

Growing Employees and Leaders with Marcus Butler

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

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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 V. 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.

01:08.060 --> 01:13.950

One of the understood responsibilities of
almost every leader is to help their employees

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01:13.950 --> 01:18.460

perform and grow.

Leaders often take on the worthy task of

01:18.460 --> 01:24.360

building talent that will do great work far
beyond their current level of accomplishment.

01:24.370 --> 01:31.010

Employee growth is the process of investing in
refining and encouraging and employees

01:31.020 --> 01:35.290

existing skills and supporting the development
of new ones.

01:35.550 --> 01:41.250

On today's episode, we'll discuss the missteps
leaders may confront when developing tomorrow's

01:41.250 --> 01:47.230

leaders today, I'm joined by Marcus Butler, the
Director of logistics for the Office of

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01:47.240 --> 01:52.950

Electronic Health record modernization.

He is responsible for program oversight and

01:52.950 --> 01:57.730

executive leadership in the areas of
transportation facilities and equipment

01:57.730 --> 02:03.930

management, analytical reporting, logistics
operations and the accomplishments of the

02:03.940 --> 02:06.830

overall O. E. H. R. M. Mission.

02:07.120 --> 02:12.000

Get ready to join us as we explore the journey
of Miss stepping into success.

02:12.010 --> 02:18.360

This is the audacity to fail podcast episode
for the art of growing employees.

02:18.370 --> 02:21.380

Hi Marcus, Welcome to the Audacity to fail.

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02:22.230 --> 02:25.350

How you doing?

I'm doing good, I'm doing good.

02:25.350 --> 02:28.470

I'm so excited to have you here for this month's episode.

02:28.480 --> 02:35.075

Yeah, I always, always enjoy our conversations and I enjoy learning from you and learning from

02:35.075 --> 02:38.705

your leadership skills so I'm ready to jump right on in.

02:38.705 --> 02:41.415

What about you?

Alright, alright.

02:41.425 --> 02:44.425

I always like to begin with focusing on the hard stuff first,

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02:44.425 --> 02:46.615

right?

We want to get that out of the way and let's

02:46.615 --> 02:52.355

start by talking about failure.

Many think about the winds or the successes in

02:52.355 --> 02:58.425

leadership and how that can propel your career.

However, the conversation that we'll have today

02:58.435 --> 03:04.430

will touch on how missteps can move you forward

at what point in your career or in your

03:04.430 --> 03:08.190

leadership journey.

Did you begin thinking about failure as a

03:08.190 --> 03:14.050

pathway to success Early on, my very first

assignment outside of college,

03:14.060 --> 03:18.190

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my real job, so to speak.

Um I was commissioned into the United States

03:18.190 --> 03:25.080

Air Force and I'm 22 years old, I have no idea
what I'm doing and I'm falling flat on

03:25.080 --> 03:31.652

my face because I want to do everything and and
leadership knew that I had the motivation

03:31.652 --> 03:38.632

there uh maybe let some skill sets and one of
the things I got called in for was not

03:38.632 --> 03:43.912

delegating and one of the reasons I was not
delegating, there are a lot of senior members

03:43.912 --> 03:48.612

on the team, a lot of more mature individuals
on the team and I'm a good country boy.

03:48.612 --> 03:54.822

So I'm from Arkansas and I'm used to giving

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deference to certain people within my community,

03:54.832 --> 03:58.754

let alone organization.

So it's hard, extremely hard to go talk to

03:58.754 --> 04:04.544

someone that had 40 years senior on you on this
job and you're trying to explain to them,

04:04.554 --> 04:08.504

I need you to.

Um, that was really hard for me to do.

04:08.514 --> 04:14.494

So my boss had a idea, he uh said I'm going to
continue to give you work if you do not

04:14.494 --> 04:17.414

delegate.

And I didn't understand what that meant until I

04:17.414 --> 04:22.014

was spiraling out of control can handle all the
work he was giving me and he,

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04:22.026 --> 04:25.496

he called me in and the first thing he said, do you want to say uncle yet?

04:25.506 --> 04:28.876

And I don't know what you're talking about, I can handle everything.

04:28.886 --> 04:32.516

He said, no, you're falling, you're, you're on fire, let's sit down and talk.

04:32.516 --> 04:36.796

And that was the first real time that I had to sit down and be reflective of what I was

04:36.806 --> 04:40.126

actually doing.

And I never thought about being reflective.

04:40.126 --> 04:44.736

I just knew that I had my piece of the puzzle and I knew how to work that I was an engineer.

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04:44.736 --> 04:46.366

Starting off.

So I was just like, you know what,

04:46.366 --> 04:49.656

let me just get into my box and work.

And he's like,

04:49.656 --> 04:54.140

no, you're gonna be my program manager, I don't want you to be an engineer anymore.

