Nurturing the Innovative Ideas of Tomorrow Today with Dr. Ryan Vega

00:06.930 --> 00:13.220

You are now listening to the Audacity to fail

podcast, a podcast about Miss stepping into

00:13.220 --> 00:16.840

success.

Get ready to dive into conversations and real

00:16.840 --> 00:22.700

stories from leaders as they share how failure

activates a growth mindset is an important part

00:22.700 --> 00:26.420

of learning and motivation for improvement.

I'm your host,

00:26.430 --> 00:32.220

Dr Shari Dade psychologist with the National

Center for Organizational Development.

00:32.230 --> 00:34.860

Thank you for tuning in.

Let's get started.

00:41.030 --> 00:45.410

Nurturing the Innovative Ideas of Tomorrow Today with Dr. Ryan Vega

Support for this leadership podcast comes from

the National Center for Organization

00:45.410 --> 00:49.270

Development N. C. O. D.

Aims to increase the long term growth and

00:49.270 --> 00:53.180

performance of the Department of Veterans

Affairs by collaboratively working with the

00:53.180 --> 00:56.900

leaders throughout the V. A.

To improve organizational outcomes by

00:56.900 --> 01:00.820

supporting the development of an engaged

workforce for additional information on our

01:00.820 --> 01:02.930

services, click the link in the show notes.

01:08.000 --> 01:13.540

The main purpose of innovation is to improve

people's lives when it comes to obtaining

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01:13.540 --> 01:17.680

success outcomes.

Innovation is the key for making any kind of

01:17.680 --> 01:21.160

progress.

If you are a leader that has been tasked with

01:21.160 --> 01:25.820

challenging others to innovate better, this

conversation will get you started on the right

01:25.820 --> 01:31.290

foot for this month's episode.

We explore the missteps leaders can make while

01:31.290 --> 01:34.010

trying new ideas in the workplace.

01:34.370 --> 01:40.690

Today, I am so happy to be joined by Dr Ryan

Vega, the Chief officer in the Healthcare

01:40.700 --> 01:45.910

Nurturing the Innovative Ideas of Tomorrow Today with Dr. Ryan Vega

Innovation and Learning office Ryan provides

direct guidance to the V.

01:45.910 --> 01:49.450

H.

A innovation ecosystem which includes the

01:49.460 --> 01:53.030

innovators network and diffusion of excellence,

the V.

01:53.030 --> 01:56.670

H.

A, simulation, learning evaluation and research

01:56.670 --> 02:00.620

network and the new Center for Care and payment

Innovation.

02:00.930 --> 02:06.360

Get ready to join us as we explore the journey

of Miss stepping into success.

02:06.660 --> 02:13.620

This is the audacity to fail podcast, episode

Nurturing the Innovative Ideas of Tomorrow Today with Dr. Ryan Vega

eight, nurturing the innovative ideas of

02:13.620 --> 02:18.170

tomorrow today.

Hi Ryan, thanks so much for joining today's

02:18.170 --> 02:24.600

episode Shari thanks so much for having me.

I couldn't be more thrilled largely because the

02:24.600 --> 02:31.370

title of your podcast really in a lot of ways

surmises the mentality that is needed

02:31.380 --> 02:36.830

to tackle innovation.

You have to be willing to fail and embrace

02:36.830 --> 02:39.230

failure if you're going to enter into this

space.

02:39.230 --> 02:42.130

So I'm really excited to be with you.

Oh my goodness.

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02:42.140 --> 02:46.760

Even just that intro, Ryan, I'm so excited to

get into this conversation because you're

02:46.760 --> 02:52.430

already dropping some amazing points and I'm

very interested to hear your thoughts in

02:52.430 --> 02:57.650

today's episode because I know you have some

incredible views on innovation and how it

02:57.650 --> 03:01.220

informs success outcomes and employee

engagement.

03:01.230 --> 03:05.450

So are you ready to jump in?

