

# The Journey to Diversity and Inclusion with Dr. Kipp Corbus

00:06.870 --> 00:10.710

You are now listening to the audacity to fail  
podcast.

00:10.720 --> 00:16.780

A podcast about miss stepping into 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 --> 00:32.150

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

00:32.160 --> 00:34.800

Thank you for tuning in.  
Let's get started.

00:40.970 --> 00:45.350

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

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.

01:08.390 --> 01:13.620

Leaders have the unique opportunity to engage  
in conversations and behaviors of equity and

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

01:13.620 --> 01:18.330

inclusion within their workspace for many leaders, discharge is often filled with the

01:18.330 --> 01:22.820

complexity and challenge for not only their teams but also for themselves.

01:22.830 --> 01:29.400

On today's episode we explore the missteps of navigating the multifaceted topics of diversity,

01:29.410 --> 01:34.305

equity and inclusion for this dialogue.

I'm excited to welcome Dr Kipp Corbis,

01:34.315 --> 01:38.515

supervisor of N. C. O. D. S.

Action focused consultation team.

01:38.525 --> 01:42.085

The A. F. C.

Team provides services that support any leaders

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

01:42.085 --> 01:47.325

who want to identify actions and behaviors to help them lead their teams as effectively as

01:47.325 --> 01:50.465

possible.

Get ready to join us as we explore Miss

01:50.465 --> 01:54.735

stepping into success.

This is the audacity to fail podcast episode

01:54.735 --> 01:58.075

three.

The journey to diversity and inclusion.

01:58.280 --> 02:05.190

Hi Kipp welcome Yeah, thanks for joining me today and

02:05.190 --> 02:09.830

making some time to be a guest on the podcast.

I know we've had numerous conversations about

02:09.830 --> 02:15.970

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

the podcast, so I'm so excited to have you on,  
definitely.

02:16.500 --> 02:22.410

So to get started, I love to kick off each  
episode with getting right to the tough part,

02:22.420 --> 02:26.460

the failures, the mistakes and the missteps and  
you and I,

02:26.460 --> 02:31.820

we've had some past conversations about the  
process of navigating tough topics like

02:31.820 --> 02:34.130

diversity and inclusion.

But more specifically,

02:34.130 --> 02:39.100

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

02:39.100 --> 02:43.820

failures in that process.

# The Journey to Diversity and Inclusion with Dr. Kipp Corbus

At what point in your career or your leadership

02:43.820 --> 02:48.826

journey did you begin to think about about  
failure as a pathway to success?

02:48.836 --> 02:53.646

Uh, probably every single point.

I don't think there's been many points where I

02:53.646 --> 02:59.116

haven't made missteps or failed.

It is part of learning and I think it's you got

02:59.116 --> 03:02.436

to learn from each step.

What we do with working with leaders is help

03:02.436 --> 03:06.496

them understand challenges and figure out what  
you can make out of it versus just sitting and

03:06.496 --> 03:10.566

being frustrated that you made a mistake.

And I think that's a key part right being able

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

03:10.566 --> 03:16.352

to understand those challenges, understand what you can receive from those challenges as you're

03:16.352 --> 03:21.352

moving forward because it's very familiar for us to sit into that mistake and say,

03:21.352 --> 03:24.062

oh my goodness, I dropped the ball, you know, oh my goodness,

03:24.062 --> 03:29.452

I dropped the ball on my team and allow that to paralyze us from moving forward.

03:29.462 --> 03:34.462

And so that process of saying no, let me understand that this is a misstep and there's

03:34.462 --> 03:38.042

something that I can gain from it.

That's really important.

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03:38.052 --> 03:41.312

That's very important.

So I know that that's the message of the

03:41.312 --> 03:44.940

podcast to help leaders to see that the misstep

is the big,

03:45.218 --> 03:49.378

it's not the ending.

And so I know we've talked a lot about that and

03:49.378 --> 03:54.408

how that can be a process of learning you.

And I we've had some past conversations about

03:54.408 --> 03:58.408

the process of navigating these tough topics

like diversity and inclusion.

03:58.418 --> 04:03.718

And we've all grappled with these mistakes and

and I think we're going to make these mistakes

04:03.718 --> 04:07.798



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because we still have so much that we can  
continue to learn from each other in that

04:07.798 --> 04:11.488

process.

And when I started to think about leaders who I

04:11.488 --> 04:16.424

could discuss this with and would be able to  
kind of have this discussion in the many

04:16.424 --> 04:20.754

aspects that come along with this discussion  
and talk about it in a really genuine way.

04:20.764 --> 04:24.734

I remember the conversation that you and I had  
when I first joined a.

04:24.734 --> 04:28.904

F. C.

About double consciousness and some of my own

04:28.914 --> 04:35.104

particular anxieties relating to navigating a

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new team and a new workspace specifically as a

04:35.104 --> 04:40.774

black woman and in that space you really spoke to me really authentically and you were able to

04:40.774 --> 04:47.570

say, you know, I haven't necessarily had much context around navigating this in my day to day

04:47.580 --> 04:54.170

work, but I'm here to do that with you and what really stood out to me was your ability to

04:54.170 --> 04:59.880

admit this area of growth with saying, you know, this isn't a space that I'm frequently working

04:59.880 --> 05:02.700

with, but I'm there with you, Do you remember that conversation?