04:54.150 --> 04:59.180

So you have to start delegating, you have to start leading because you know,

04:59.180 --> 05:05.500

this stuff that was the first uh huge failure that I can remember looking back in and saying,

05:05.500 --> 05:08.620

you know what, I have to take a different stance is something that I still have a

05:08.630 --> 05:14.860

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challenge with today, because now I look at it
a little differently when it comes to the skill

05:14.860 --> 05:19.680

sets that I have at my disposal.

Um some people are really good at some things,

05:19.680 --> 05:23.180

whatever that thing is, they're really good at
it.

05:23.190 --> 05:29.930

I use this all the time with my, with my group,
there's a difference between talent

05:29.940 --> 05:34.840

and talent and I'll explain it.

So you can be,

05:34.850 --> 05:40.050

for example, I have really good talent playing
uh dribbling a basketball.

05:40.060 --> 05:42.730

I'm really good at it.

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Like I am when, I mean,

05:42.730 --> 05:46.050

it comes down to dribbling the ball behind my
back, through my legs,

05:46.060 --> 05:50.570

in front of me, whatever you want to do.
I'm phenomenal with a basketball when it comes

05:50.570 --> 05:55.315

to playing basketball, shooting defense,
rebounding, I can't do any of that.

05:55.325 --> 06:00.045

So, but I'm very talented at dribbling, but
that doesn't necessarily mean that I'm talented

06:00.055 --> 06:05.435

at playing basketball, but as a coach and
that's how I look at my job in some cases as a

06:05.435 --> 06:08.045

leader, I think that you should play many
different roles,

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06:08.055 --> 06:11.685

so you're not allowing people to fail, and if
you are,

06:11.695 --> 06:14.585

it's for a reason because they have to learn on
their own right.

06:14.850 --> 06:19.130

But when it comes time for you to put somebody
in the game,

06:19.140 --> 06:24.400

I need to know what I have with that person.
Are they the best dribbler shooter rebounder,

06:24.410 --> 06:30.590

dribbler, what they're specifically good at and
then what can I put around them to make them

06:30.590 --> 06:32.480

better?

And then that's when you start building up

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06:32.480 --> 06:36.250

people around you, the culture of the team.

Because if you're really good at it,

06:36.260 --> 06:41.546

you start to excel as an individual and then

you start to want to tap into what everybody

06:41.546 --> 06:45.766

else is feeling on that same platform because
everybody's playing on the same wavelength.

06:45.776 --> 06:49.196

So that's what I try to employ now when I'm
looking at people and I'm looking at the

06:49.196 --> 06:53.706

different talents and skills that they have,
even though they may be in the same Gs job,

06:53.716 --> 06:56.796

right?

They may have the same series, same Gs job,

06:56.796 --> 07:01.316

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same Gs level, but they may have different things that they bring to the table talent wise.

07:01.326 --> 07:05.256

And then it's incumbent upon me to kind of make sure that those gaps are filled.

07:05.266 --> 07:10.242

And then I'm telling them that so they can learn from my time when I was failing as a

07:10.242 --> 07:14.182

second lieutenant, not wanting to delegate, they don't have to go through those same

07:14.182 --> 07:17.152

headaches and hardships.

Yeah, absolutely.

07:17.152 --> 07:22.812

I love that story because it sounds like you're starting to understand the importance of

07:22.812 --> 07:28.232

knowing your team right?

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Knowing who you have out there on the court and

07:28.232 --> 07:32.960

the talent that each team member brings to the room.

07:33.130 --> 07:39.150

And you also said another thing in that story that struck me is that you started to

07:39.150 --> 07:42.820

reflect like once you were brought in and it's like, hey,

07:42.830 --> 07:45.890

you're failing here.

You know, you're, you're not keeping your head

07:45.890 --> 07:49.780

above water once you were brought in, you started to reflect and say,

07:49.780 --> 07:55.690

wait a minute something isn't right?

Something hasn't been working for me.

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07:55.830 --> 08:02.710

And so talk to me a little bit about how you may use that belief about failure and

08:02.710 --> 08:08.460

learning to help your employees start to acknowledge and start to reflect on their

08:08.460 --> 08:12.540

failures without becoming disillusioned or becoming stagnant.

08:12.550 --> 08:15.980

I'm gonna be completely transparent and I try to be that way with you all the time.

08:15.980 --> 08:18.360

I speak with you.

Please do, please do.

08:18.370 --> 08:23.130

You can, you can lie to everyone but you cannot lie to yourself.

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08:23.140 --> 08:27.273

I don't care what you're doing there.

Maybe a topic of conversation that's,

08:27.283 --> 08:30.643

that's at the table.

Everyone's talking about it and you want to

08:30.653 --> 08:36.463

chime in as well and you've picked up some,
some lingo lingo every once in a while a while

08:36.463 --> 08:39.553

from someplace and you try to pull that into
this conversation.

08:39.563 --> 08:42.033

You sound smart but you may not know this stuff
right?

08:42.043 --> 08:43.693

We've all done it.

We've tried to do it,

08:43.693 --> 08:47.323

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especially when it comes time for like small talk and your networking or something like that.

