:58.480

Well, I talked a little earlier about the fact

## Leadership Legacies and the Way Forward with Dr. Richard Stone

that that it's not all about me,

20:58.490 --> 21:01.770

it's not about me being smart, I gotta have a  
vision.

21:01.780 --> 21:04.890

I gotta have a vision.

I've got to know where I wanted the

21:04.890 --> 21:08.810

organization to go, but I used to believe that  
I would,

21:08.820 --> 21:14.030

I could interview very well with people that I  
was going to hire or choose.

21:14.040 --> 21:19.510

I've now recognize the fact that I need to work  
with somebody a while before I really

21:19.510 --> 21:23.010

understand, you know what motivates them, how  
they work.



## Leadership Legacies and the Way Forward with Dr. Richard Stone

21:23.020 --> 21:29.220

And I talk a lot more to people they worked  
with and I asked some questions of people when

21:29.220 --> 21:32.430

I interview them.

One of the questions I always ask is tell me

21:32.430 --> 21:36.350

about the most important decision you made in  
the last year and how you made it.

21:36.360 --> 21:41.190

Great question.

It reveals an awful lot about people and it's

21:41.200 --> 21:47.670

it really, I continue to be humbled by the  
challenges of leadership and I continue to

21:47.670 --> 21:53.620

recognize the fact that um I could do better  
and I always recognize that what I must

## Leadership Legacies and the Way Forward with Dr. Richard Stone

21:53.620 --> 21:59.840

surround myself and there's a great book um  
called The Black Swan uh written by a

21:59.840 --> 22:06.840

theoretical mathematician who primarily advises  
the investment community on

22:06.850 --> 22:11.240

probability and failures.

What do you do that?

22:11.240 --> 22:16.740

Here's the basic premise of of the book.

What do you do when all your experience doesn't

22:16.740 --> 22:20.020

prepare you for the events that are about to  
occur now.

22:20.020 --> 22:25.140

The only way you will survive this when all  
your experience doesn't get too ready is to

22:25.140 --> 22:29.840

## Leadership Legacies and the Way Forward with Dr. Richard Stone

surround yourself by people with different  
experiences in you in Department of Defense.

22:29.840 --> 22:33.230

We all grew up sort of the same way.

We all had similar experiences.

22:33.240 --> 22:36.570

We had graduated areas of responsibility.

22:36.820 --> 22:43.700

I found in v a much better diversity and I'm  
not talking about male female black white

22:43.710 --> 22:48.830

hispanic, you know, asian, Yes, that's all  
really important.

22:48.840 --> 22:53.350

But I was looking for people different than me  
with different ideas.

22:53.360 --> 22:57.550

I wanted somebody to argue with me.

I wanted somebody,

## Leadership Legacies and the Way Forward with Dr. Richard Stone

22:57.560 --> 23:03.590

I always worried about what made me not sleep  
at night is when I made a really important to

23:03.590 --> 23:06.930

say and everybody in the room said, oh sir, a  
great decision.

23:06.940 --> 23:10.910

And there was no debate.

I was always in, in fact,

23:10.910 --> 23:14.980

if you sat in the room with me, you know, that  
I finished almost every one of those

23:14.980 --> 23:20.080

discussions was does someone want to be a  
contrarian because it makes you think it makes

23:20.080 --> 23:24.210

you better.

And when you're on a road of once in 100 year

## Leadership Legacies and the Way Forward with Dr. Richard Stone

23:24.210 --> 23:30.280

panda or a mission act with 18 pages of Excel  
spreadsheet of requirements,

23:30.290 --> 23:32.790

your something nobody has done before.

23:33.080 --> 23:39.580

And when you do those things, you must have  
diversity of thought and that that comes with

23:39.590 --> 23:44.810

seeking diversity of people, of creating equity  
in the organization.

23:44.870 --> 23:47.330

Those are really important things.

23:47.620 --> 23:53.910

And I think one of the lessons I've learned is  
that you are very successful when you've got a

23:53.910 --> 23:57.670

lot of noise and that noise should come in  
every meeting.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

23:58.090 --> 24:03.530

And it was one of the hardest things for  
leaders to learn when they were working with me

24:03.530 --> 24:09.550

as a senior leader or as the chair of a council  
or anything I was doing was I don't want

24:09.550 --> 24:12.170

agreement.