I am, I guess I said I got a lot of failures to

03:05.450 --> 03:07.980

share so perfect.

03:08.250 --> 03:14.640

So throughout our lives we are often taught

that it's wrong to be wrong and this way of

03:14.640 --> 03:20.000

thinking can often hinder us from taking risk

or putting it all on the line for learning,

03:20.010 --> 03:25.050

at what point in your leadership journey did

you begin to think about failure as a pathway

03:25.050 --> 03:28.480

to success?

You know, it's a, it's a question that I

03:28.480 --> 03:35.366

reflect upon a lot more So as I encounter young

physicians or folks in

03:35.366 --> 03:38.786

residency who get connected with me and asked

this question,

03:38.786 --> 03:42.316

you know that I asked a lot of people, how did

you get to where you are?

03:42.326 --> 03:49.256

And my answer to them is that I failed or

wasn't selected for what I thought I wanted

03:49.256 --> 03:52.766

to be.

And I'll share this story with with the viewers

03:52.766 --> 03:59.426

because it was a point in time that I think

really was a transformational experience for

03:59.426 --> 04:02.942

me and certainly a very low point.

But you know,

04:02.942 --> 04:07.232

it's it's interesting when you reflect back on

those points and you see the path that ended up

04:07.232 --> 04:10.862

becoming laid out in front of you, you

recognize that,

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04:10.872 --> 04:14.392

that the journey is more important than um than

anything.

04:14.402 --> 04:19.132

So I I sort of found myself really in my third

year of medical school,

04:19.132 --> 04:25.122

but I wasn't this individual that really grew

up with this exciting passion for being a

04:25.122 --> 04:28.838

doctor that didn't just happen in medical, I

certainly worked for it,

04:28.848 --> 04:34.008

but it there's a lot of reasons that led me

down the path of medicine and I really was

04:34.018 --> 04:36.908

interested in a whole host of other things

other than,

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04:36.918 --> 04:41.008

you know, I wasn't going to be a cardiologist

are going to be an orthopedic surgeon.

04:41.018 --> 04:47.598

And so when I when I got into residency I had

this mentality that I needed to be a

04:47.598 --> 04:51.348

certain position, I needed to be a certain

title, right.

04:51.358 --> 04:58.124

And so for me it seems like a chief resident, a

chief medical resident had this air about it.

04:58.134 --> 05:03.744

It had this mystique about it that all of these

people I saw on successful administrative roles

05:03.754 --> 05:09.634

had that as part of their trajectory.

And so I then had this mentality that I somehow

05:09.634 --> 05:15.264

had to be that if I was going to be successful

and I can distinctly remember where I was in

05:15.264 --> 05:20.030

the moment that I found out that I in fact was

not going to be a chief resident.

05:20.290 --> 05:23.250

I really didn't have any plans.

I didn't know what I was going to do.

05:23.260 --> 05:29.940

But I was not selected as one of the four.

And so the next month was really tough.

05:29.940 --> 05:35.350

It was about you know you build these things up

of what you think you need to accomplish and

05:35.350 --> 05:38.490

what you think you need to be and they don't

transpire.

05:38.500 --> 05:43.850

And about six weeks after that happened I was

called into an office.

05:43.860 --> 05:50.770

Uh It was the dean of our graduate medical

education and she said you know funnily she

05:50.770 --> 05:55.980

she goes so what are your plans for next year

Knowing that I had I didn't know what I was

05:55.980 --> 05:58.130

gonna do.
Uh And the V. A.

05:58.130 --> 06:02.760

Had this unique opportunity called the Chief

Resident for quality and safety.

06:02.770 --> 06:08.660

Now I didn't really know much about quality and

safety and and they were looking for somebody

06:08.660 --> 06:12.700

to fill the role right?

It wasn't it wasn't like I applied and I was

06:12.700 --> 06:15.510

selected.

It was literally like you don't have anything

06:15.510 --> 06:18.450

to do.