08:47.323 --> 08:50.133

Right.

But when it comes time to now where the road

08:50.143 --> 08:54.526

meets that rubber sort of speak and now it's time for you to actually sit down and talk talk

08:54.526 --> 08:59.926

about that stuff that you were so eloquently speaking on when you're networking now,

08:59.936 --> 09:03.936

there's no time to lie about what you were just talking about earlier.

09:03.946 --> 09:08.736

Uh, I tell my folks, I don't want you to be in that position ever.

09:08.746 --> 09:15.326

So when, when you're in my space or in the

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office that I'm working in that transparency,

09:15.336 --> 09:20.986

that reflection has to be there.

If I can show you where I have kinks in my

09:20.986 --> 09:25.949

armor and show vulnerability, I can show show
you that I'm also holding myself accountable

09:25.949 --> 09:28.419

for it.

So what do you think I'm going to do with you

09:28.429 --> 09:34.739

if you're a subordinate of mine, I'm, I'm going
to show you through my testimony of where I

09:34.739 --> 09:38.899

fail versus putting it on you.

You don't do this well,

09:38.909 --> 09:42.219

you don't do that well.

And then that kind of shuts people down.

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09:42.219 --> 09:45.599

Just think about how you would feel.

So when I started reflecting as a second

09:45.599 --> 09:50.289

lieutenant and I'm nowhere close to being a
second lieutenant and age anymore.

09:50.299 --> 09:55.222

But I've had enough time to kind of think and
reflect on how do I like to be spoken to.

09:55.232 --> 10:01.132

I even looked at bad leadership traits when I
was coming up through the military or private

10:01.132 --> 10:04.752

sector or now the government and I took those
things too hard.

10:04.762 --> 10:09.112

Like why is this conversation not happening the
way that I thought it should have been

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10:09.112 --> 10:12.052

happening.

They're not receptive to what I'm trying to

10:12.052 --> 10:14.592

give them.

They asked for something, but I'm missing the

10:14.592 --> 10:17.952

mark somehow.

So maybe I'm not communicating effectively or

10:17.952 --> 10:21.532

maybe I thought I had the information that I
needed and I didn't have it.

10:21.542 --> 10:24.485

So what I tried to do with people that work
with me,

10:24.495 --> 10:30.455

I'll allow them to talk to me real time
straight because if there is some ambiguity

10:30.455 --> 10:33.495

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there, there may be a potential mistake.

And yeah,

10:33.505 --> 10:39.065

it's a degree off, but we all know as you have
a degree off the further you go out,

10:39.065 --> 10:44.035

the wider the gap begins to be.

So if I can catch it on early and we have a

10:44.045 --> 10:48.505

reel non attribute of conversation and well sir,
I didn't,

10:48.515 --> 10:52.588

I didn't understand it or I don't know why, you
know, made that decision.

10:52.598 --> 10:55.968

If I can give them the whole picture and paint
it for them,

10:55.978 --> 11:01.528

it's better for them to know, sharing

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information is so important because it gives

11:01.528 --> 11:05.758

them the tools to kind of do the job that
you're putting them out there to do.

11:05.768 --> 11:10.708

And it also begins to make them think
critically analytically.

11:10.718 --> 11:15.168

So when you're gone And another thing I
continue to do,

11:15.178 --> 11:18.938

the adds to this.

Um, if I win the lottery, I may not be in this

11:18.938 --> 11:22.661

job anymore.

So the folks that work for me and around me

11:22.661 --> 11:26.871

have to know that those pieces that are, that
markets brought to the table,

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11:26.881 --> 11:29.841

They have to be prepared to bring that same thing to the table.

11:29.841 --> 11:31.831

So that goes back to the, sharing the information.

11:31.841 --> 11:35.841

You're sharing this information, not just for succession planning because you're,

11:35.851 --> 11:38.601

you know, looking to leave at some point in time as a leader.

11:38.611 --> 11:43.881

No, you're sharing this information because you want your people to be well rounded and good

11:43.881 --> 11:47.851

and equipped to the to do the job for you themselves.

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11:47.861 --> 11:49.761

Because it's all about the mission at the end
of the day,

11:49.761 --> 11:53.994

private sector, military or government.

There's a bottom line and you want them

11:54.004 --> 11:58.394

marching towards that bottom line. Yeah.

And it sounds like you really get in there with

11:58.394 --> 12:01.454

them with that reflection.

So not only are you saying,

12:01.454 --> 12:04.754

well, employees, let's reflect on your failures.

You're saying,

12:04.764 --> 12:10.014

let's use the time that I've reflected on my
failures and what I've learned through that

12:10.014 --> 12:14.064

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process to then start the reflection on your side.

12:14.064 --> 12:17.064

Right?

So it's like this parallel process that you're

12:17.064 --> 12:22.170

both engaging in at the same time.