I want people to say, you know, you should

24:12.170 --> 24:15.690

think about this differently and there's some  
things that you're missing.

24:15.700 --> 24:22.060

That's what gets you through.

I I find the same thing in briefing Congress,

24:22.060 --> 24:27.700

you know, every friday I would brief the  
professional staff in Congress on both sides of

## Leadership Legacies and the Way Forward with Dr. Richard Stone

24:27.700 --> 24:34.180

the aisle and in both houses they were used to  
a pretty staid briefing and we just sort of

24:34.180 --> 24:38.500

blew the lid off of um you know, here's what  
I'm struggling with,

24:38.510 --> 24:43.660

I think it's going to take me 3 to 4 weeks to  
get this going and here's the points.

24:43.660 --> 24:46.570

I think I need to get to to get this thing  
fixed.

24:46.580 --> 24:53.190

You need to start asking me very hard questions  
four weeks from now on this subject if in

24:53.190 --> 24:59.590

fact, you know, I haven't gotten it done and I  
would solicit their input to that solution.

25:00.300 --> 25:06.590

## Leadership Legacies and the Way Forward with Dr. Richard Stone

And it was became a very dynamic discussion  
that I frankly really enjoyed and developed

25:06.590 --> 25:11.630

some great friendships with them.

Instead of viewing them as quote oversight,

25:11.640 --> 25:14.230

I felt the same way about the I G.

I think the I.

25:14.230 --> 25:16.170

G.

Has tremendous value.

25:16.180 --> 25:20.680

Now I didn't agree and we had some pretty tough  
discussions sometimes,

25:20.690 --> 25:27.200

but we developed a very good mutual respect  
that I has can and a friendship that has

25:27.200 --> 25:32.160

developed um and persists to this day, even



## Leadership Legacies and the Way Forward with Dr. Richard Stone

after my departure,

25:32.170 --> 25:38.810

everyone has value.

Find it, you fail as a leader if you get rid of

25:38.810 --> 25:45.660

somebody who you if you're a criminal if your  
reckless negligence or maliciousness,

25:45.660 --> 25:47.430

you can't stay.

Got it.

25:47.440 --> 25:54.410

And there's some small group like that less,  
maybe half of those 10% are people that need to

25:54.410 --> 26:00.820

move on, but the rest even that 5% that are  
contrarian have value

26:00.830 --> 26:06.210

and and they're not one of my closest senior  
leaders.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

26:06.220 --> 26:11.430

She would say to me, she says, I know you hate  
it when I say this and I I would say to her

26:11.430 --> 26:16.760

over and over again, this is exactly what I  
want, this is the most valuable leader is the

26:16.760 --> 26:20.720

one who can disagree with you.  
And that was important lessons for me.

26:20.750 --> 26:27.260

That argument and disagreement was was a gift,  
not an obstruction for

26:27.260 --> 26:30.650

sure.  
I think that is such a bright point, that

26:30.650 --> 26:37.550

notion of moving the dialogue from simply  
authoritarian from simply this is what

## Leadership Legacies and the Way Forward with Dr. Richard Stone

26:37.550 --> 26:41.870

I think is true.

And so let's run with it to more of let's bring

26:41.870 --> 26:45.930

the contrarians in the room, let's bring those  
different opinions,

26:45.940 --> 26:52.700

those different stances into the room.

And oftentimes it does allow for

26:52.710 --> 26:58.100

those diversity of perspectives, that diverse  
thoughts to enter into the dialogue and enter

26:58.100 --> 27:04.690

into the conversation and oftentimes that can  
transform panic into purpose,

27:04.690 --> 27:07.890

right?

It allows us to feel a little bit more settled

27:07.890 --> 27:10.830

## Leadership Legacies and the Way Forward with Dr. Richard Stone

in some of those conversations and those  
decisions.

27:11.000 --> 27:17.700

And it makes me think about this next question  
of how do you unlock that puzzle that

27:17.700 --> 27:23.710

moves more and more leaders into that  
opportunity of transforming the panic into the

27:23.710 --> 27:29.900

purpose especially and specifically during this  
time of continuous crisis and

27:29.900 --> 27:35.570

pandemic into discussion.