We need somebody to fulfill this role.

06:18.460 --> 06:23.110

But it was deeper than that.

It was a recognition from this individual who

06:23.110 --> 06:26.850

has become a really close confidant and

somebody I respect.

06:27.120 --> 06:31.090

It was a recognition that there was a path for

me.

06:31.100 --> 06:37.220

It may have not been the path that I fought,

but it was going to be a path that inevitably

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06:37.220 --> 06:42.900

lend my myself to both career, career,

professional and personal growth and struggles

06:42.910 --> 06:46.600

and I'm here today because of that.

So, you know,

06:46.600 --> 06:52.774

it was this interesting, very low point of not

becoming what you thought you need to.

06:52.784 --> 06:56.494

That it was later on that a certain door was

opened.

06:56.504 --> 07:00.564

That was inevitably the right path and journey

mixed within that story.

07:00.564 --> 07:07.444

And what I tell people now in terms of my

advice is you have to be moving forward with

07:07.454 --> 07:12.204

a certain level of conviction that the reason

you want to obtain something or the reason you

07:12.204 --> 07:16.134

want to accomplish something.

There's a real reasoning behind it and it can't

07:16.134 --> 07:21.898

just be because I want to make more money or I

want to be the ceo when you find something that

07:21.898 --> 07:24.558

that drives you because you want to make a

difference.

07:24.558 --> 07:27.758

You want to have an impact.

You have to center around that.

07:27.768 --> 07:31.998

You don't need to be a Ceo or or a chief

medical resident to make a difference in

07:31.998 --> 07:35.158

people's lives.

Um you can do that from any advantage.

07:35.388 --> 07:41.100

And so it was that transformation of

recognizing that I wanted to have an impact on

07:41.112 --> 07:45.182

the system globally and it didn't matter what

position I was in,

07:45.182 --> 07:48.072

that, that was my conviction and that became my

passion.

07:48.072 --> 07:54.572

So I tell people stop focusing on, I want to be

this title or this position and focus on what

07:54.572 --> 07:57.962

is it that's going to bring meaning to your

life when you do that,

07:57.972 --> 08:03.982

The failures that will never become become far

more easier to bear than what I experienced.

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08:03.992 --> 08:08.076

Um and sort of in my, my early years of

critical training,

08:08.086 --> 08:14.736

that is an amazing story of missteps, an

amazing story of figuring it out as

08:14.736 --> 08:20.906

opportunities present themselves.
And I think part of the fear of failure is not

08:20.906 --> 08:26.576

knowing how things will end.
And so we create change when we quiet that

08:26.586 --> 08:32.970

inclination to only play when we know the
outcome when you think back over your

08:32.970 --> 08:37.570

leadership career or even over just the choices
that you've made to this point.

08:37.580 --> 08:42.270

How have you made the most of the missteps that

you've encountered?

08:42.510 --> 08:47.380

I think self reflection is something that I

learned a fair amount.

08:47.380 --> 08:52.150

During residency, I was fortunate to have a

program director who she was very progressive,

08:52.160 --> 08:55.810

She changed things so frequently we would get

frustrated.

08:55.810 --> 09:02.770

But there was a level of reflection

incorporated into our training and I think what

09:02.770 --> 09:08.520

I took away and what I learned is you were

going to make mistakes as an intern and as a

09:08.520 --> 09:11.880

resident, right, you're gonna you're gonna,

you're gonna order the wrong test your to do

09:11.880 --> 09:16.620

the wrong thing and on the receiving end is

somebody's mom or or son,

09:16.620 --> 09:20.320

I mean somebody's loved.
And so so the implications could be profound.

09:20.330 --> 09:23.870

And the reason we have residency training is so

that we have an environment where we're

09:23.870 --> 09:28.720

protected to learn and grow.
But reflecting on those crucial conversations

09:28.720 --> 09:32.960

with the patient's family that could have gone

better, reflecting on the misstep and the

09:32.960 --> 09:36.080

misdiagnosis and how you could have gotten

better.