And it really sounds like you turn that into a

12:22.170 --> 12:28.910

great opportunity for them to grow and their roles and to grow as leaders because they do

12:28.920 --> 12:35.670

begin to have more critical thought processes, they do begin to think about how to

12:35.670 --> 12:40.870

take on different roles within the office.

And so it definitely sounds like it's a,

12:40.880 --> 12:45.380

it's a really involved process for you and that

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they're seeing a lot of benefits from that,

12:45.390 --> 12:48.290

it is very involved, but that's a part of the job, that's,

12:48.300 --> 12:52.700

that's a part of, I don't like saying leadership, I think that this is just a trait

12:52.700 --> 12:57.410

that you need to have this as a person. It's one of those things that if you see it's

12:57.410 --> 13:01.850

the good samaritan, I see a person that doesn't have the tools or the things that they're

13:01.850 --> 13:05.290

trying to do, it's incumbent upon me to help them with that.

13:05.300 --> 13:09.460

If I have that certain skill set and if I don't have that skill set,

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13:09.460 --> 13:13.410

it's still incumbent upon me to go find somebody to help them with that.

13:13.420 --> 13:18.150

There's nothing wrong with being afraid of saying, I don't know that's powerful to say,

13:18.150 --> 13:22.070

I don't know.

That means you have acknowledged a limitation

13:22.080 --> 13:27.000

to your own skill set and that now, hey, now that I have acknowledged that that gap or that

13:27.000 --> 13:30.820

short weakness there, how can I now sharpen that?

13:30.830 --> 13:33.610

Get better?

Okay, this is the opportunity, then let's

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13:33.610 --> 13:37.490

exploit that.

I love it when people come back to me and say I

13:37.500 --> 13:42.450

have no idea what you were talking about and

I'm from Arkansas,

13:42.450 --> 13:46.190

so I like short sentences sometimes, but you

know, I'm also from Arkansas,

13:46.190 --> 13:49.570

I can talk a little bit.

So when they don't understand something,

13:49.570 --> 13:54.540

it's okay for them to come back and re digested

or go back and we talk about it again,

13:54.540 --> 13:59.210

so the best to make sure that everything is

clear, but it also allows me to understand that

13:59.210 --> 14:03.120

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they have a thought process as to what we're talking about and I won't say anything,

14:03.130 --> 14:07.670

I would just sit there and listen and I'll look for them to answer their own question and it

14:07.670 --> 14:10.513

starts to get, it doesn't start off that way with them.

14:10.523 --> 14:15.263

A year, two years after just being around them, they start answering their own questions that

14:15.263 --> 14:19.273

come into my door.

I have never mind, I'll just look at them and

14:19.273 --> 14:21.123

say what are you talking, what do you want to talk about?

14:21.133 --> 14:25.403

And that's why I had a question, but I already

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thought about what you're gonna tell me.

14:25.413 --> 14:29.043

So let me just do that and then I'll come back and show you what I've done alright.

14:29.053 --> 14:33.893

That lets me know now that you you have a process, a logical process in in mind that you

14:33.893 --> 14:37.656

want to go back through and step through because you felt like you missed a step and I

14:37.656 --> 14:43.486

didn't have to say it to, you know, I absolutely love this notion of employees coming

14:43.486 --> 14:49.656

in and saying to you like I don't I don't get it, I don't know which direction to go and one

14:49.656 --> 14:54.536

of the things that I've noticed and pointed out to you before is the way that you give

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14:54.536 --> 14:59.876

employees agency over the direction of their career And you and I have had multiple

14:59.876 --> 15:05.779

conversations about how sometimes there's this surprise or confusion from others or from

15:05.789 --> 15:12.159

employees when they realized that you genuinely want to support their ability to stretch and to

15:12.159 --> 15:16.119

reach for their goals.

Where do you think that reaction comes from

15:16.129 --> 15:22.469

being in a place where I tell you where my reaction came from?

15:22.479 --> 15:28.409

Because I was once then I would see I would want to go get additional training on something

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15:28.419 --> 15:33.492

and I was starting off very er early in my career as a program manager and there just

15:33.492 --> 15:36.292

wasn't enough time.

I had time in my professional day to do it,

15:36.292 --> 15:40.372

but there wasn't enough time for my leadership to sit down with me and kind of talk through it.

15:40.382 --> 15:43.402

And I felt that there was like a I don't know if it was,

15:43.412 --> 15:47.872

it wasn't looking for you know the best for their people because if I get something

15:47.882 --> 15:51.562

inherently you will too.

And that's the way I feel,

15:51.572 --> 15:57.312

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I feel if I can help you and we sit down and talk about one where do you want to go?

15:57.322 --> 16:02.505

I have that almost day one, maybe maybe maybe day 1.5,

16:02.505 --> 16:04.865

I'll have that conversation with my subordinates.

16:04.875 --> 16:09.365

The first part of that conversation will be I'm here to make you marketable period and in my

16:09.365 --> 16:15.175

mind if I make you marketable as an employee that says that you're selling a skill set that

16:15.175 --> 16:19.895

you've mastered and people want you.

