Care and Accountability with Tiffany Chavis

00:06.870 --> 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 --> 00:32.170

dr Shari Dade psychologist with the National

Center for Organizational Development.

00:32.180 --> 00:34.800

Thank you for tuning in.

Let's get started.

00:40.970 --> 00:45.350

Care and Accountability with Tiffany Chavis

Support for this leadership podcast comes from

the National Center for Organization

00:45.350 --> 00:49.210

Development N. C. O. D.

Aims to increase the long term growth and

00:49.210 --> 00:53.120

performance of the Department of Veterans

Affairs by collaboratively working with the

00:53.120 --> 00:56.840

leaders throughout the B. A.

To improve organizational outcomes by

00:56.840 --> 01:00.760

supporting the development of an engaged

workforce for additional information on our

01:00.760 --> 01:02.870

services, click the link in the show notes.

01:08.790 --> 01:13.190

When you're a leader, it's important to know

how to hold people accountable for performance

Care and Accountability with Tiffany Chavis

01:13.190 --> 01:16.730

and professional conduct and this can become a

balancing act.

01:16.730 --> 01:20.850

When you couple accountability with compassion

on today's episode,

01:20.850 --> 01:26.340

we will explore the mistakes that can be made

when trying to create a just culture in our

01:26.350 --> 01:31.630

organization by balancing performance and care

for one another for this dialogue.

01:31.630 --> 01:37.445

I'm excited to welcome Tiffany Chavis Senior

social worker and suis prevention coordinator

01:37.455 --> 01:42.905

Tiffany works to engage veterans and their

families via staff and providers and community

Care and Accountability with Tiffany Chavis

01:42.905 --> 01:48.395

stakeholders in the public health approach to

suicide prevention by increasing awareness

01:48.395 --> 01:52.885

about whole health and encouraging

conversations about reasons to live,

01:52.895 --> 01:57.875

get ready to join us as we explore the journey

of Miss stepping into success.

01:57.885 --> 02:02.915

This is the Audacity to fail episode to care

and accountability.

02:03.340 --> 02:07.050

Hi Tiffany, I'm so happy to have you here with

me today.

02:07.060 --> 02:10.370

I'm just glad that you open the invitation.

I'm glad to be here.

02:10.380 --> 02:15.160

Thank you.

Of course, it's so great to be able to have and

02:15.160 --> 02:20.580

bring such a great episode um or just topic to

leaders within the V.

02:20.580 --> 02:24.020

A.

System and I know as a leader yourself,

02:24.020 --> 02:28.320

these are things that you've been managing and

grappling with at times,

02:28.320 --> 02:32.970

but coming out on top of it, and so it's really

great to have you here for this guy.

02:32.983 --> 02:35.293

Thank you.

Thank you.

02:35.293 --> 02:42.173

It it has and and I'm I'm appreciative of the

different leadership styles and ways that you

02:42.173 --> 02:48.803

can lead and just appreciate that I've had some
experience, but also that I'm open to those

02:48.803 --> 02:54.143

experiences and that its growth of continuum.
And and so I'm just excited to talk about,

02:54.153 --> 02:59.873

you know, what I've experienced and and any
insight that that I can bring to the table.

02:59.873 --> 03:03.816

I'm happy to do that.
Of course, of course, I know you and I have

03:03.816 --> 03:08.906

talked about the importance of having the
ability to make mistakes and experience

03:08.906 --> 03:14.376

failures without sacrificing performance and I
know that this can be a tough space for many to

03:14.376 --> 03:17.526

hold.

Oftentimes it's a really tough space for me to

03:17.526 --> 03:23.416

hold for myself, but at what point in your

career or your leadership journey did you begin

03:23.416 --> 03:27.876

to think about failure as a pathway to success.

You know,

03:27.886 --> 03:32.250

failure can be so overwhelming because we're

not encouraged to fail,

03:32.269 --> 03:38.179

especially in the social work field, there's

huge talk about the imposter syndrome and how

03:38.189 --> 03:42.459

when people come to you for answers and for

support, you feel like you have to have all the

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03:42.459 --> 03:47.779

answers and know all the support, so, you know,

you have to have this continual roll index of

03:47.779 --> 03:52.909

community support, treatment modalities,

professionals who are subject matter experts

03:52.909 --> 03:56.119

and that is not the case at all.