05:02.700 --> 05:06.550

I see you nodding like, yep, absolutely, yeah, I remember,

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05:06.550 --> 05:11.530

and it was, it was a bit of a realization for me, I mean even that you sharing that was

05:11.530 --> 05:14.956

authentic and helpful and I, I remember being kind of taken aback like,

05:14.966 --> 05:18.686

wow, I didn't think, you know about that and you're saying that help and then know that

05:18.686 --> 05:22.256

definitely stood out for me for sure.

Yeah, and I remember in that space you're

05:22.256 --> 05:26.856

saying like, oh wow, like this has stood out to me, I haven't necessarily thought about it in

05:26.856 --> 05:32.046

that way when there are situations like that, what are some things that are helpful for you

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05:32.046 --> 05:37.096

to say, Yeah, I'm gonna jump right into this,  
I'm gonna dive right into this area of growth

05:37.096 --> 05:39.846

without saying, I need to know all the answers  
first.

05:39.856 --> 05:42.890

Honestly, it's one of these things really been  
helpful for that,

05:42.902 --> 05:48.142

this consulting role, it is so much of what we  
do, we don't know the answer,

05:48.152 --> 05:51.692

we don't know, we don't have the same expertise,  
the leaders we're working with,

05:51.702 --> 05:54.672

we don't know the exact answer or the solution  
of the problem,

05:54.682 --> 05:57.722

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it was an easy answer, the leader probably  
would have figured it out.

05:57.732 --> 06:03.212

So part of it is I think just knowing you don't  
have the answers,

06:03.222 --> 06:07.902

it's it's pretty clear to me a lot of times I  
have no idea what the right answer is,

06:07.912 --> 06:11.922

but I think it's being okay with that.

And I think there is a point where you have to

06:11.922 --> 06:15.500

say, I'm not sure.

But I'm committed to walking alongside you and

06:15.510 --> 06:20.530

figure out what that should be or or what what  
answers might be there and and kind of figure

06:20.530 --> 06:22.930

out what that should be.

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And I think I try to do the same thing for

06:22.930 --> 06:25.220

myself.

I encountered every day.

06:25.230 --> 06:28.030

I've had I've had some good experiences where

I've worked in roles.

06:28.040 --> 06:32.230

One of the things that was really helpful.

I supervised a group of nurses and where it was

06:32.230 --> 06:37.460

more of a clinical expertise role and it was

one of the biggest learnings in my career is

06:37.470 --> 06:43.070

they knew way more about the topics that I did.

And the best thing I did in that situation and

06:43.070 --> 06:46.292

there's plenty of times where and I got a

little bit of pressure in their role to say,

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06:46.292 --> 06:48.752

all right, you should know this.

If you're in the supervisory roles,

06:48.762 --> 06:52.092

you should know the answers and the best thing eventually.

06:52.102 --> 06:54.622

And I'll say if you want you want some examples of failure,

06:54.622 --> 06:57.782

I'm sure there's plenty, I'll look at some examples for you,

06:57.792 --> 07:03.092

but but after a while after trying to kind of come with the answers that I'm not sure you

07:03.092 --> 07:06.762

help me teach me about this and let's figure it out together what that looks like.

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07:06.762 --> 07:12.724

So I really relied on their tech Nicole expertise and then tried to play a

07:12.734 --> 07:17.564

helpful leadership role and kind of helping get some clarity figure out what we need to do and

07:17.564 --> 07:21.364

make some action from there.

I love that thought around saying there are

07:21.364 --> 07:25.824

times where I don't know certain things.

I don't have all the answers and I think that

07:25.834 --> 07:30.764

is exactly where we should be.

I was saying I will not have all the answers,

07:30.774 --> 07:35.986

I will not know all of the things to expect or how to lead people in every situation.

07:35.996 --> 07:40.736



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But being able to get those resources from the people who you're working with.

07:40.746 --> 07:45.286

Being able to say like help guide me through this because there may be instances where

07:45.296 --> 07:51.726

someone in the room has more information about the topic than you do or someone on the team

07:51.726 --> 07:55.306

may have more information.

And I think that's a really great question of

07:55.306 --> 07:58.976

saying, well how can we gain resources from one another.

07:58.986 --> 08:04.810

You know, in those situations where you may have felt like worried about the ability to

08:04.810 --> 08:10.410

have those answers, how did you manage that

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doubt and uncertainty that can rise up in those

08:10.410 --> 08:12.040

times?

A good question.

08:12.040 --> 08:15.720

I honestly haven't thought that much about what's the thought process behind.

08:15.730 --> 08:20.140

I honestly think it's just part of with the work we do.

08:20.150 --> 08:23.580

And as a leader.

I think you you just never will have all the

08:23.580 --> 08:27.110

answers.

I get told that plenty of times that I don't

08:27.110 --> 08:29.360

know exactly.

I don't have all the answers.

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08:29.370 --> 08:33.870

And I think that's a good place to stay.