But to get to that point that meant that your

16:19.895 --> 16:25.620

leadership has to be aligned with what you want

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to do and where you want to go.

16:25.850 --> 16:31.070

But that alignment also doesn't allow the mission to not get done.

16:31.080 --> 16:34.990

We're gonna do the mission, but along the journey parallel with it,

16:35.000 --> 16:40.060

you're gonna get something out of it as well,
You will need to get some cert some training,

16:40.070 --> 16:45.160

um some mentoring and if that's what you want to do part of that day,

16:45.160 --> 16:50.320

one experiences, if you want my job, then we should be talking about how you're going to

16:50.320 --> 16:54.530

take my job because I'm going to hand it to you and then you should be able to take it the way

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16:54.530 --> 16:58.040

that I hand it to you is you start to look at what I'm doing,

16:58.050 --> 17:02.960

how I'm doing it, Maybe it's something soft skill, maybe it's something more technical,

17:02.960 --> 17:06.450

hard skills, but that's something that you and I would have to figure out.

17:06.460 --> 17:12.360

And then once we figure it out, I knew from my experience, I didn't have that coming in and I

17:12.360 --> 17:16.450

wanted that, I long for that and then I did get that person that would do that.

17:16.460 --> 17:22.220

I didn't know, I didn't know how to take that, what what what do you what are you trying to do?

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17:22.310 --> 17:26.420

You not want me to work in here today because
you want me to go to this class,

17:26.420 --> 17:28.890

like are you just trying to get rid of me?

What's going on?

17:28.900 --> 17:35.390

And he sat me down and said I wrote him an
Email in April of 2014 remember this?

17:35.390 --> 17:42.050

Because I remember we were in a conference and
he was this big boss and he was like uh anybody

17:42.050 --> 17:47.120

here know the answer to this thing.

I want you guys to think about it and then

17:47.130 --> 17:51.580

email me if you have an idea.

I got on the plane from that conference.

17:51.590 --> 17:55.010

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I wrote it on the back of I'm not gonna say the
airline's name,

17:55.010 --> 17:58.780

but I wrote on the back of their little Help
things that they have in the back of their

17:58.780 --> 18:03.080

sleeves or the and I wrote it on there and I
took a snapshot picture of it.

18:03.090 --> 18:09.320

I got back to my office the next day in my
little cubicle and wrote him an email and I

18:09.320 --> 18:13.510

wrote him an email of what I thought you could
do to answer this.

18:13.520 --> 18:17.630

To know me from anybody.

There were over 400 people at this conference

18:17.640 --> 18:21.860

and he never said anything to me about two

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years after that.

18:22.080 --> 18:27.870

Um He had an opening for a job.

I applied the last day that the job was open

18:27.880 --> 18:31.950

and he had a provincially getting the job.

He called me into his office.

18:31.960 --> 18:37.120

I asked him why would you pick me?

He pulls out this email hasn't printed out and

18:37.120 --> 18:43.400

says because you said this and allowed me to
see what you wanted and where you wanted to go

18:43.410 --> 18:47.030

and that you wrote out a plan, I knew that
that's what I wanted.

18:47.040 --> 18:53.660

That completely changed my mindset.

So when I see people now not knowing how to

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18:53.660 --> 18:58.200

handle me, when I say no, I want to help you,
if this is not what you want right now today

18:58.200 --> 19:00.990

and you see yourself someplace else, let me
help you get there.

19:01.000 --> 19:05.740

And I generally mean that because if I can't
have the best you,

19:05.750 --> 19:11.270

that means the organization has the best you,
that means the work that you're producing is

19:11.380 --> 19:16.740

100,000% right or not necessarily right, but
it's effective,

19:16.750 --> 19:20.090

it's efficient.

Perhaps uh we can get better,

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19:20.090 --> 19:24.180

whatever that thing is widget on the other side
of that that we're trying to get to,

19:24.190 --> 19:29.580

but why wouldn't I hone and want to sharpen or
want to water that idea?

19:29.590 --> 19:33.920

So when it sprouts and it grows and you and I
both cultivated it,

19:33.930 --> 19:37.490

you can now see how everything worked out.
Yeah, yeah,

19:37.500 --> 19:43.650

that is a wonderful story.
Like it literally shows the importance of as a

19:43.650 --> 19:49.250

leader, being able to say from the beginning,
let's let's vision plan in a sense,

19:49.250 --> 19:55.450

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like, let's let's think about where you want to grow or how you want to grow in this role

19:55.460 --> 19:58.910

outside of this role.

How Expansive do you want to be.

19:58.920 --> 20:03.050

Let me hope you get there.

Let me support you as you are getting there and

20:03.050 --> 20:08.640

I think some of the surprise comes from employees because that may not,

20:08.650 --> 20:13.000

like you said that wasn't your narrative before this, this position.