09:36.090 --> 09:40.660

That self reflection, I think was a really,

really important tool for me.

09:40.670 --> 09:47.350

And so I was fortunate to uh in some ways be

forced to apply those types of techniques

09:47.350 --> 09:52.000

throughout clinical, my clinical profession and

they've certainly carried over,

09:52.010 --> 09:55.690

I think into out towards my other career

ambitions.

09:55.690 --> 09:57.960

So I think self reflection is an important

thing.

09:57.970 --> 10:04.420

I think the other thing too, and this is just

perhaps a product of my personality is the

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10:04.420 --> 10:07.410

thing that scares me more than anything is

complacency.

10:07.420 --> 10:13.770

And so I re really try to uh and it's hard, but

I really try

10:13.770 --> 10:20.700

to not necessarily focus on on failures as

failures, as successes as successes.

10:20.710 --> 10:27.160

I try to look at and understand why did a

particular outcome occur and then take that

10:27.170 --> 10:32.220

sort of tool and apply it to my growth or the

next decision I made,

10:32.230 --> 10:35.640

right?

Because because success can also be equally an

10:35.650 --> 10:39.760

issue or detrimental, because we can become

complain Absolutely.

10:39.770 --> 10:43.700

Um and and so you know, to me that's what it is,

like complacency scares the heck out of me

10:43.700 --> 10:49.150

because it forces us not to take risks or when

we hit a certain point of successful,

10:49.160 --> 10:51.820

you know, we say, well why would I want to take

more risk?

10:51.820 --> 10:54.290

Like I've achieved this, what's next?
Right?

10:54.300 --> 11:01.010

No, I think that's amazing and it makes me

think about the utility in failing forward.

11:01.020 --> 11:05.720

So I like that analogy that you said, you don't

really think about either failure.

11:05.720 --> 11:12.350

Success, you think about like what's propelling

me into that next space and there are so many

11:12.350 --> 11:18.850

opportunities when we start to fail in kind of

fly in a sense,

11:18.860 --> 11:25.560

there are opportunities to embark on invention,

discovery and innovation as you think

11:25.560 --> 11:29.810

about innovation and the role that you play

within our organization.

11:29.820 --> 11:35.650

Have you noticed if there is a role that

failure plays in that process of innovation,

11:35.660 --> 11:42.450

it's crucial to me what is often not perceived

because it is the work that really

11:42.450 --> 11:48.120

occurs behind the scenes.

So so we we as consumers of services like Uber

11:48.120 --> 11:52.080

or netflix, we don't see from the time that the

company is,

11:52.090 --> 11:55.930

is thought of to its sold or whatever it may be

right?

11:55.940 --> 11:59.720

We're just used to going on our television and

streaming a movie,

11:59.720 --> 12:04.310

right?

And so what we don't see are the interesting

12:04.320 --> 12:09.800

series of events such as net Flicks walking

into the boardroom of blockbuster and offering

12:09.800 --> 12:13.560

to sell the company for something ridiculous

like $50 million,

12:13.570 --> 12:19.310

we don't see these things.

But failure is such an incredibly important

12:19.310 --> 12:26.090

part of the discovery and the ideation and

getting solutions to a point where they

12:26.100 --> 12:32.810

are viable and they do succeed.

I think that companies need to fail in order

12:32.810 --> 12:37.360

to ultimately experience some longevity and

success.

12:37.370 --> 12:43.670

And if you look at every single company, I

always like to think of things in sports

12:43.670 --> 12:46.530

analogies because it's, it's an easy way for me

to see the world.

12:46.540 --> 12:50.520

It's the same things with professional sports

team, whether you're the patriots or the

12:50.520 --> 12:52.790

Yankees.

I mean, regardless of what they are,

12:52.800 --> 12:55.370

every single one of them, the greatest athletes

in the world,

12:55.370 --> 12:58.220

right?