I want to think about one of the my

27:35.570 --> 27:41.500

predecessors, um had one person in mail call  
with them and mail call was a place where you

27:41.500 --> 27:43.770

discussed serious problems.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

They had one person,

27:44.300 --> 27:48.230

um, that's not the model that I follow.

Maybe it worked for them,

27:48.230 --> 27:51.140

but it didn't, it just doesn't for me, I bring  
them in.

27:51.140 --> 27:57.550

It's why we started the Operations center and  
then opened up in the operations

27:57.550 --> 28:02.260

center to anybody that wanted to attend.  
And very early on.

28:02.260 --> 28:06.070

People said, well, you know, the media might  
get on and they're going to find out that we're

28:06.070 --> 28:09.000

debating issues and we don't know the answer.  
And I said,

## Leadership Legacies and the Way Forward with Dr. Richard Stone

28:09.000 --> 28:13.100

well, nobody knows the answer to the pandemic.

It's all gray.

28:13.110 --> 28:19.140

And what I want is is people participating.

I want them to hear directly from me what I'm

28:19.140 --> 28:22.340

thinking, and then they're going to implement  
in their own way.

28:22.350 --> 28:26.660

Um, you can't, on an authoritarian basis say  
everybody is going to do this.

28:26.660 --> 28:32.230

Now, I can say, as the acting undersecretary, I  
can say by this date,

28:32.240 --> 28:35.840

we're going to all be doing this and that's  
just the way it is.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

28:35.850 --> 28:42.710

But we are much better off for me to say, I  
want to get to some place and let them do it in

28:42.710 --> 28:49.180

there Own way and figure out how to do it. Now.  
It's very interesting because at the

28:49.190 --> 28:54.740

vision director level, those 18 vision  
directors are incredibly competitive with each

28:54.740 --> 29:00.550

other and all I needed was one of them to say  
they were doing something and within 48 hours

29:00.550 --> 29:07.400

the other 17 we're figuring out a way to do it  
better And but but this is the key bring

29:07.400 --> 29:12.990

people into the discussion.  
I smile when I think about at one of our daily

29:12.990 --> 29:19.260

## Leadership Legacies and the Way Forward with Dr. Richard Stone

briefings there was over 700 people on the call,  
think of

29:19.260 --> 29:24.770

700 people all listen to us work out a problem  
and all to feel like they're part of the

29:24.770 --> 29:31.200

solution and own the solution and when I would  
finish it saying is there anybody that

29:31.200 --> 29:36.030

wants to be contrarian to what we decided today?  
They're all on board.

29:37.240 --> 29:42.030

They're all on board.  
And it's really extraordinary when you begin to

29:42.030 --> 29:47.410

bring people into that model.  
It's why the operations center is the absolute

29:47.410 --> 29:52.600

place for people to debate issues to work



## Leadership Legacies and the Way Forward with Dr. Richard Stone

issues, to find out what people are thinking.

29:52.820 --> 29:58.160

The last thing I want to be doing is signing a directive then gets distributed out,

29:58.170 --> 30:04.180

reviewed by somebody above me for two months and then it comes out it's nuts.

30:04.190 --> 30:10.170

Let me give you an example of that.  
When I first came in July of 18 as the

30:10.180 --> 30:17.050

executive in charge during mail call the chief of staff presented to

30:17.050 --> 30:23.850

me a document to change the name of the street that one of our medical centers was on

30:23.860 --> 30:29.450

that request was to change from avenue to boulevard.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

30:31.570 --> 30:38.500

Do you know how long that had been in  
concurrence over two years before it

30:38.500 --> 30:44.060

got to me it got to me now, what did I know  
about that decision that the medical center

30:44.060 --> 30:48.480

director didn't, That decision should have made  
been made two years previous.

30:48.490 --> 30:53.720

And I view that as an example of a bureaucracy  
that wasn't working.