What I found is,

03:56.129 --> 03:59.469

you know, the old adage people don't care how

much, you know,

03:59.479 --> 04:05.522

unless they know how much you care and I end

yeah, kind of settling into that has helped me

04:05.522 --> 04:12.462

a lot as a professional, but also being able

and having the courage to fail forward has

04:12.462 --> 04:16.352

been, and it's not, like I said, it's not a

journey, it's not a destination is something

04:16.352 --> 04:22.412

that I continue to teach myself how to fail

forward, consistency over time,

04:22.422 --> 04:27.302

the courage to leave your comfort zone and a

community that challenges you are sort of the

04:27.312 --> 04:32.385

three things that I always want to pocket so

that I make sure that when I fail forward that

04:32.385 --> 04:37.525

I can come up with some results that I'm proud

of and and not being afraid to make mistakes.

04:37.525 --> 04:40.495

I think that in a huge bureaucracy, like the V.

A.

04:40.495 --> 04:47.045

S can be hard to find your place, it can be

hard to and sometimes even identify

04:47.055 --> 04:52.185

what you want out of your career or you know,

out of your professional growth.

04:52.195 --> 04:58.505

And so I think that purposely placing myself in

positions where I can make mistakes that will

04:58.505 --> 05:04.698

allow me to grow and and present me with those

chan challenges that I know I know will

05:04.698 --> 05:09.598

pull make me pull every single piece of myself

to the table,

05:09.608 --> 05:13.058

every single piece clinical and administrative

work that I've done.

05:13.068 --> 05:18.248

But I think that, you know that from one you

have to have that that that sort of innate

05:18.258 --> 05:22.488

challenge, you have to want to challenge

yourself, but then you also have to know that

05:22.488 --> 05:27.258

it's okay to make those mistakes.

And so how do you find that comfort to make

05:27.258 --> 05:30.718

that mistake?

How do you know that it's okay to come up with

05:30.718 --> 05:36.661

a whole new program or try something completely

out of the box that may not be evidence based

05:36.671 --> 05:40.301

for a veteran, but something that you feel is

gonna work in the veterans treatment,

05:40.311 --> 05:43.101

how do you do that?

And so that's not necessarily a question that I

05:43.101 --> 05:48.591

have the answer to, the question that I think

that the agency and leadership also has to be

05:48.591 --> 05:52.331

willing to to engage in that discussion. Yeah.

Yeah.

05:52.341 --> 05:58.511

I love that thought around finding spaces where

you have the ability to fail because I think

05:58.521 --> 06:05.274

oftentimes we see space as as either I'm going

to fail or succeed without being able to

06:05.274 --> 06:11.314

say that those two things don't have to be a

chore or but it can be an and you know there

06:11.314 --> 06:17.714

will be times where I do fail and I can still

move into success and I can still learn from

06:17.714 --> 06:24.034

that and so I really like that thought around

let's find spaces where we can fail without

06:24.034 --> 06:30.827

sacrificing our success. Absolutely. Absolutely.

And then also you know and I can I can speak to

06:30.837 --> 06:36.487

a recent position, it's new, you know, there's

a lot of feedback from what should be done,

06:36.487 --> 06:40.297

what could be done.

And at some point I found that really

06:40.297 --> 06:46.387

overwhelming like wow where do I even start?

And when I realized that in starting it wasn't

06:46.387 --> 06:51.597

starting with me, I had to get out of V. A.

I had to go in the community,

06:51.597 --> 06:57.837

I had to go sit in churches and meet with

employers and talk to the managers at walmart

06:57.847 --> 07:02.820

and allow them to inform me of the needs of my

community and what I needed to do.

07:02.820 --> 07:08.270

So sometimes that's supporting that challenge

is not even necessarily coming from the

07:08.280 --> 07:12.980

leadership that you would expect is from the

leadership that you seek.

07:12.990 --> 07:19.470

So but here again, I have to go back to being

in an organization and being supported to have

07:19.470 --> 07:24.740

that flexibility go out, figure out what the

community needs and then come back and inform

07:24.750 --> 07:27.380

us.

But I feel like that's really how you grow to

07:27.380 --> 07:31.953

meet the needs of all veterans.