20:13.010 --> 20:19.610

So it may not have been the narrative that they received ever before from other leaders or from

20:19.610 --> 20:24.680

other areas throughout their careers.

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It's it's unfortunate that that's the case and

20:24.680 --> 20:28.550

probably more so the norm, my employees will constantly say,

20:28.560 --> 20:32.690

well I have another person that's in another part of the office that wants to speak with you

20:32.700 --> 20:36.530

and um um about what, what's going on, how can I help them?

20:36.530 --> 20:39.260

Right?

And well, the same thing that you just told us

20:39.260 --> 20:44.230

in the meeting, they hadn't heard that.

So it's again the sharing of information or I'm

20:44.240 --> 20:48.460

I'm from the mindset that you know, wherever you are,

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20:48.460 --> 20:52.890

there's a village around you and they should be the people that are empowering,

20:52.890 --> 20:57.070

you know, one on the team should be the person that you don't want.

20:57.080 --> 21:00.990

Everyone on the team should be the person that you do want goes back to my day,

21:00.990 --> 21:04.540

one statement, I'm here to make you marketable, I promise you,

21:04.540 --> 21:06.880

if you're doing your work, people are gonna notice it,

21:06.890 --> 21:10.450

but that means failure is gonna be there too because if this is some that you're stepping

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21:10.450 --> 21:14.790

out into this new I as a leader have to
understand that and be appreciative of,

21:14.800 --> 21:19.650

there's gonna be opportunities there to fail.
So how do you capitalize on those failures.

21:19.660 --> 21:23.750

Okay, this is a lesson learned moment then.
So we learned something from it.

21:23.760 --> 21:26.650

How did you feel about it?
And especially if it's something soft,

21:26.650 --> 21:31.220

skilled oriented where you knew that there was
gonna be something good to happen baby.

21:31.220 --> 21:36.330

Perhaps the message wasn't delivered in the
tone that was conducive from that other person

21:36.330 --> 21:41.560

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to be to give you a different reaction.

And I've had that conversation with a couple of

21:41.560 --> 21:46.000

people.

Maybe it's the tone, I can be animated and

21:46.010 --> 21:49.670

sometimes being animated depending on where you are.

21:49.670 --> 21:55.090

If I'm playing sports, I want to show some type of jubilation behind the shot I just made or

21:55.090 --> 21:59.770

the defensive stop.

I just put out there in the office may not be

21:59.770 --> 22:06.530

able to, it may not look normal if I started to high five everybody in the office

22:06.540 --> 22:11.030

out of the blue or start yelling like yeah, I

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just have the best thing that just happened

22:11.030 --> 22:14.480

right, just come out of the office.

So maybe it's your tone and how you handle the

22:14.480 --> 22:18.450

conversation.

Um some people will automatically shut off if

22:18.460 --> 22:25.120

you are loud or trying to talk over someone and

I think that's what was happening.

22:25.120 --> 22:29.880

Somebody was talking and they wanted their

ideal out because it's really important that it

22:29.880 --> 22:32.590

should and it is to them, but it's how you

convey that message.

22:32.590 --> 22:36.480

So it's just learning that stuff along the way

coupling it with some of those hard skills,

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22:36.490 --> 22:39.490

you know, you can do a whole lot. Yeah.

And it sounds like,

22:39.500 --> 22:45.190

you know, you've given some really good points for the role that leaders can play as they're

22:45.190 --> 22:50.940

taking or striving to help their employees grow things like reflecting and taking inventory on

22:50.940 --> 22:57.130

their mistakes and on their own failure, sharing the with their employees asking from

22:57.130 --> 23:02.810

the beginning what is your vision for growth? Asking employees where do they want to expand

23:02.820 --> 23:09.720

to helping them kind of dream and think of that. And then also attending to how you enter a

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23:09.720 --> 23:15.170

conversation about growth with an employee.

So you've given some really great um,

23:15.180 --> 23:21.490

kind of foundational ways for leaders to start

thinking about how to walk into this

23:21.490 --> 23:28.410

opportunity to grow their employees, what role
should employees take when taking ownership

23:28.420 --> 23:31.000

over their own growth?

You took the words right out of my mouth.

23:31.000 --> 23:37.160

Its ownership is, it's too often we do this in
government, we do these things called

23:37.170 --> 23:43.860

performance plans and a performance appraisals
and sometimes it's just a stroke of pen versus

23:43.870 --> 23:49.280

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me taking the time as a leader to sit down with them at the onset of this performance planning

23:49.280 --> 23:52.770

period and talk to them about where they want to go.

23:52.780 --> 23:57.630

I love when they don't know because then there's the challenge of so why are you doing

23:57.630 --> 24:01.460

this job?

And it's not to kind of scare them off,

24:01.470 --> 24:05.780

but it's just to have them and go back to now critically thinking about what do they have to

24:05.780 --> 24:08.900

bring to this job and we start to tease and have that conversation.

24:08.910 --> 24:13.410

Once you tease that information out, I jot down

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some things and then I share those things back

24:13.420 --> 24:19.200

with them and what I thought I heard and I thought I heard moment is a reflection too.