30:53.730 --> 31:00.590

Look, all organizations become some sort of  
bureaucracy, your job as the leader is to break

31:00.590 --> 31:03.700

that bureaucracy and show absolute disrespect  
for.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

31:03.710 --> 31:10.540

And it used to drive people crazy because I  
just tried to back people up and

31:10.540 --> 31:15.120

making decisions when things went bad, can't go  
on ownership of the decision.

31:15.120 --> 31:20.940

And if anybody asked above you who made  
decision, I would just say I did.

31:20.950 --> 31:25.500

And you work your way through.  
Look, I loved my bosses,

31:25.500 --> 31:30.500

I loved working for Secretary McDonough, I  
loved working for Secretary Wilkie.

31:30.510 --> 31:34.980

Um They were great people, their different  
personalities, but they're great people.

31:34.990 --> 31:40.480

## Leadership Legacies and the Way Forward with Dr. Richard Stone

You have to have an honest dialogue with them.

You always have to speak truth to power.

31:40.490 --> 31:43.180

And when you speak truth to power you have to be respectful.

31:43.190 --> 31:47.650

You have to realize that you don't win every argument, but you have to tell them the truth,

31:47.670 --> 31:50.770

then they make a decision.

They can do what they want.

31:50.780 --> 31:54.540

And your job then is to go out and institute what your boss says.

31:54.550 --> 32:01.310

And and it's a fascinating growth area for me as these uh more than four

32:01.310 --> 32:03.920

decades have gone by for sure.

# Leadership Legacies and the Way Forward with Dr. Richard Stone

That's incredible.

32:03.920 --> 32:08.420

And it really shows the importance of bringing them into the room,

32:08.430 --> 32:15.430

bringing those perspectives, those diverse ideas, diverse stances into the room and how

32:15.430 --> 32:22.110

that can allow for individuals to buy in to what is being put forth to be a

32:22.110 --> 32:26.640

part of that.

That partnership is where you see a lot of the

32:26.640 --> 32:31.690

work, A lot of the magic happening.

Your leadership during your time at the V.

32:31.690 --> 32:36.040

A.

Has really proven that you are not only

## Leadership Legacies and the Way Forward with Dr. Richard Stone

32:36.040 --> 32:40.450

exceptionally good at just bringing employees  
along for the mission,

32:40.600 --> 32:45.700

but also veterans also partners, stakeholders,  
bringing them along.

32:45.700 --> 32:50.170

And that story just showed was an example of  
that dr stone.

32:50.170 --> 32:56.510

How would you encourage leaders to inspire  
motivation that's present even in their absence,

32:56.520 --> 32:59.230

create an environment of listening.

And when you think,

32:59.230 --> 33:05.420

you know the answer, shut up and listen some  
more and let people talk if if the

## Leadership Legacies and the Way Forward with Dr. Richard Stone

33:05.420 --> 33:09.980

organization is moving in the direction you  
want, you don't have to speak.

33:10.010 --> 33:16.340

If the organization is going down the right  
road, let it be let the people own it.

33:16.390 --> 33:20.930

Let the employees own that direction and just  
support.

33:21.110 --> 33:28.010

It's okay to just be a cheerleader and  
quietness is something that's really

33:28.010 --> 33:31.670

important from a leader.

If the organization is going in the right

33:31.670 --> 33:34.860

direction.

Now you can nudge if people are a little bit

33:34.860 --> 33:37.690

## Leadership Legacies and the Way Forward with Dr. Richard Stone

off track, but if they're going where you want  
them to go,

33:37.700 --> 33:44.650

it doesn't, whose purpose does it serve for you  
to to articulate the way you

33:44.650 --> 33:47.460

want things.

If they're going in that direction anyways,

33:47.470 --> 33:54.430

let people own it and uh that is really an  
important lesson in all of

33:54.430 --> 33:59.780

this and it it will create much credit, better  
enjoyment for your employees.

33:59.780 --> 34:04.000

They will have fun coming to work.

They will acknowledge it was their idea to do

34:04.000 --> 34:08.530

it and let them run.



# Leadership Legacies and the Way Forward with Dr. Richard Stone

And those are the things that you really want

34:08.530 --> 34:13.270

to empower people to get things done and let it  
be their idea.