It's not it doesn't come from the inside out,

07:31.953 --> 07:36.073

it has to come from the outside of you of

course, and I know as a leader,

07:36.083 --> 07:42.803

it's inevitable, you know, there will be times

where we have to hold this accountability piece,

07:42.803 --> 07:47.963

where you must hold others accountable moments

where you have to make tough calls.

07:47.973 --> 07:52.623

Have there been moments for you and your

leadership career where you've struggled with

07:52.623 --> 07:59.506

holding that line of accountability? Yes. Yes.

So there's been very specific moments,

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07:59.506 --> 08:06.246

I think that for me really learning the power

of no um understanding what I'm capable

08:06.246 --> 08:11.606

of, but also sort of having that expectation

that my colleagues are gonna be there to

08:11.606 --> 08:15.576

support me as well.

So, you know, within the power of know that

08:15.576 --> 08:21.356

allows me to really work within my expertise,

so not necessarily avoiding challenges,

08:21.366 --> 08:24.366

but understanding that there's no way to do it

all.

08:24.376 --> 08:29.529

And by accepting it all, it often becomes a

disservice to those who are looking for your

08:29.529 --> 08:34.329

help, understanding the power of, you know, but

but within that culture of accountability also

08:34.339 --> 08:40.629

helping colleagues team members better step

anyone who you come across understand their

08:40.629 --> 08:44.439

role.

I think that at some point we may be challenged

08:44.449 --> 08:49.819

and feel like folks aren't pulling their own

weight or it may not be obvious the roles that

08:49.829 --> 08:54.779

that people are playing on a team, when it it

may actually be that they just don't understand

08:54.789 --> 08:57.939

what the needs are, they don't understand what

their roles can be.

08:57.949 --> 09:01.492

So I think that, you know, that sort of

cultural accountability and being able to have

09:01.492 --> 09:05.692

that conversation and say this is exactly what

would help me.

09:05.702 --> 09:10.402

Are you able to meet?

That give folks a chance to use their voice and

09:10.402 --> 09:13.172

the power of no and say that I'm not able to do

that.

09:13.172 --> 09:18.062

And so then here you are like recreating

yourself, which is fine because you know what

09:18.062 --> 09:22.022

the needs are arguing.

But there have been times when that balance

09:22.022 --> 09:27.372

between compassion for your colleagues and

discipline for your professional,

09:27.372 --> 09:32.515

for yourself can be blurred.

You know, there have been instances where I've

09:32.515 --> 09:38.685

had to call the licensing board on a colleague

and that was really tough for me because I know

09:38.685 --> 09:42.495

that everyone's profession means something to

them now,

09:42.495 --> 09:47.635

it made me something different to me, but I

know that it meant something to my colleague,

09:47.645 --> 09:52.255

but at the same point though, I have to be

disciplined enough to understand that the

09:52.255 --> 09:58.858

ethics of my profession and the ethics of what

we do still has to supreme over

09:58.868 --> 10:03.358

how I feel about this person, um, you know, in

our personal relationship,

10:03.368 --> 10:09.798

so that's really tough and there's no, you know,

there's there's nothing no guidelines no to do

10:09.798 --> 10:14.588

list, no steps to say this is how you're

supposed to feel before and after,

10:14.598 --> 10:16.918

and that's really tough.

That was really tough.

10:16.928 --> 10:20.988

Yeah, definitely.

And I when I think about just accountability

10:20.988 --> 10:25.288

and discipline.

I see this as a topic that is filled with so

10:25.288 --> 10:29.571

many critical, so many crucial converse

stations and as a leader.

10:29.571 --> 10:35.721

It can be really like you said, tough to figure

out how to navigate these things for you.

10:35.731 --> 10:39.931

What are some of the ways that you feel like

you've been able to navigate these

10:39.931 --> 10:44.891

conversations that helps to maintain the

relationship with your staff or with your

10:44.891 --> 10:50.711

coworkers transparency.
And and you know, I'm not saying transparency,

10:50.711 --> 10:55.481

as in, you know, here's this email that I sent

and I said all that I want to say,

10:55.481 --> 11:01.154

no, I'm saying transparency with also

considering that the continuum of compassion

11:01.154 --> 11:04.554

and discipline.

So you have to share a little bit of yourself

11:04.564 --> 11:08.454

seeking those challenging conversations

embracing them.

11:08.464 --> 11:12.064

I've also been involved fortunately with the V.