And and I've had enough of the failures where I

08:33.870 --> 08:38.050

thought, hey, this is the right way to go and I was completely wrong and it still worked out

08:38.060 --> 08:41.100

okay.

And I think a lot of those times where I didn't

08:41.100 --> 08:45.240

know the answer and I explored it, it got to a better answer than if I would just come by

08:45.240 --> 08:48.200

myself for made a guest and said, all right, I know best.

08:48.200 --> 08:52.060

I'll just go this way for sure.

And I've definitely seen that happen even just

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08:52.060 --> 08:57.290

on our team, especially when it comes to diversity and inclusion you as the leader,

08:57.290 --> 09:00.070

being able to say like you guys help me out with this,

09:00.083 --> 09:02.893

this is what I'm what I'm managing, This is the case.

09:02.893 --> 09:08.423

This is what it looks like and pulling from the resources that were on the team and saying,

09:08.433 --> 09:12.783

hey, how can I move forward with this?  
And so I've appreciated that as being a part of

09:12.783 --> 09:17.233

the team and being able to see that in the leadership style and say like,

09:17.243 --> 09:21.573

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oh wow, Like we're we're in this and we're all giving those resources.

09:21.583 --> 09:24.833

Yeah.

When it comes to diversity inclusion as a white

09:24.833 --> 09:30.456

male, it's how much do I know it is, it's an experience I often thought about that within my

09:30.456 --> 09:33.286

demographic.

I don't have a lot of experience with that.

09:33.296 --> 09:37.726

And, and the best thing is to seek to understand and learn in those.

09:37.736 --> 09:40.486

And the other thing is thinking back to your question.

09:40.496 --> 09:45.626

The biggest help I think to, and to be able to

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do that is trusting people to be able to tell

09:45.626 --> 09:50.566

you, hey, you messed up or you know, that's not right or this is what we do.

09:50.576 --> 09:55.666

And I think that's what I've appreciated about our team is people have said in a respectful

09:55.666 --> 10:00.560

kind of way, but hey, this isn't that didn't come across right or this wasn't you didn't say

10:00.570 --> 10:03.750

that or you're missing the point.  
You're you're not considering this point of

10:03.750 --> 10:06.240

view.  
And as I'm thinking about your question,

10:06.250 --> 10:10.410

it is having that trust in people that they'll tell you honest feedback.

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10:10.420 --> 10:14.000

You're not just one of the weaknesses I have is  
like in my own head,

10:14.010 --> 10:16.570

I've talked with my own coaches about this.  
You know,

10:16.570 --> 10:19.690

those inner thoughts were kind of like, should  
I have said this or should I do this or I can

10:19.690 --> 10:24.640

go this way I could go this way where I feel  
safe and comfortable is when I know people say,

10:24.650 --> 10:29.210

nope, that was wrong and then, you know, it was  
supposed to guessing what they're thinking and

10:29.210 --> 10:32.630

that you might have said the wrong thing being  
able to trust people and I think you guys,

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10:32.640 --> 10:37.080

the one that stood out to me on our team, we  
talked about was remember we're talking about

10:37.080 --> 10:41.490

some experience and I was talking to you  
specifically and I said that as a black woman,

10:41.500 --> 10:44.580

you know what is it?  
And I remember hesitating,

10:44.590 --> 10:48.090

should I say black?  
I say african american and how to do it.

10:48.100 --> 10:50.740

And I want you guys have helped create an  
environment where I could say,

10:50.740 --> 10:52.280

hey, what's the right way to say?  
You know,

10:52.280 --> 10:55.510



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what is appropriate?

And you helped me figure that we all kind of

10:55.510 --> 10:59.200

talked about different things and got to hear  
people's opinions on that as opposed to me

10:59.200 --> 11:03.330

guessing and wondering and I think the best  
advice you guys gave me was just ask and that's

11:03.330 --> 11:06.800

something that stuck with me.

I've tried to share that other leaders as they

11:06.810 --> 11:11.110

had those conversations.

Um just ask, Yeah,

11:11.120 --> 11:17.840

that is a really big point of saying one.

Have the conversations being able to

11:17.840 --> 11:21.780

have that dialogue.

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Even when you have some of that discomfort that

11:21.780 --> 11:27.280

can come with these dialogues build the trust  
in your team with being able to say like you

11:27.280 --> 11:31.470

know what that didn't come off right or that  
didn't sound right and you know,

11:31.470 --> 11:37.990

make it a culture that is open to mistakes,  
make it a culture that is open to mistake

11:38.202 --> 11:43.722

and and areas of growth but then also being  
able to know and say,

11:43.732 --> 11:48.872

I don't know how to approach this, like what's  
the best way to do it and allowing that

11:48.872 --> 11:55.152

diversity of thought and experience to come in  
and be a part of that dialogue and conversation

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11:55.162 --> 11:59.552

because I think it's really easy for people to want to avoid the mistakes when addressing

11:59.552 --> 12:02.602

diversity and inclusion.

So I often hear comments like,

12:02.612 --> 12:07.094

well just tell me exactly what to say or tell me exactly how to do this.