34:13.280 --> 34:17.900

Absolutely.

Listen, listen being that very first thing that

34:17.900 --> 34:23.730

people can do and allowing people to be  
innovative, allowing individuals to be creative.

34:23.740 --> 34:28.680

I like that quote that you said, what do you do  
when all of your experiences don't prepare you

34:28.680 --> 34:33.560

for what you're about to do.

And listen, allow the other comments to come

34:33.560 --> 34:38.360

into the room, allow other perspective and  
experiences to help with leading the way.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

34:38.370 --> 34:45.130

I think that is a great thing to hold on to for  
leaders and a great thing that

34:45.140 --> 34:51.950

talks or shows what this leadership legacy is  
for you and what it looks like um as you're

34:51.950 --> 34:56.550

leaving that legacy for other leaders here  
within our enterprise at the V.

34:56.550 --> 34:59.430

A.

That that's the beauty of what you're doing

34:59.430 --> 35:05.190

here.

Because whatever legacy that I have is embodied

35:05.200 --> 35:08.350

within all of those leaders that are still at B.

A.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

35:09.000 --> 35:15.720

Every organization that I've left.

The something that I've left with them a model

35:15.720 --> 35:21.940

that I've left with them of how to behave as a  
leader is the same thing that people gave me

35:21.950 --> 35:25.020

some of those who are painful things over these  
years.

35:25.280 --> 35:29.690

Um Some of those who were pretty humbling.  
But I'm going to tell you that if people say

35:29.690 --> 35:33.590

well what's your legacy?

Well my legacy is all those great people that

35:33.590 --> 35:38.770

now want to work for this organization because  
they see leaders that they want to be like and

35:38.770 --> 35:41.740

## Leadership Legacies and the Way Forward with Dr. Richard Stone

they see an environment that makes them want to  
come to work.

35:41.750 --> 35:46.040

Yeah that's perfectly said.

And it actually answered my next question about

35:46.060 --> 35:51.950

your leadership legacy and what that is when  
you think about that legacy and how you stated

35:51.950 --> 35:55.690

it just now.

How has the content of your character the

35:55.690 --> 36:00.830

choices that you've made contributed to the  
growth of that leadership legacy for you,

36:00.880 --> 36:05.680

for each of us there's red lines and your  
content of your character,

36:05.680 --> 36:09.300

your values.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

I'm I'm a person of very deep faith.

36:09.310 --> 36:14.320

You know there's there's there's just things  
that I won't do and you have to decide how

36:14.320 --> 36:19.240

you're going to use those red lines.  
And we have some pretty high profile examples

36:19.240 --> 36:22.770

of where people laid down red lines and they  
really weren't.

36:22.780 --> 36:27.990

And I think you have to hold those lines, I  
don't think you have to publicize them.

36:28.000 --> 36:31.960

But the content of your car character is held  
within those red lines.

36:32.120 --> 36:36.670

There's some things I'm not going to do.  
I mean I lost a pretty high profile job in D.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

36:36.670 --> 36:40.040

O. D.

Because my boss was going to do something

36:40.040 --> 36:46.660

criminal and I stopped and it resulted in me  
needing to be moved and

36:46.670 --> 36:49.960

probably changed my opportunities.

I don't feel bad about that.

36:49.960 --> 36:52.170

It opened up all these other opportunities.

36:52.390 --> 36:57.170

And um, I truly believe that God puts you  
wherever you're supposed to be,

36:57.180 --> 37:03.570

get over yourself and make the best of it.

And I think that's the sort of thing that that

37:03.570 --> 37:07.400

## Leadership Legacies and the Way Forward with Dr. Richard Stone

you have to do.

And I think that your content to your character

37:07.410 --> 37:13.200

is reflected in all those leaders around you  
and the values of all those leaders around you.

37:13.210 --> 37:18.700

If you look at everybody around you and they  
all have the same experiences as you.

37:18.710 --> 37:21.040

If they all look the same as you.  
You've done the,

37:21.050 --> 37:27.800

the organization a great disservice.  
And I believe in diversity of experience.

37:27.810 --> 37:34.020

Going right back to, you know, my experiences  
started in fifth grade in safety patrol.