A.

11:12.064 --> 11:18.954

And um experience called V. A.

Voices and it's a two day experience for V A

11:18.954 --> 11:23.024

staff as a participant.

I've been able to sort of be faculty and a

11:23.024 --> 11:28.167

national coach for it.

So the principles that we discussed and that we

11:28.167 --> 11:31.027

kind of encourage folks to engage in through

the voices,

11:31.037 --> 11:34.837

I literally apply that to every piece of my

life.

11:34.847 --> 11:38.967

I love that.

Yeah, so, you know, there are pieces of voices

11:38.967 --> 11:45.137

that encourage us to listen to fully listen, to

ignore the

11:45.137 --> 11:50.727

distractions, um to not multitask.

And so when you ask someone into your space,

11:50.737 --> 11:55.047

really, really giving them that time, really

devoting, you know,

11:55.047 --> 11:59.200

putting the cell phone down, minimizing the

computer screens.

11:59.210 --> 12:05.580

Um but giving them that devoted time and space

to listen and and then to just listen,

12:05.590 --> 12:09.450

not to listen and have your response already.

You know,

12:09.450 --> 12:13.150

maybe have a couple of points that you want to

make, but not to have,

12:13.160 --> 12:16.800

you know, this glorified speech that that you

have to make with that person.

12:16.800 --> 12:23.370

So to really listen, the other thing that I

find important is to not assume right.

12:23.370 --> 12:28.760

So you know, you may you may have closed the

conversation and say,

12:28.770 --> 12:35.670

I cannot believe that she didn't see that

veteran or that he didn't follow up on that

12:35.670 --> 12:41.350

mandate when I've already jumped to a

conclusion that I really need to to slow it

12:41.350 --> 12:46.840

down some and consider the other person's

perspective and so not coming,

12:46.840 --> 12:52.650

not jumping to a conclusion and allowing to the

person to give their feedback and then also

12:52.660 --> 12:59.036

really kind of dealing with myself and what I

bring to the table and understanding NBA voices

12:59.036 --> 13:03.596

referred to it as mental models, what have I

what have I already presume?

13:03.606 --> 13:07.806

And a lot of times that takes out half of the

battle.

13:07.806 --> 13:11.646

So you know, did you not see that veteran while

I wasn't feeling well,

13:11.646 --> 13:14.776

I had to go home?

You know, there was an emergency.

13:14.786 --> 13:19.386

And so meanwhile for for me for not

understanding that I've already come to the

13:19.386 --> 13:23.892

conclusion that you know, this clinician didn't

value that veterans care,

13:23.902 --> 13:28.272

there was something else that they had going on.

They just didn't have a chance to communicate

13:28.272 --> 13:34.542

that so slowing down using those principles of

via voice is really,

13:34.542 --> 13:41.442

really listening, like really listening and

pulling myself out of

13:41.452 --> 13:45.482

the response.

I feel I feel like even just integrating those

13:45.492 --> 13:50.600

sort of tips has helped me to have challenging

conversations and not avoid them.

13:50.618 --> 13:56.068

Yeah, no, I think that's a great way to

categorize things that can be really useful

13:56.078 --> 13:59.598

when trying to hold that accountability, trying

to hold that discipline,

13:59.608 --> 14:04.618

but also holding that care and that compassion

and I think you said some really great things

14:04.618 --> 14:09.278

as far as like being transparent and being able

to bring yourself to the table.

14:09.288 --> 14:13.848

Oftentimes you have to in a sense earn the

right to set boundaries with others,

14:13.848 --> 14:15.928

right?

You have to earn that trust.

14:15.938 --> 14:22.284

You have to build that relationship and and

being transparent allows for that to

14:22.284 --> 14:26.524

happen.

And then you also talk about being able to to

14:26.524 --> 14:32.474

not assume and to understand that you can be

kind and caring but also have clear

14:32.474 --> 14:36.944

expectations and you can do all of those things

at the same time,

14:36.944 --> 14:43.894

it doesn't have to be a but or or it can be an

and and and not just like NBA

14:43.894 --> 14:48.060

voices, we consider jumping the ladder, so not

jumping the ladder right?