They all talk about the failure.

12:58.230 --> 13:02.510

Uh you know, I think the most most interesting

one I can remember just cause I was watching

13:02.510 --> 13:07.750

the series was the 30 for 30 you know, Michael

Jordan talking about the importance of losing

13:07.750 --> 13:12.230

the finals, you know, in his early years and

how that made him formidable,

13:12.230 --> 13:16.760

right?

He had to experience that failure and that loss

13:16.770 --> 13:21.120

not only to truly appreciate the success in the

layer years,

13:21.130 --> 13:25.390

but to, but to shape the mentality of how hard

it is to succeed.

13:25.400 --> 13:30.360

Um so I think to me in the discovery, in the

ideation phase around innovation,

13:30.370 --> 13:36.540

you have to embrace the opportune to fail and

to learn to make the solution better because it

13:36.540 --> 13:42.240

is so exceedingly rare that someone has a

brilliant idea and tomorrow it's a multi,

13:42.240 --> 13:45.500

billion dollar corporation.

I mean, if there's one that exists in the

13:45.500 --> 13:50.020

history of the world, I'd love to see it, but I

don't think that's the way it happens.

13:50.030 --> 13:55.360

Um, and I think it's those that look and the

story is true for the greatest innovators in

13:55.360 --> 13:57.310

the world, right?

And the one of our times,

13:57.320 --> 14:00.920

Elon musk will tell you how many things has he

failed?

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14:00.920 --> 14:05.010

That it's more than he's been success, but it's

those failures that lead to the best,

14:05.020 --> 14:10.760

uh, sometimes the best solutions and I think

it's an integral part of the innovation process

14:10.770 --> 14:17.250

certainly, and your daily role, you are often

leading and encouraging innovation and creation

14:17.250 --> 14:21.680

within our organization.

What have you found are some of the benefits of

14:21.690 --> 14:27.270

innovation on a team or in the organization.

So one of the most important things that we

14:27.270 --> 14:34.170

often, um don't maybe we take it a little bit

for granted is one of one of

14:34.170 --> 14:39.910

the unique opportunities within the innovation

space is the inclusion inclusivity and the

14:39.910 --> 14:45.490

diversity of opinion.

And what I mean by that is you have to think

14:45.500 --> 14:51.720

about how a solution impacts multiple different

stakeholders and also will translate and its

14:51.720 --> 14:55.110

impact on the patient or their family.

And so if you're gonna get something right,

14:55.280 --> 15:00.600

you end up having to work with people across

teams that you may not have thought are

15:00.600 --> 15:05.650

necessary and you end up learning not only

about their professional lens,

15:05.660 --> 15:10.590

but you end up learning about the people behind

them and you end up building very high

15:10.590 --> 15:16.320

performing teams because of that diversity,

because we each have a unique perspective,

15:16.320 --> 15:20.510

we each have unique life experiences.

And when that comes together to shape a

15:20.510 --> 15:26.130

solution, it is so powerful and its application

in healthcare partly because the solutions

15:26.130 --> 15:32.100

generally scale more easily, but also because

now the team behind it is a well functioning

15:32.100 --> 15:37.630

team and that to me is often missed in why the

innovation culture is so important.

15:37.630 --> 15:42.755

And so I see this daily in our high performing

sites or high performing teams,

15:42.765 --> 15:47.275

They are diverse in both life experiences and

and professional backgrounds.

15:47.285 --> 15:52.845

Um and it's that inclusivity and diversity and

and and the trust amongst them,

15:52.855 --> 15:59.455

that empowers those teams to do some incredibly

innovative work and to be willing

15:59.455 --> 16:03.165

to support one another through the inevitable

failure. Absolutely.

16:03.175 --> 16:08.890

And I I appreciate that you're talking about

like the inclusivity of a team and developing

16:08.890 --> 16:13.300

and innovating.