24:19.220 --> 24:24.300

Them that I'm one actually listening and I'm not taking this performance appraisal as a

24:24.310 --> 24:29.940

stroke of pen here, get out of the office.

I actually really want to put the time in and

24:29.940 --> 24:34.180

this is what this period is for anyway.

Why are we not taking advantage of that?

24:34.190 --> 24:37.280

And once they start to have a vision of where they want to go,

24:37.290 --> 24:40.340

okay, let's now work backwards.

How do you get there?

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24:40.350 --> 24:44.380

So if it's not the next year or the next two years or not the next six months,

24:44.390 --> 24:49.970

what do you need that's going to build your case to get you to where you want to go.

24:49.980 --> 24:52.250

Let's work on that and I'll have them explain that.

24:52.260 --> 24:55.810

What do they think they're missing and if I can help them,

24:55.820 --> 24:59.850

I have to give my observation because I may not be my first time seeing this employee.

24:59.860 --> 25:05.510

What do you imagine if you have a 90 day period?
I think that's what we get what we're observing

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25:05.510 --> 25:08.590

people.

Well, it's your job to sit back and see if the

25:08.600 --> 25:11.570

things that they say they want to do and how they want to get there.

25:11.580 --> 25:14.860

If they're actually navigating that road and if they're not,

25:14.870 --> 25:19.760

it's my job, it's incumbent upon me now to help them ne just kind of like hearing your

25:19.760 --> 25:24.960

navigation system turn left as they're approaching, you got 900 ft before you turn

25:24.970 --> 25:27.210

right, that's my job.

They know where they're going,

25:27.210 --> 25:30.600

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but sometimes you get distracted as you are and
as we all do,

25:30.610 --> 25:34.950

we look down in the car, something happens.
And we missed the turn with my job as the

25:34.950 --> 25:40.190

leaders to help you not miss that turn.
And if you do calculate how you get back on

25:40.190 --> 25:45.320

route to get to the destination.
Having those conversations with people shares

25:45.320 --> 25:51.560

two things, one that you genuinely want to get
them there and to that if there are mistakes,

25:51.570 --> 25:57.180

those failure points, you can talk about them.
So now that they have a testimony of their

25:57.180 --> 26:00.880

lesson learned to the next person don't do this

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because I did it.

26:00.880 --> 26:02.980

So now you don't have to do it.

It's just helpful.

26:02.990 --> 26:07.120

Absolutely.

And I know when growing employees who are ready

26:07.120 --> 26:10.780

for leadership, who are ready to continue to
step into that role,

26:10.790 --> 26:16.230

it can sometimes lead to losing quality staff
because they move on into new experiences and

26:16.230 --> 26:21.560

new opportunities as a leader.

How did you overcome some of the reticence or

26:21.560 --> 26:26.470

some of the fear that people may experience
associated with knowing that their grooming,

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26:26.470 --> 26:31.800

great employees that might one day move on, I would work differently,

26:31.810 --> 26:36.740

It wouldn't be a, it would be an opportunity to grow the next person.

26:36.750 --> 26:42.610

So for me, if you love that journey of getting a person to that space where they flourish,

26:42.620 --> 26:45.670

start over, do it again.

It's that simple to me.

26:45.680 --> 26:52.640

Funny story employee come to me, persons A GS
13 there potentially ready for GS

26:52.640 --> 26:56.680

14 and they came to me and said this is not normal.

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26:56.690 --> 27:03.130

I wouldn't normally come to my supervisor, but I'm thinking about going to apply for GS 14 but

27:03.130 --> 27:07.910

it's not in our office and I saw the fear on the person's face,

27:07.920 --> 27:13.010

imagine going to your boss and say I want to leave and seeing what your boss is going to say.

27:13.020 --> 27:18.180

And my first answer was, are you kidding me? Why why haven't you applied for it yet?

27:18.190 --> 27:21.760

Isn't that what we've been planning for?
Isn't that what we've been writing this down

27:21.760 --> 27:24.180

for?
The opportunity wasn't here, but it's presented

27:24.180 --> 27:27.620

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itself someplace else.

But the skill sets that we've been developing

27:27.620 --> 27:32.530

over this time period has now led you to this sports, they say it all the time,

27:32.540 --> 27:35.320

stay ready, so you don't have to get ready, right?

27:35.320 --> 27:40.870

So if we're getting those tools and you're honing in on all of these other traits and

27:40.870 --> 27:44.620

character traits and professional abilities, you're staying ready.

27:44.630 --> 27:47.780

So then when the opportunity gets there, you didn't have to get ready,

27:47.790 --> 27:51.470

you're ready to run already because you're

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already there,

27:51.480 --> 27:56.400

that feels good to me because from a leadership standpoint, it's not about you again,

27:56.410 --> 28:01.540

it's about the mission, so from a leadership standpoint you just now made an ally in some

28:01.550 --> 28:02.550

other part of the organ.