12:07.094 --> 12:13.284

And the reality is that there's a pretty sure guarantee that we're all going to make mistakes

12:13.294 --> 12:18.374

and yeah, that creates discomfort and nervousness but allowing yourself to walk

12:18.384 --> 12:22.234

through that is a part of the growth and it's a part of the process.

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12:22.274 --> 12:26.014

One of things I think somebody on our team said  
it was when we noticed a little bit of a

12:26.014 --> 12:30.694

turning point for having those conversations is  
when we stopped checking in did I say it?

12:30.694 --> 12:32.514

Okay.

Was that conversation? Okay.

12:32.524 --> 12:35.996

And that that's another thing that's kind of  
stuck with me as we've been talking about this

12:36.006 --> 12:39.676

is once we get to the point where it's like,  
alright, we're gonna be as genuine and

12:39.676 --> 12:42.646

authentic as we can, we're gonna have the  
conversations that are tough and there's

12:42.646 --> 12:47.626

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

potential to say the wrong things, that's where  
the trust of if it's something said wrong,

12:47.636 --> 12:51.886

we'll bring it up and and that's when I noticed  
myself, I noticed other people on the team

12:51.896 --> 12:54.166

where we stop saying, hey all right, Did I say  
it right?

12:54.166 --> 12:59.006

And I still feel at times when we have some of  
our larger organization discussions about that

12:59.016 --> 13:03.558

after I say something larger college, was that  
right or did I say it wrong?

13:03.568 --> 13:07.908

And I have that temptation to sin and I am or  
to check in to say was that right?

13:07.918 --> 13:13.318

And I think the best feedback I've heard that

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has helped me is just like we'll tell you and

13:13.318 --> 13:17.518

once we got to the point of not needing to  
check in was when we can get to that point of a

13:17.518 --> 13:20.648

little more authentic.

Yeah, I think that's a great marker,

13:20.658 --> 13:24.858

you know, as you're thinking about as your team  
and you're leading the team like what's a great

13:24.858 --> 13:29.330

marker that we're creating this culture of  
include and we're talking about these things

13:29.340 --> 13:35.780

and a great part is being able to be authentic  
and genuine and not so hesitant that it really

13:35.780 --> 13:42.030

delays the ability to have those conversations.

One of the things I know that has also been

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13:42.030 --> 13:48.510

helpful for our team is the ability to be like  
humble like to have that

13:48.510 --> 13:53.230

humility in those conversations when we have  
those conversations and someone says,

13:53.240 --> 13:58.192

oh that didn't really land why or no, I don't  
think that's the best way to,

13:58.192 --> 14:02.742

to put that.

Um, no one gets up in arms or you know,

14:02.742 --> 14:06.812

it's like, oh my goodness, like I can't believe  
you told me that or I can't believe you said

14:06.812 --> 14:13.082

that in front of all of these people, it's that  
ability to be humble or have that humility in

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14:13.092 --> 14:18.562

these conversations and I think that comes from just the knowledge of knowing that there will

14:18.562 --> 14:22.420

be missteps and that's where a lot of the learning occurs.

14:22.590 --> 14:25.210

Yeah.

Our work is messy and we're working with

14:25.210 --> 14:30.200

leaders every day and trying to help them figure out what they need to do our our options.

14:30.210 --> 14:34.220

And part of that is we have to be home because we're working with these leaders who are in

14:34.220 --> 14:39.820

high level positions.

I can tell you a lot smarter than me and and um

14:39.830 --> 14:45.750



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so you've got to kind of go in with that.

Okay, feeling that you've got to be humble and

14:45.760 --> 14:47.590

that you're not going to know as much or you're not gonna,

14:47.600 --> 14:53.850

but knowing kind of what you can add and what you can offer sometimes that's some clarity,

14:53.860 --> 14:57.530

looking at other options or just being a support.

14:58.300 --> 15:04.380

And and it's interesting cause you're in a unique space of being a leader who's also

15:04.390 --> 15:09.960

working directly with helping leaders navigate.

Um, some things like these discussions on

15:09.960 --> 15:15.560

diversity and inclusion, Are there any key

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things that you tend to pull out and say,

15:15.560 --> 15:21.010

you know what, these are some of the ways that you can approach this in your discussions with

15:21.010 --> 15:27.710

your teams or with other Yeah, I mean full disclosure, I'm figuring it out

15:27.710 --> 15:32.070

still too.

And so I think a lot here a little bit with

15:32.070 --> 15:35.410

some of these things.

So one of the things I think is some of the

15:35.420 --> 15:39.540

leaders in our organization model this and I think we've noticed some of the conversations

15:39.540 --> 15:44.820

we've had just providing that space and just making that space available to have tough

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15:44.820 --> 15:49.090

conversations has been big.

The biggest, I think I've told leaders and it's

15:49.090 --> 15:53.300

what I've tried to follow, what I've noticed  
other effective leaders doing is take the risk,

15:53.300 --> 15:55.720

set the space up and then let's figure it out  
from there.

15:55.730 --> 15:59.570

Because I hear the biggest concern I have is  
it's gonna be crickets and people are nervous

15:59.570 --> 16:02.740

about that and I can get it.