14:48.060 --> 14:52.150

So you know, you see you see someone's office

door closed,

14:52.160 --> 14:57.200

you assume that they you know, aren't there

don't want to be bothered when we can go an

14:57.200 --> 15:03.890

additional step and send them and I am or um

reach out to them be a little more personable

15:03.900 --> 15:06.680

and and like you said, give a little bit more

of yourself,

15:06.690 --> 15:11.130

definitely.

I think you know what you're describing is it's

15:11.130 --> 15:16.106

about creating an environment where everyone

can be honest and everyone can be authentic,

15:16.116 --> 15:20.136

especially when it comes to making mistakes.

People can be honest about making mistakes

15:20.136 --> 15:24.746

without fear.

And that takes a lot of psychological safety.

15:24.756 --> 15:30.906

And oftentimes I've heard psychological safety

be described as taking it easy or letting

15:30.906 --> 15:34.516

things slide.

But I think this definition ignores the role

15:34.516 --> 15:40.606

that accountability plays and making the

environment safe while still challenging for

15:40.606 --> 15:46.942

high quality and performance.

And so how do you make sure that you're

15:46.942 --> 15:52.562

balancing that, that you're walking that tight

rope without allowing things to become quote

15:52.562 --> 15:56.682

unquote too easy.

But still asking and challenging that high

15:56.682 --> 16:00.492

quality from others.

I'm glad you mentioned that kind of kind of how

16:00.492 --> 16:05.182

do you balance it?

And I do think that it's a it's a balance and I

16:05.182 --> 16:08.922

don't know that I am have figured out the

formula.

16:08.932 --> 16:15.500

Um but but I remain, I remain encouraged to

fail

16:15.500 --> 16:20.960

forward.

And so I think that by being a leader who's

16:20.970 --> 16:27.250

willing and able and open to learn, sometimes

you have to be the leader that you need also.

16:27.260 --> 16:31.940

Yeah, you know, we, I think that we look

externally for what we need in a leader.

16:31.940 --> 16:36.110

Like I need my leader to be kind.

I need my leader to give me kudos,

16:36.110 --> 16:43.100

I need my leader to to remind me to be flexible

and remind me my documentation when

16:43.110 --> 16:47.300

I am that leader to myself.

So if I don't find that externally,

16:47.300 --> 16:52.670

I have to be the leader that I need.

And so in order to do that what it places or

16:52.670 --> 16:57.520

remove some resentment that folks can build

when they don't feel like they have that

16:57.520 --> 17:01.380

support.

But it also encourages me to then go and find

17:01.380 --> 17:05.430

that support.

So, so if I don't feel like I have that sort of

17:05.440 --> 17:11.560

discipline or if I don't feel like I have that

compassion, then that's not necessarily one

17:11.560 --> 17:15.070

person's job.

That means that I need to seek mentors.

17:15.070 --> 17:18.990

I need to be open to someone coaching me to

that success.

17:19.000 --> 17:22.000

Yeah.

Because you, you know, if if you're, if you're

17:22.000 --> 17:27.640

continuing to rebuild yourself and do personal

inventories, then you already know what some of

17:27.640 --> 17:30.820

your church challenges are.

You just got to be honest about them.

17:30.830 --> 17:35.600

So I think in being honest about our personal

challenges and my personal challenges,

17:35.600 --> 17:40.370

I've been able to say, okay, well I'm

definitely not going to be challenged by this

17:40.370 --> 17:44.920

particular leadership style.

Let me seek out someone who's really gonna hold

17:44.920 --> 17:48.760

me more accountable.

But also some of that discipline that's going

17:48.760 --> 17:51.270

to be important for me to go for to fail

forward.

17:51.280 --> 17:57.190

I think that kind of personal inventory, like

real personal inventory and being honest with

17:57.190 --> 18:04.010

yourself before I'm seeking that guidance from

a leader that may or may not exist.

18:04.020 --> 18:10.370

Of course I absolutely love this idea of kind

of being the leader that you want to see for

18:10.370 --> 18:15.550

yourself because there are times where we may

not be in positions where we have the type of

18:15.550 --> 18:21.760

leadership that is best suited for us in our

style and so being the leader that you want to

18:21.760 --> 18:26.670

see for yourself is really really going to be

crucial in those moments.

18:26.680 --> 18:33.330

And I also think about being able to be the

leader for each other that we want to see in

18:33.330 --> 18:36.280

each other.