37:34.110 --> 37:40.460

I think you recruit people with diversity and

## Leadership Legacies and the Way Forward with Dr. Richard Stone

you will be a strong organization and then you

37:40.460 --> 37:46.220

develop each other and uh, you know, you get stronger as a team and that's the key.

37:46.230 --> 37:53.140

That's the end point to this, that the team must lead into the future and your job is to

37:53.140 --> 37:58.780

create a culture in which that team can perform at the highest possible level they can.

37:59.020 --> 38:04.600

And um, you know, our patients, our veterans deserve no less than that definitely.

38:04.610 --> 38:10.090

And we are so grateful for the leadership, the service that you've given us starting back all

38:10.090 --> 38:16.350

the way into the fifth grade.

Um, and now that you are in this new beginning



## Leadership Legacies and the Way Forward with Dr. Richard Stone

38:16.350 --> 38:20.640

space of of your life, what lessons would you like?

38:20.640 --> 38:26.260

The leaders who listen to the podcast to learn about moving on or moving forward?

38:26.270 --> 38:29.100

What would you like to teach them about saying goodbye?

38:29.110 --> 38:33.420

What a great question that is.  
I don't think there is good byes.

38:33.430 --> 38:38.850

I don't think that I, I think we change our positions and we become emeritus.

38:38.850 --> 38:43.600

We become retired.  
We become a different role.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

38:43.660 --> 38:46.510

But you're just as important to the organization.

38:46.580 --> 38:52.090

I think one when I think about my dad's generation, people,

38:52.100 --> 38:57.920

males especially defined themselves by their jobs and in retirement

38:57.930 --> 39:03.780

they said I used to be something that's not, you don't used to be anything.

39:03.790 --> 39:08.550

You're, you're just a different position and a different influence.

39:08.780 --> 39:15.750

And um, I think you still have great value because people that you mentored will

39:15.750 --> 39:19.150

## Leadership Legacies and the Way Forward with Dr. Richard Stone

call you up and say this just isn't sitting  
right with me.

39:19.160 --> 39:22.790

Help me think through this.

It happened to me this morning at 7:00.

39:22.800 --> 39:26.480

Somebody called up and said I'm that I'd worked  
with previously and said,

39:26.490 --> 39:30.530

I can't figure this out.

Help me think that's your value.

39:30.540 --> 39:33.810

It's no different than when I was in the  
position.

39:33.920 --> 39:37.800

So I don't believe in goodbyes.

I don't believe the mission changes.

39:37.800 --> 39:42.680

I think 100 years from now, there is some

# Leadership Legacies and the Way Forward with Dr. Richard Stone

generation of veterans after me that's going to

39:42.680 --> 39:46.630

need their health care and going to need this  
to be a great organization.

39:47.060 --> 39:53.900

I think it's a matter of changing perspective  
and changing how you work and

39:53.910 --> 39:58.360

look, I'm no longer the accountable agent that  
actually gives me the freedom to say some

39:58.360 --> 40:04.930

really direct things to some senior leaders  
because and and uh you know,

40:04.940 --> 40:07.480

God bless them because they're still calling me  
up saying,

40:07.490 --> 40:10.210

you know, what do you think rich about this?  
And you know,

## Leadership Legacies and the Way Forward with Dr. Richard Stone

40:10.210 --> 40:13.990

am I, you know, full of cow dung in the way I'm  
approaching it or not.

40:14.000 --> 40:18.510

And and that shows you some pretty strong  
leaders that are in the V.

40:18.510 --> 40:21.380

A right up through the secretary.

So when I,

40:21.390 --> 40:24.420

when I look at this, I don't think there is  
good byes.

40:24.420 --> 40:27.940

There's just a different chance to influence in  
the future.

40:28.300 --> 40:31.530

And you know, that's that's sort of how I view  
that.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

40:31.530 --> 40:35.030

I hope that was made in some sense.

No, that is perfect.

40:35.030 --> 40:41.620

And I think it's so powerful when you think  
about this notion of value remaining mission

40:41.620 --> 40:48.060

remaining because oftentimes there is this this  
sadness and this solemn nous

40:48.070 --> 40:54.700

with with transition and I think being able to  
say the value is still present,

40:54.700 --> 40:59.940

the mission is still present allows for  
individuals to embrace transition,

40:59.950 --> 41:05.440

to embrace change and to embrace new beginnings  
new journeys.