That is one of the benefits as a psychologist.

16:02.740 --> 16:07.560

We're taught to be ok with silence.

And one of the things I told a recent

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16:07.560 --> 16:11.670

conversation with leader when they're like it's gonna be crickets and nothing's gonna work.

16:11.880 --> 16:14.950

I said it might be would be okay with it.

And I said,

16:14.960 --> 16:19.950

even if this helps, you just put 60 seconds on your watch and just don't say anything for

16:19.950 --> 16:24.250

those 60 seconds and just be okay with that and it might be anxiety provoking,

16:24.260 --> 16:27.450

but sit with it and see what happens.

Um and what they did,

16:27.450 --> 16:32.380

they did it and somebody spoke up and then it was kind of a snowball effect of people talking.

16:33.420 --> 16:39.710

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

So that's one of the things is just, I think  
there's an urge to just talk and to fill the

16:39.710 --> 16:43.230

space and say, okay I'll go where I think it  
can be powerful to just to sit with it.

16:43.240 --> 16:46.980

And a lot of times people are building up their  
confidence and courage to say something and it

16:46.980 --> 16:49.700

takes a little bit of time.

So given that time is helpful,

16:49.710 --> 16:55.170

the other piece that I think has been helpful  
is you're listening to understand and asking

16:55.170 --> 17:01.200

questions to understand so much of and I can  
say I feel the search all the time,

17:01.210 --> 17:06.580

I'm sure I know I do it and I will I will

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

counter people to come up with an argument.

17:06.830 --> 17:10.440

Um this is no, it should be this way or no,  
you're wrong because of this,

17:10.440 --> 17:14.230

this and this particularly diversity inclusion  
conversations, but I think with all

17:14.230 --> 17:19.760

conversations, if you can go in saying, I  
really want to hear this person's perspective

17:19.770 --> 17:23.390

and story and where they're coming from and  
just stay there with that,

17:23.400 --> 17:27.160

it can be helpful.

Um so I think both listening with it and and

17:27.160 --> 17:31.230

almost telling yourself you've got to listen to  
understand and then if you ask questions,

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

17:31.240 --> 17:35.800

make sure it's not a challenging question, but  
want to further understand where they're coming

17:35.800 --> 17:39.910

from, easier, easier said than done because oh,  
most certainly right,

17:39.920 --> 17:43.620

because in the moment it's like, oh my goodness,  
like let me feel that silence,

17:43.620 --> 17:48.070

let me protect the room or as opposed to just  
listening and saying,

17:48.080 --> 17:53.690

I wanna gather from your perspective and your  
experience, um I love that thought around

17:53.690 --> 17:58.390

practicing failure.

So practicing the worst case scenarios and

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

17:58.400 --> 18:04.780

allowing yourself to feel that discomfort but  
but not fully just re fly in those situations

18:04.780 --> 18:10.540

like what happens if there is silence like  
practice the silence and practice what that

18:10.540 --> 18:14.000

feels like.

I had a conversation with a friend who talked

18:14.000 --> 18:20.350

about Matthew Knowles who is Beyonce's father  
and he said when they were young and they were

18:20.350 --> 18:26.700

doing destiny's child, he would make them  
practice failing so he would do things like in

18:26.700 --> 18:32.180

the middle of them singing, he would turn off  
all the sound or he would flick the lights in

18:32.180 --> 18:37.830



## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

the middle of their routine or knock over the  
microphone stand and it was his way of saying

18:37.840 --> 18:42.360

there will be failures, there will be awkward  
situations, there will be moments where you

18:42.360 --> 18:46.200

think you got it and then all of a sudden  
something happens,

18:46.210 --> 18:50.380

let's practice those, let's prepare for those  
because they're going to happen.

18:50.390 --> 18:55.370

And I think that is a great way of thinking  
about these conversations because they do,

18:55.370 --> 19:00.770

they're charged the dialogues, they bring a lot  
of emotion for a lot of people and so

19:00.780 --> 19:04.720

practicing those moments where there may be

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

some more awkwardness,

19:04.730 --> 19:07.760

could help you with brainstorming how to overcome them.

19:09.360 --> 19:13.680

Yeah, I mean I thought it was genius when I, when I heard him talk about it,

19:13.680 --> 19:18.450

I was like, oh my goodness, that's genius. Of course you can't circumvent every failure

19:18.450 --> 19:24.860

but if you can practice and build that muscle around failing and being able to rebound from

19:24.860 --> 19:28.990

it that could definitely build the confidence and that's I know the focus,

19:28.990 --> 19:33.560

this is failure and I can think of there are a few other conversations we had initially and

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

19:33.570 --> 19:39.120

and I remember that sick feeling after some of those conversations like that did not feel

19:39.120 --> 19:45.610

right today and I physically felt like a awkward and but it's it's still,

19:45.620 --> 19:49.630

it didn't ruin things, it didn't stop us from moving forward.

19:49.630 --> 19:52.700

It didn't stop us as a team.