Um employees constitute a very strong but

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16:13.300 --> 16:19.450

sometimes overlooked resource when it comes to

innovation and it's so important to recognize

16:19.460 --> 16:25.350

the employees for being important and just that

continuous process of feedback and development

16:25.360 --> 16:28.930

and and knowing that most of the time when

you're looking at teams,

16:28.930 --> 16:35.605

employees are producers of new knowledge, new

ideas, new solutions if you

16:35.605 --> 16:40.830

are speaking to leaders who are thinking about

driving innovation on their team,

16:40.840 --> 16:46.350

what are some of those first steps that you

would talk with them about when they're

16:46.350 --> 16:50.230

thinking about their employees.

One of the most important considerations is to

16:50.230 --> 16:54.900

really understand your culture.

One of the call it the silent killer of

16:54.900 --> 16:56.920

innovation is lack of trust.

16:57.550 --> 17:04.150

And, and so when you have too much of a high

hierarchy, when you don't have

17:04.150 --> 17:08.650

safe places to fail and, and, and willingness

to celebrate those failures,

17:08.650 --> 17:12.470

when you don't have the right culture, it

doesn't matter how good of a strategy is,

17:12.470 --> 17:15.680

you can bring the best consultants in the world.

It's not gonna work there.

17:15.680 --> 17:19.500

There's a reason that saying has, has long held

true the culture and strategy for breakfast.

17:19.510 --> 17:23.710

It is, it is absolutely pivotal.

So you really have to take a close look at your

17:23.710 --> 17:26.580

culture and what I mean by that is that a lot

of leaders say,

17:26.580 --> 17:30.290

oh, we have, we have an innovative culture.

Um, and you go in into these,

17:30.300 --> 17:32.930

these facilities and this is, this is, I think

the V.

17:32.930 --> 17:34.840

A.

Is actually one of the more progressive and

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17:34.840 --> 17:38.710

innovative cultures and healthcare.

I've been to private sector hospitals and VHS,

17:38.710 --> 17:43.740

but you go into these hospitals and you sit in

these meetings and it's clear,

17:43.760 --> 17:48.260

it's not the front line or the patients that

are driving the discussion.

17:48.270 --> 17:53.510

It's all being driven from the top and that

tells me right off the bat that they're,

17:53.510 --> 17:58.910

they've missed the intent, they've missed the

mark because in some ways,

17:58.920 --> 18:03.280

right?

I always liken this to a fan in the stadium or

18:03.280 --> 18:08.050

that you know that I've got friends who

obviously know how to coach the new Orleans

18:08.050 --> 18:12.420

Saints better than Sean Payton himself, Right.

They know so much better.

18:12.420 --> 18:14.610

Right?

And so it's the same thing.

18:14.610 --> 18:19.000

I mean you're not in the game getting hit,

you're not the one seeing what's happening on

18:19.000 --> 18:22.190

the field.

I mean perhaps we should be asking the people

18:22.380 --> 18:26.960

and perhaps the people who should be developing

solutions are the very ones who are in the game.

18:26.970 --> 18:32.430

It's the ones who see it every single day.

It's the ones who are frustrated by the

18:32.430 --> 18:35.270

inequities, right?

I mean that's where the solutions and the ideas

18:35.270 --> 18:38.510

are gonna come from.

Um, and so I think you leaders,

18:38.510 --> 18:43.770

roles and responsibilities are to create the

highway and the guard branch,

18:43.780 --> 18:47.800

you have to have guardrails, but it's not to

drive the car,

18:47.810 --> 18:52.500

it's to put gas in the car and it's to make

sure that when the car is starting to fall out

18:52.510 --> 18:55.910

of the lanes that you create a safe space to

put it back on the highway.

18:55.920 --> 18:59.640

Beautiful analogy, especially the use of the

new Orleans Saints,

18:59.640 --> 19:05.470

you get Brownie points for that one.

But I did when you talk about creating this

19:05.470 --> 19:10.210

culture of innovation.