And it makes me think of like when you said

18:36.290 --> 18:43.100

seeking out coaching or mentorship but also

like peer to peer accountability and so it

18:43.100 --> 18:49.840

makes me think about how team members can take

stake in this process and how they can

18:49.840 --> 18:55.560

hold one another accountable for high quality

and continue to challenge for high quality.

18:55.570 --> 19:01.990

Do you see that often times when you're

thinking about accountability and how to fail

19:01.990 --> 19:05.830

forward?

Absolutely peer coaching is one of the things

19:05.830 --> 19:09.200

that I love the most about what I'm able to do

at the V.

19:09.200 --> 19:13.430

A.

Yeah and I really, I truly appreciate any

19:13.430 --> 19:19.490

interact that I have with trainees, so social

work interns or peer support specialist,

19:19.500 --> 19:26.450

anyone who's interested in kind of learning and

growing and so those interactions I find really

19:26.460 --> 19:30.360

easy to navigate because like I said they're

interested, they're eager,

19:30.370 --> 19:35.450

you know, they, you know, may have their feet

on the ground ready to run the interactions

19:35.450 --> 19:38.530

that may be a little more challenging or

present, you know,

19:38.530 --> 19:44.790

more areas, more room for growth, are the

coaching that that has to occur with someone

19:44.790 --> 19:50.800

who doesn't understand that they could benefit

from coaching and as appear kind of

19:50.800 --> 19:55.870

identifying where we can model for each other.

So, you know,

19:55.870 --> 20:01.970

especially in social work, you know, we get

really, really um I was in the homeless program

20:01.980 --> 20:08.900

and did a lot of very, very challenging work

with individuals who had previous substance

20:08.900 --> 20:15.660

use, who are chronically homeless folks who

have had trauma sexual trauma pTSD

20:15.670 --> 20:20.130

and for whom housing the stability of housing

was a challenge.

20:20.140 --> 20:25.350

And it's easy, you know, to kind of look at

that work and say as soon as I get them housing

20:25.350 --> 20:29.360

then they'll be good to go, they'll engage in

the clinical work and everything is kind of a

20:29.360 --> 20:34.420

gravy train from there.

And there were times 11 times specifically

20:34.420 --> 20:41.340

where a colleague of mine shared a similar

trauma history with a veteran and and it made

20:41.340 --> 20:47.260

it really, really challenging for that

colleague to see and trust that veterans

20:47.270 --> 20:50.890

perception of their treatment.
And at some point,

20:50.900 --> 20:55.770

you know, the counter transparency that
occurred really outweighed the care that that

20:55.770 --> 21:00.670

clinician was able to provide the veteran.
And and I don't I don't like to say I use,

21:00.670 --> 21:06.270

but I use the personal relationship, that peer
relationship to really,

21:06.270 --> 21:11.710

really challenge the clinical relationship that
my colleague had with that veteran,

21:11.720 --> 21:17.480

you know, and and you know, we we we spent some
time just talking about our personal

21:17.480 --> 21:24.040

experiences and how as a clinician you should

also seek a clinician and you know,

21:24.040 --> 21:29.070

talking about when there are times that you
know, our personal experience can kind of

21:29.080 --> 21:33.910

inhibit the treatment of veterans.
And so while it was you know,

21:33.910 --> 21:38.740

a really tough conversation initially now that
I look back on it,

21:38.750 --> 21:43.560

you know, just kind of understanding where she
was as a clinician,

21:43.570 --> 21:50.080

but also personally kind of helping her to
understand that counter transparency was going

21:50.080 --> 21:56.860

to continue to bleed into any other clinical
kind of interactions that she had

21:56.860 --> 22:02.710

with with veterans to share that trauma history.

I think that it helped me as a leader because

22:02.710 --> 22:09.550

it was very difficult even to approach, you

know, I think that um the conversation

22:09.550 --> 22:15.820

amongst the team was, somebody has to say

something and the conversation I had myself was

22:15.820 --> 22:20.800

well why can't I be the one that says something,

why can't I be the one to you know to help

22:20.800 --> 22:27.370

address this?