And I think that's probably a similar example

19:52.700 --> 19:56.780

to what you know kicking over the microphone if you see it's not gonna break everything that

19:56.780 --> 19:59.810

makes it okay and it makes a little more comfortable next time something like that does

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

19:59.810 --> 20:05.980

happen that you can recover definitely and  
being a part of the team and doing some of that

20:05.990 --> 20:10.490

really helped with I think building the trust  
in one another.

20:10.500 --> 20:17.260

So being able to see that we could have a  
conversation that just literally falls flat on

20:17.260 --> 20:23.500

its face and still be able to work through that,  
still be able to talk through that or bring

20:23.500 --> 20:28.790

this dialogue back up again the next time.  
I think the that helped us to start to build

20:28.790 --> 20:33.640

the trust to get to the place that we are where  
we are able to have these dialogues in a space

20:33.640 --> 20:40.160

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

that feels authentic and genuine and so I think  
trying to avoid the mistakes or trying to avoid

20:40.160 --> 20:45.050

the awkwardness actually stunts grow.

It's one of the things you talk about couples

20:45.050 --> 20:49.280

therapy, they talk about, there's not having  
arguments, it's how you recover the arguments.

20:49.280 --> 20:53.900

And I've heard other people talk to leaders  
about it said this like yeah,

20:53.910 --> 20:59.250

we're gonna have disagreements and but it's how  
you recover from it and can you recover from it

20:59.250 --> 21:01.480

and past experiences where you have recovered  
from it?

21:01.490 --> 21:08.130

Definitely on a past episode, one of the guests

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

shared failing forward as a way to think about

21:08.130 --> 21:11.000

it.

And I just thought that was really ingenious.

21:11.000 --> 21:14.730

Like yeah, you know, usually we think about failing, we think about failing down,

21:14.730 --> 21:19.070

but failing forward is a way to think about it.

As like you said,

21:19.070 --> 21:23.850

that growth that comes from having these dialogues and knowing that sometimes they will

21:23.860 --> 21:29.210

not feel the most comfortable.

So what I'm hearing is like that first step is

21:29.210 --> 21:34.300

want to be able to just have the conversations without feeling as though you need to know

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

21:34.300 --> 21:37.960

everything every answer or every direction that it's going to go.

21:37.970 --> 21:43.510

So being able to just at least start the dialogues, but then also being able to have

21:43.510 --> 21:46.540

things like making sure that you're there to listen.

21:46.550 --> 21:51.700

Um you're there to hear those diverse perspectives or just those experiences and then

21:51.700 --> 21:58.380

you're also practicing those those situations that may feel awkward that may not feel as

21:58.380 --> 22:02.980

though you knocked it out of the ballpark every single time I know on our team.

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

22:02.980 --> 22:09.150

We've talked about the difference in diversity and inclusion and how diversity is looking at

22:09.160 --> 22:14.700

the numbers in the room or at the table, but inclusion is really allowing people to feel

22:14.710 --> 22:19.660

apart and as they belong to teammates, shared a really great phrase that said,

22:19.660 --> 22:24.690

diversity is being invited to the party and inclusion is being asked to dance.

22:24.700 --> 22:31.040

And so in those instances, how would you push leaders past this thought of diversity?

22:31.050 --> 22:35.510

And that's all we need and how to lean into inclusion.

22:35.520 --> 22:38.730



## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

So there's a couple things I can think of.

One experience I've had.

22:38.740 --> 22:42.590

One thing I think was really helpful is thinking about your own story.

22:42.600 --> 22:47.670

And and one of the experience I just had with leader where they were of a minority group,

22:47.670 --> 22:50.090

they're black, but they're part of another minority group.

22:50.100 --> 22:54.320

And so it's kind of like, well, you know, let's talk about this issue and what black people are

22:54.320 --> 22:57.590

going through.

And and and we talked a little bit about their

22:57.590 --> 23:02.120

story and it was fascinating to hear.

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

And and there was a lot of experience of

23:02.130 --> 23:04.720

experiences of discrimination.

And you know,

23:04.720 --> 23:08.500

they look different from there was definitely a minority in the situation and they talked about

23:08.500 --> 23:12.890

how challenging that was and what took to overcome it and through that we were able to

23:12.890 --> 23:15.810

reflect on that a little bit and talk about what helped you get through that.

23:15.820 --> 23:21.310

And the theme was that it was they received support along the way that helped them get this

23:21.310 --> 23:24.030

drive that they still have and the ability to do it.

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

23:24.040 --> 23:27.850

So I think learning from your own story,  
recognizing some of the challenges,

23:27.860 --> 23:31.370

A lot of people just assume they don't have  
challenges, everybody's got their own story.

23:31.380 --> 23:36.140

And I think knowing what challenges you've gone  
through and what helped you through that can

23:36.140 --> 23:40.100

help you kind of figure out what what others  
need, what stories they might have themselves

23:40.100 --> 23:43.720

and how to get through it.

So for me, that one was definitely talking with

23:43.720 --> 23:49.340

the client about hearing about their story and  
me learning from it and then learning from it

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

23:49.340 --> 23:52.390

kind of using that the other piece.

And it was interesting.