41:05.450 --> 41:12.130

## Leadership Legacies and the Way Forward with Dr. Richard Stone

And so I think that is a very powerful answer  
and what leaders could definitely learn about

41:12.130 --> 41:17.470

moving on moving forward and continuing forward  
in their leadership journey.

41:17.600 --> 41:23.880

Yeah, I think you've framed it just beautifully  
and I'm not sure I could add anything more to

41:23.880 --> 41:27.110

that.

Most certainly most certainly well, dr stone,

41:27.110 --> 41:32.810

this has been an amazing conversation.

There are so many amazing gems that you have

41:32.810 --> 41:37.390

dropped throughout this conversation.

But unfortunately all good things have to come

41:37.390 --> 41:42.680

to an end.

# Leadership Legacies and the Way Forward with Dr. Richard Stone

And so we are nearing the end of this episode.

41:42.680 --> 41:45.870

But hope it's not the end of this conversation  
and dialogue.

41:45.880 --> 41:50.790

But at the end of every episode, if you've  
listened, I love playing a game of word

41:50.790 --> 41:54.440

association.

Think it's a fun way to wrap up thoughts and to

41:54.440 --> 42:00.290

get your last perspectives on things.

So I'm going to give you a word or a phrase and

42:00.290 --> 42:04.600

I'd like to know your first thoughts that come  
to mind on those words or phrases.

42:04.610 --> 42:07.650

Are you ready to play a bit of a game here?



## Leadership Legacies and the Way Forward with Dr. Richard Stone

42:11.070 --> 42:13.980

Everyone enters with trepidation.

It's great.

42:13.980 --> 42:20.270

It's great.

So the first word is legacy embodied in the

42:20.270 --> 42:23.210

people around you.

Yeah, Yeah. Nice.

42:23.220 --> 42:28.020

I like that.

It goes with that story of your team is who,

42:28.030 --> 42:32.140

who carries that legacy, who who becomes a part  
of that legacy.

42:32.150 --> 42:37.870

Nice.

The next word is audacious leader. Yeah.

42:37.880 --> 42:42.610

# Leadership Legacies and the Way Forward with Dr. Richard Stone

Don't be afraid to fail.

Uh it's it's exactly a title you used for this

42:42.620 --> 42:48.840

audacity is getting to 60% on anything running  
hard and then Watching to make sure that you've

42:48.840 --> 42:53.790

made the right decision because there's a 40%  
chance you were wrong and don't be afraid to

42:53.790 --> 42:59.190

change and don't consider a reflection.  
The worst thing you can do is stand still love

42:59.190 --> 43:01.460

that.

The worst thing you can do is stand still.

43:01.470 --> 43:04.110

Yeah.

And then lastly, and you've already kind of hit

43:04.110 --> 43:07.530

on this is the audacity to fail.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

43:08.250 --> 43:13.140

Failure if done because you were moving, uh,  
there's nothing wrong with,

43:13.150 --> 43:15.410

there's nothing wrong with it can cost you, if  
you look,

43:15.410 --> 43:17.660

if you're an entrepreneur can cost you some  
money.

43:17.670 --> 43:22.230

And you know, I can remember when I was in  
private practice in medicine,

43:22.230 --> 43:27.790

I spent many, many years ago, a quarter of \$1  
million dollars on a uh,

43:27.800 --> 43:29.970

on a electronic medical record.

43:30.320 --> 43:34.320

## Leadership Legacies and the Way Forward with Dr. Richard Stone

None of my eight partners wanted to do an  
electronic medical record.

43:34.320 --> 43:37.890

Well it failed not because the electronic  
medical record was bad,

43:37.890 --> 43:44.420

but because I hadn't created any consensus and  
it was really an important lesson to me.

43:44.420 --> 43:48.860

And it was very painful because it cost us a  
lot of money uh,

43:48.870 --> 43:50.270

in a small business.

43:50.690 --> 43:55.810

And it actually blocked our ability to go live  
with electronic records for about five years.