What in that moment made it difficult for you

22:27.380 --> 22:32.980

because here again, going back to you know

promoting or creating a culture of

22:32.980 --> 22:39.470

accountability and the fact that we're now not

always encouraged to fail forward

22:39.480 --> 22:46.330

and the impostor syndrome that you know, we

have to know what's right all the time we have

22:46.330 --> 22:53.180

to come, you know, as a clinician that we have

all of our personal hangups taken care of and

22:53.180 --> 22:57.930

that that where our whole selves when

situations can keep you from being in your

22:57.930 --> 23:03.620

whole authentic self.

And so what I saw though was that she was a

23:03.620 --> 23:09.930

really great clinician and and that I didn't

want her to kind of be sucked into a situation

23:09.930 --> 23:16.450

that would drain her um and I didn't want her

to become overwhelmed and burdened by one case

23:16.460 --> 23:21.650

that she not see her value in the whole program

and in her clinical experience.

23:21.660 --> 23:26.400

Yeah, I saw a little bit of myself in kind of

you know,

23:26.400 --> 23:30.080

identifying that balance.

Yeah, I see, you know,

23:30.080 --> 23:35.130

just in that story, I hear some amazing things

that you did to be able to back balance that

23:35.130 --> 23:41.780

accountability and compassion.

One was building that relationship that

23:41.790 --> 23:47.460

foundational relationship from the beginning,

um being able to have that relationship and

23:47.460 --> 23:53.820

allow that that relationship to anchor your

expectations to anchor your

23:53.820 --> 24:00.820

feedback and and being able to in a sense,

really use that to pivot the conversation in a

24:00.820 --> 24:03.640

way that was going to be most constructive for

her.

24:03.650 --> 24:08.010

And so that's one thing that I think is really,

really um you know,

24:08.010 --> 24:13.750

you can't say enough about how important it is

to have those foundational relationships with

24:13.750 --> 24:19.490

your co workers with your staff as a leader and

then the other thing I I saw that you do or I

24:19.490 --> 24:24.140

hear you doing is you didn't just go in and

address the areas of growth,

24:24.150 --> 24:27.340

you didn't just go in and say this is bad, this,

you shouldn't do this,

24:27.340 --> 24:32.100

this is not okay, you actually were there and

you were promoting the good,

24:32.110 --> 24:38.980

you were saying, I see this in you, I see the

skills and the level that you can become in you.

24:38.990 --> 24:43.460

And so let's figure out how to foster that,

let's figure out how to cultivate it and grow

24:43.460 --> 24:46.830

it.

And this is not the way we're going to do that,

24:46.830 --> 24:51.820

let's change it, you know?

And so you are able to promote that good versus

24:51.820 --> 24:58.610

just addressing the bad, which I think can help

in the end with balancing those expectations,

24:58.610 --> 25:03.290

Being able to say these are the expectations,

but also doing that in a kind way.

25:03.300 --> 25:07.410

It's kind of that that that kind truth in a

sense. Absolutely.

25:07.420 --> 25:14.080

And and then also, you know, you, I find that

you can't wait for someone else to do something,

25:14.080 --> 25:19.770

it's taken advantage of like you said that that

relationship that was already established,

25:19.780 --> 25:24.040

but you know, not sitting back and saying, oh

well that's um that's for,

25:24.050 --> 25:29.120

you know, a supervisor or that's for an

administrator to to handle when it had to come

25:29.120 --> 25:33.850

from an administrative, it it felt very

punitive to her and I and I don't know that she

25:33.850 --> 25:37.900

would have the courage to continue to grow as a

clinician. Yeah.

25:37.910 --> 25:42.820

So identifying that but then also being able to

fail with her and saying,

25:42.830 --> 25:47.700

okay, so this is how I can help you grow.

This is how we can help each other grow.

25:47.700 --> 25:51.780

Let's you know, let's share some skills as you

know, this is what I noticed.

25:51.780 --> 25:55.690

But I also noticed that you have awesome

assessment skills.

25:55.700 --> 26:00.050

You know what what can we do to help help you

kind of build on that.

26:00.060 --> 26:06.360

So it was difficult for us both but I think

that we both kind of our respect for each other.

26:06.380 --> 26:09.770

Um really really, really grew from that

experience.

26:09.780 --> 26:12.280

Yeah, I love that.

That's a great example.

26:12.290 --> 26:17.060

Great example.

We are winding down to the end of this.

26:17.060 --> 26:22.060

I think you've given some, I know the time the
time goes really fast,

26:22.060 --> 26:24.610

right?
Time goes extremely fast.