28:03.570 --> 28:08.740

No, that's absolutely awesome.

I love this thought around helping leaders

28:08.740 --> 28:15.700

reframe from fear and moving into this thought of if you enjoy what comes with growing

28:15.700 --> 28:22.490

people write what that feeling of growing and stretching people being able to look at it

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28:22.490 --> 28:28.750

from that frame as opposed to the frame of fear
or the frame of trepidation.

28:28.950 --> 28:34.620

Uh and I think that could also go for employees
to as they're thinking of continuing to stretch

28:34.620 --> 28:40.700

and continuing to reach, moving out of their
own fear and into that excitement of being able

28:40.700 --> 28:46.760

to continue the mission forward.
So so I I love that as a reframe when it comes

28:46.760 --> 28:53.580

to what happens when you may lose that quality
staff member um because of the growth that

28:53.580 --> 28:57.580

they've experienced under your under your
mentorship or under your coaching,

28:57.590 --> 29:01.660

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so that's awesome.

Well Marcus, we have come to the end of our

29:01.670 --> 29:05.240

episode almost that went really, really quickly
really quickly,

29:05.250 --> 29:11.050

like I said, I always always enjoy our
conversations because I I do believe the way in

29:11.050 --> 29:18.020

which you approach growth and employee growth
is very different um than many spaces in

29:18.020 --> 29:21.900

many ways in which I I heard it in the past,
but before we go,

29:21.910 --> 29:28.410

I always like to do a game of word association,
so I am going to give you a word or a

29:28.410 --> 29:32.810

phrase and I want you to just rattle off the

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first thing that comes to mind,

29:32.810 --> 29:35.300

you know?

Get your your thinking on your feet,

29:35.310 --> 29:36.580

on your toes here.

29:41.650 --> 29:46.710

Alright, alright, so the first word is leaders
of tomorrow,

29:46.720 --> 29:50.950

I would say, just cherish it.

If I'm looking at leaders for tomorrow,

29:50.960 --> 29:54.830

I need to be building them today because I know
what's happening tomorrow,

29:54.840 --> 29:56.250

it's for them.

It's not for me.

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29:56.260 --> 30:00.990

Absolutely cherish the opportunity to help those coming tomorrow.

30:00.990 --> 30:06.340

That's what, that's what I would say, I love that second phrase is leadership versus

30:06.340 --> 30:10.740

coaching can be the same, that's the first thing that comes to my mind,

30:10.750 --> 30:15.820

but not all great coaches are natural leaders and not all natural leaders can coach,

30:15.830 --> 30:19.680

but that's okay.

I would I would say if you're one of the other,

30:19.680 --> 30:23.770

don't be afraid that you're not the other thing, reach out,

30:23.780 --> 30:27.370

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get the help that you need.

All good leaders know that they're not the

30:27.370 --> 30:30.800

smartest.

Just know because you're you're putting good

30:30.800 --> 30:34.220

people around you, I. E.

A coach as assistant coaches,

30:34.230 --> 30:38.100

you don't do do everything by yourself.

Again, it goes back to delegation something

30:38.100 --> 30:42.660

that I had a problem with, what you learn and

then you start to become into that space.

30:43.230 --> 30:47.470

And the last phrase is audacity to fail,

embrace it,

30:47.480 --> 30:51.460

it's going to happen.

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Um and the time that you think it's not going

30:51.460 --> 30:55.280

to happen, you should be prepared for it
because it's going to happen now.

30:55.280 --> 30:58.560

It's on you, on what you're gonna do.
Dwyane wade says it a lot.

30:58.570 --> 31:01.270

He's fallen down six times.
Gotten up. Seven.

31:01.280 --> 31:04.780

Yeah, So what do you do?
You get back up if they knock you down,

31:04.780 --> 31:08.860

you fall down, you're having a bad day,
everybody doesn't have a great day,

31:08.870 --> 31:11.760

we know that.
So what is your reaction to that?

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31:11.760 --> 31:15.230

What are you gonna do to it now, be prepared?

Well, thank you so,

31:15.230 --> 31:19.250

so much Marcus for joining us today to talk
about employee growth,

31:19.260 --> 31:22.530

how to do that, what that looks like, how to
brace for it,

31:22.530 --> 31:26.010

how to be excited about.

It's always a pleasure to talk with you.

31:26.020 --> 31:27.820

Likewise, appreciate it.

Thanks for having me.

31:28.610 --> 31:33.990

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

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31:34.000 --> 31:38.550

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

31:38.560 --> 31:43.450

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

31:43.450 --> 31:46.280

from the National Center for Organization Development.

31:46.290 --> 31:48.960

Check out our website.
Also linked in the show notes.

31:48.970 --> 31:53.350

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

31:53.360 --> 31:57.810

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

31:57.820 --> 32:01.440

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Be well and continue to fail forward until next
time.

32:01.450 --> 32:02.300

Thank you