23:52.400 --> 23:57.980

Another group I was working with, there was only one white person in the group and they

23:57.980 --> 24:02.120

talked, we were talking about having just really open conversation about diversity

24:02.120 --> 24:04.050

inclusion.

And they kind of spoke up at the end,

24:04.050 --> 24:06.850

they said, you know what this is?

Um my thing.

24:06.860 --> 24:11.730

I'm not good at this.

I am uncomfortable in these and I don't really

24:11.740 --> 24:14.720

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

there's not much I can do or help within this  
was fascinating.

24:14.720 --> 24:19.630

And it was really powerful that I could just  
sit back and watch was the rest of the group

24:19.640 --> 24:23.420

who are from that all from different minority  
groups, very diverse group,

24:23.430 --> 24:26.040

but different minority groups.

That they ended up saying,

24:26.040 --> 24:28.680

no, no, no, you're you're short, you're selling  
yourself short.

24:28.680 --> 24:33.230

Here's something you did for me the other day.

Here's what you do for the other team.

24:33.470 --> 24:37.740

That was really helpful.

# The Journey to Diversity and Inclusion with Dr. Kipp Corbus

And and I do just think it is.

24:37.750 --> 24:41.430

I love that dancing, you know, that inclusion is invited.

24:41.440 --> 24:45.470

Um what is that what you tell me again, it's always so,

24:45.470 --> 24:50.000

diversity is being invited to the party.  
Inclusion is being invited to dance.

24:50.410 --> 24:52.500

Yeah.

And and perfect.

24:52.510 --> 24:56.400

And so I think that's a that's my failure.  
I forgot that quote one of my failures.

24:56.410 --> 25:03.170

Um, the but I do think that that was them.  
Like even and then I think it was powerful that,

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

25:03.180 --> 25:07.620

you know, it was a discussion about diversity and discrimination for minorities.

25:07.630 --> 25:11.880

But then all those people telling the stories about their own discrimination helped.

25:11.890 --> 25:17.350

It basically invited that person to dance. I thought it was a really powerful.

25:17.360 --> 25:20.530

I was fortunate because I was just I was just sitting there listening and it all happened.

25:20.860 --> 25:27.130

Um, but it's really eye opening to me to watch that and and powerful to see just I think that

25:27.130 --> 25:33.370

was a good example of how everybody at a certain point can be invited to the dance and

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

25:33.370 --> 25:36.830

how how people kind of pay attention to that  
and hearing each other's stories and

25:36.830 --> 25:39.520

experiences.

And just really and that was an example of them

25:39.520 --> 25:43.990

seeking to understand where they heard that and  
said, let's where can we help here?

25:43.990 --> 25:49.990

And they were able to Yeah, I love that as an  
example of being able to know what your story

25:49.990 --> 25:52.370

is.

You know, or even if you don't know what it is.

25:52.370 --> 25:56.370

Being able to just be reflective of that.

What is my story?

25:56.380 --> 26:01.560



## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

What am I bringing also to the table to have be a part of this discussion?

26:01.570 --> 26:04.940

And everyone, like you said, everyone has their story.

26:04.950 --> 26:11.450

Um and everyone has a story to bring into this conversation and to enrich the conversation any

26:11.450 --> 26:17.040

time that there is this point of diversity of experiences, like it enriches the conversation.

26:17.050 --> 26:22.800

And so allowing that to be a part of the dialogue really pushes past just that diversity.

26:22.800 --> 26:27.730

We're checking off the boxes and allows us to really lean into inclusion,

26:27.730 --> 26:33.130

which is everyone belongs in this discussion

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

because that's what's going to grow it.

26:33.140 --> 26:36.840

That's what's going to enlarge it.

And so that's a great example.

26:37.060 --> 26:41.700

Yeah, yeah.

I'm sure it was, I'm sure it was.

26:41.710 --> 26:48.280

And I'm sure the things that that team learned  
and just not that that one individual who said

26:48.290 --> 26:52.720

this isn't for me, but as a team, how they  
learned to say no,

26:52.730 --> 26:56.810

Like let's have this dialogue together, we're  
all a part of this dialogue.

26:56.820 --> 27:00.330

Just the things that they learned, I'm sure  
help them grow in team.

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

27:00.340 --> 27:06.360

Well at the end of each episode, I like to do a little bit of a word association.

27:06.370 --> 27:10.930

And as a fellow psychologist, you know exactly how word association works.

27:13.220 --> 27:18.600

I'm gonna say a couple of words and just get your initial thoughts on those.

27:18.610 --> 27:22.010

So the first word is diversity.

I think it's relevant.

27:22.020 --> 27:24.490

It's needed.

It's helpful.

27:24.500 --> 27:29.270

It's one of the thing I valued um as we've increased our diversity and and that includes

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

27:29.280 --> 27:33.720

race, that includes backgrounds, that includes profession, that includes experience.

27:33.730 --> 27:40.300

It's so helpful to a well rounded team and it's something to embrace and celebrate.

27:40.310 --> 27:46.740

Okay, the next word is brave spaces. It does take bravery to be okay.

27:46.740 --> 27:49.540

Like we talked about with the silence. You need to be brave with that.