26:24.620 --> 26:31.150

But I think you you've done an amazing job of
giving some great examples of times

26:31.150 --> 26:36.230

where accountability has been difficult to
balance areas where you've struggled and and

26:36.230 --> 26:41.300

truly struggled and I think being able to talk
about those areas of struggle,

26:41.300 --> 26:47.300

Being able to talk about those missteps or the
mistakes that we make along the journey helps

26:47.300 --> 26:51.680

us to learn.

It helps us to be reflective and I love this

26:51.680 --> 26:55.710

word fell forward.

You know it allows us to do that.

26:55.720 --> 27:01.770

And so for the last segment I always like to do

a bit of word Association.

27:01.780 --> 27:08.020

So I always say I was trained as a clinical

psychologist and so I like to bring out the

27:08.020 --> 27:14.130

word association every once in a while and so

I'm gonna say a couple of words and I want to

27:14.130 --> 27:18.520

get your first initial reactions.

So for this first word,

27:18.530 --> 27:21.650

I'm going to pull out crucial conversations.

27:25.120 --> 27:31.940

Okay, never heard it explained in that way.

You

27:31.940 --> 27:38.260

know it's it's like walking into a dark room

and you hear something you know you either turn

27:38.260 --> 27:43.870

around, close the door or you close the door

behind you and and figure out what that is.

27:43.880 --> 27:45.490

Yeah.

Nice, nice.

27:45.500 --> 27:47.180

I like that.

I like that.

27:47.180 --> 27:50.640

I like that perspective.

That's a great reframe crucial conversations

27:50.640 --> 27:52.540

can be fun, right?

27:53.790 --> 28:00.580

The next one is compassionate discipline mm

balance I think about

28:00.590 --> 28:07.010

using compassionate discipline with myself and

my to do in my not to do

28:07.010 --> 28:13.740

list.

So I love that, I love that.

28:13.740 --> 28:17.280

And I love that idea of starting with you first.

Right?

28:17.290 --> 28:23.980

So so starting with using compassionate

discipline with yourself and then being able

28:23.980 --> 28:29.290

to kind of spread that into the way that you

lead others.

28:29.300 --> 28:33.270

Alright, last word is audacity to fail

28:35.360 --> 28:41.760

forward, failing forward is the audacity to

fail just in knowing

28:41.760 --> 28:48.100

that there's no mistake that you can't grow

from and using the support kind of

28:48.100 --> 28:52.210

consistency.

Growing and having a routine knowing that you

28:52.210 --> 28:59.140

can grow and and let go at the same time wow

grow and let go

28:59.140 --> 29:03.790

grow and let go.

I absolutely, yes, yes, that should be a T

29:03.790 --> 29:10.350

shirt, right, grow and let go Well,

29:10.350 --> 29:14.610

thank you so so much for joining us for this

second episode.

29:14.610 --> 29:20.860

You know, I know it can be really difficult to

talk about just challenges and growth and what

29:20.860 --> 29:25.170

that looks like.

And so you know, I can't appreciate you enough

29:25.180 --> 29:30.700

for being a part of this conversation and

sharing just lessons that you've learned with

29:30.700 --> 29:33.080

your fellow leaders in the V.

A system.

29:33.080 --> 29:38.940

Care and Accountability with Tiffany Chavis

So thank you Tiffany, I look forward to

continuing these conversations and we'll see

29:38.940 --> 29:41.460

where we go from here.
I would love that.

29:41.470 --> 29:42.730

Thank you Larry.

29:43.560 --> 29:48.950

So we've come to the end of another great

episode of the Audacity to fail podcast.

29:48.960 --> 29:53.500

Thank you for tuning in to learn how missteps

can lead to growth and success.

29:53.510 --> 29:58.390

Be sure to check out the key lessons in the

show notes for a refresher to request services

29:58.390 --> 30:01.230

from the National Center for Organization

Development.

Care and Accountability with Tiffany Chavis

30:01.240 --> 30:03.910

Check out our website also lengthen the show

notes.

30:03.920 --> 30:08.310

Remember if you missed the target 100 times,

you have not failed.

30:08.320 --> 30:12.760

Instead, you've simply found 100 strategies

that did not work,

30:12.770 --> 30:16.390

be well and continue to fail forward until next

time.

30:16.400 --> 30:17.250

Thank you