43:55.810 --> 43:59.890

But to accumulate capital again, to make a  
better decision.

## Leadership Legacies and the Way Forward with Dr. Richard Stone

43:59.900 --> 44:06.830

Now, I think audacity and failure means that  
your humble enough to see when

44:06.830 --> 44:11.980

you're going down the wrong road and recognize  
the fact that not every road you're going to go

44:11.980 --> 44:15.810

down as a leader is paved.  
There hasn't been 1000 people before you're

44:15.810 --> 44:20.070

going down.  
Some are absolute surprises.

44:20.180 --> 44:24.160

The pandemic.  
It's an absolute surprise and how long it's

44:24.160 --> 44:26.040

gone on as an absolute surprise.

44:26.250 --> 44:31.140

## Leadership Legacies and the Way Forward with Dr. Richard Stone

And what you must do is recognize the fact that  
when Euron unpaved roads,

44:31.290 --> 44:36.920

if you don't have that audacity, if you don't  
have, if you haven't created a culture that

44:36.920 --> 44:41.190

allows people to take risk, you will be frozen  
and when you're frozen,

44:41.190 --> 44:44.300

you're of no value.

That is so fascinating.

44:44.300 --> 44:51.230

This has been such an enlightening conversation.  
Um, and an incredible space

44:51.230 --> 44:56.120

to think about leadership away to think about  
what leadership means,

44:56.130 --> 45:02.580

the impact that bold and audacious leadership

# Leadership Legacies and the Way Forward with Dr. Richard Stone

can have on an enterprise on on

45:02.580 --> 45:07.650

groups and on individuals.

And I am so grateful that you've been able to

45:07.660 --> 45:12.600

have this time to take this time and to talk  
with the leaders who are listening to this

45:12.600 --> 45:16.730

recording here.

Are there any last thoughts any last words

45:16.740 --> 45:22.130

today that you'd like to leave with listeners  
as as we're wrapping up this episode.

45:22.140 --> 45:29.080

Just my thanks, my thanks for you Sherry and  
and jan for creating the venue

45:29.080 --> 45:31.990

to do this.

To creating this chance to memorialize some

## Leadership Legacies and the Way Forward with Dr. Richard Stone

45:31.990 --> 45:34.890

thoughts.

And I really thank you for it and you've done

45:34.890 --> 45:41.700

just a beautiful job with it and it really is  
an important part of what we do.

45:41.710 --> 45:46.120

This falls perfectly into N. C. O. D.

And Y N.

45:46.120 --> 45:49.770

C. O. D.

Exists and the culture throughout N. C.

45:49.770 --> 45:52.070

O. D.

So I appreciate it.

45:52.080 --> 45:56.030

This is one of the organizations that I miss  
the portions of the organization.



# Leadership Legacies and the Way Forward with Dr. Richard Stone

45:56.030 --> 46:00.170

I miss the most.

So I thank you and I wish you great success in

46:00.170 --> 46:03.330

the future as you go into next season with this.

Well done.

46:03.340 --> 46:08.370

Thank you so much Dr stone.

We are so, so happy that we can be a part of

46:08.380 --> 46:15.360

this memorial moratorium and being able to make  
sure that leaders are able to

46:15.360 --> 46:20.620

hear and and to learn and to continue to be a  
part of this moving forward.

46:20.620 --> 46:24.620

So thank you so much for your time.

Thank you have a great day.

46:25.470 --> 46:30.850

## Leadership Legacies and the Way Forward with Dr. Richard Stone

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

46:30.860 --> 46:35.410

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

46:35.420 --> 46:40.300

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

46:40.300 --> 46:43.130

from the National Center for Organization Development.

46:43.140 --> 46:45.800

Check out our website also lengthen the show notes.

46:45.810 --> 46:50.200

Remember if you missed the target 100 times, you have not failed.

46:50.210 --> 46:54.660

Instead, you've simply found 100 strategies

# Leadership Legacies and the Way Forward with Dr. Richard Stone

that did not work,

46:54.670 --> 46:58.290

be well and continue to fail forward until next  
time.

46:58.300 --> 46:59.140

Thank you