27:49.550 --> 27:52.950

You need to be brave to just broach conversations where you're gonna have a sick

27:52.950 --> 27:56.700

feeling, you might have a sick feeling after it and figuring out how to recover.

27:56.710 --> 28:00.370

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

And also I think people can have a strong impact on those spaces,

28:00.370 --> 28:05.080

like I said about our team.

I think you guys help us help me as a

28:05.080 --> 28:10.300

supervisor, but just help our team have that comfort and ability and those that there's be

28:10.300 --> 28:13.570

honest feedback and that's okay.

There's going to be good conversations that can

28:13.580 --> 28:18.400

be tough conversations and you can recover from.

So I think people have a powerful role in that

28:18.410 --> 28:22.230

and how you approach it.

Definitely people have that very powerful and

28:22.230 --> 28:27.970

very integral role in creating the bravery,

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

like creating the space for that to even exist

28:27.970 --> 28:31.890

and to grow Okay, next word.

Inclusive leadership.

28:31.900 --> 28:36.600

I think a servant leadership, I think of all  
the things that are Yeah,

28:36.610 --> 28:42.830

it's using the being invited to the dance.

It's you read any leadership book that people

28:42.830 --> 28:45.650

want to have an impact.

People want to feel like they're making a

28:45.650 --> 28:50.800

difference and bringing people into that and  
respecting those different perspectives and not

28:50.800 --> 28:53.190

just trying to find people that think like you  
right?

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

28:53.200 --> 28:57.410

Yeah, I love that. Yeah.

And lastly audacity to fail.

28:57.420 --> 29:00.480

Yeah.

If you just don't take risks then you're

29:00.480 --> 29:05.840

probably not doing that fun or cool stuff. Yeah.

I think there is a boldness and that's why I

29:05.840 --> 29:09.810

love the concept you came up with for this  
podcast because it's okay,

29:09.820 --> 29:11.750

we even talk and I think it's fascinating  
talked about,

29:11.760 --> 29:15.090

should we include failure in this is that too  
negative or not?

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

29:15.100 --> 29:17.860

And I think it's great.

It is if you think you're a leader who doesn't

29:17.860 --> 29:24.860

fail then you probably aren't either right or

or or you're not doing what you need to

29:24.860 --> 29:27.070

do to really challenge things and do it

differently.

29:27.080 --> 29:31.690

I think failure gets a bad rep, you know that

it's this horrible thing that we should never

29:31.690 --> 29:36.930

do and the amount of learning that comes from,

I mean just as humans,

29:36.940 --> 29:41.810

the the way that we learn is through the

mistakes that we make.

29:41.820 --> 29:44.830



## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

You know and so the amount of learning that comes from failure,

29:44.840 --> 29:49.020

if we discount all the failures then we're gonna be discounting some really like you said,

29:49.020 --> 29:54.520

some fun stuff, Some bold stuff as well as like a huge amount of growth and learning.

29:54.520 --> 29:58.320

So I'm excited to continue talking about failure in this way,

29:58.330 --> 30:04.460

especially with leaders as they are able to be vulnerable and talk about some of some of their

30:04.460 --> 30:08.460

missteps.

So I appreciate you for being on this episode.

30:08.470 --> 30:14.060

Um this is a great conversation with talking

# The Journey to Diversity and Inclusion with Dr. Kipp Corbus

about how to begin having those dialogues

30:14.060 --> 30:19.030

around diversity and inclusion, how to feel all of the emotions that come along with those

30:19.030 --> 30:22.700

dialogues, whether it's anxiety, whether it's like sick to the stomach,

30:22.700 --> 30:29.310

whether it is success or failure, how to feel all of that and then how to continue

30:29.310 --> 30:33.590

to push forward without letting that paralyze you.

30:33.600 --> 30:39.520

And so hopefully we continue to have those dialogues on our team and this helps propel

30:39.520 --> 30:42.080

some of those dialogues moving forward for other leaders.

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

30:42.080 --> 30:48.880

So thank you for being here today.

I'm curious to listen and learn from the other

30:48.880 --> 30:52.450

conversations you have because I think those are going to be fascinating to listen to and

30:52.460 --> 30:56.540

like I told you before this, I was nervous for this uh and you did a great job of leading me

30:56.540 --> 31:02.160

through this because I'm sure I failed a few times on this and didn't say things as clearly

31:02.160 --> 31:07.570

as well as I could, but I really appreciate you and uh thank you.

31:08.020 --> 31:13.380

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

## The Journey to Diversity and Inclusion with Dr. Kipp Corbus

31:13.390 --> 31:17.970

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

31:17.980 --> 31:20.520

Be sure to check out the key lessons in the show notes.

31:20.520 --> 31:25.680

For a refresher to request services from the National Center for Organization Development.

31:25.690 --> 31:28.360

Check out our website, also linked in the show notes.

31:28.380 --> 31:32.770

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

31:32.780 --> 31:37.210

Instead, you've simply found 100 strategies that did not work,

31:37.220 --> 31:40.840

# The Journey to Diversity and Inclusion with Dr. Kipp Corbus

be well and continue to fail forward until next  
time.

31:40.850 --> 31:41.670

Thank you.