Are there any specific things that teams who

19:10.210 --> 19:15.910

have that culture of innovation um have any

specific characteristics that they own?

19:15.920 --> 19:22.880

I think there's a few that really stand out one,

it's some forum and it can be anything

19:22.880 --> 19:29.830

from a daylong celebration, pitch, competitions,

demos, whatever it may be,

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19:29.840 --> 19:34.310

where employees have the opportunity to

demonstrate what they're doing all the way to,

19:34.310 --> 19:39.950

just simply once or twice a week and morning

report, bringing an employee in and giving them

19:39.950 --> 19:44.390

five minutes to say and celebrate the work that

they're doing irrespective of the outcome.

19:44.400 --> 19:47.880

It's not necessarily celebrating somebody

because uh,

19:47.890 --> 19:51.430

they did something that a positive outcome,

it's celebrating somebody because they took a

19:51.430 --> 19:57.910

chance and they took a risk and, and it's so

small that it can be a handwritten note to an

19:57.910 --> 20:03.430

employee saying, you know, I heard that you

took this chance of trying to make this better,

20:03.440 --> 20:08.560

you know, thanks for the work that you're doing.

It is absolutely amazing how something as small

20:08.560 --> 20:15.060

as that all the way to these larger events

really begin to permeate throughout the culture

20:15.060 --> 20:20.450

throughout the team because then they see that

this is everyone's role.

20:20.450 --> 20:26.240

It's everyone's responsibility and even those

that took a chance regardless of the outcome at

20:26.240 --> 20:30.180

that in and of itself is celebrated.

That is a common threat.

20:30.190 --> 20:33.370

I think it's a, it's a very common thread, not

just in healthcare,

20:33.370 --> 20:37.270

but in, in organizations that really thrive in

this area.

20:37.280 --> 20:40.200

The other thing.
And this becomes really challenging.

20:40.200 --> 20:42.640

The other thing is, is actual commitment to do

that.

20:42.640 --> 20:46.880

What I mean by a commitment to innovation, it

doesn't come free,

20:46.890 --> 20:53.640

there is a cost, it's both financial, it's time,

it's, it's human resources and so you have to

20:53.640 --> 20:56.180

make a commitment that you're going to really

do this.

20:56.190 --> 21:01.970

And sometimes that's, I think where the line in

the sand for some is like,

21:01.980 --> 21:05.290

well, I have an innovative culture.

I want to have an innovative culture and we

21:05.290 --> 21:09.090

want to do innovation, but I don't really know

how to research or I've got other thing,

21:09.100 --> 21:13.690

things to do that's fine.

Certainly priorities come to bear.

21:13.700 --> 21:17.470

But there isn't a company that still is around

that exists today,

21:17.470 --> 21:22.360

that survived market iterations and iterations

that doesn't make a concerted effort in

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21:22.380 --> 21:25.320

investing in innovation.

In fact, it's the ones that don't that are no

21:25.320 --> 21:29.680

longer with us.

Um, and that is tried and true,

21:29.880 --> 21:34.810

you know, this isn't sort of, you know,

opinionated because I'm I happen to be an

21:34.810 --> 21:38.060

innovation.

There's no sector of the economy in which there

21:38.060 --> 21:43.670

is a successful company that still exist today

that does not invest in innovation.

21:43.680 --> 21:47.590

Absolutely.

And I'm sure we can even think of many

21:47.590 --> 21:52.930

companies who, because of the lack of

innovation, they they're no longer here with us

21:52.930 --> 21:57.630

or they're no longer producing products that

correct.

21:57.640 --> 22:04.180

And um, the other component to this to that I

think is not always considered is employees

22:04.180 --> 22:07.530

will just go elsewhere.

I mean, it's, it's, you know,

22:07.540 --> 22:12.920

the innovation is as much about the people and

the workforce as it is about the end product.

22:12.930 --> 22:18.390

And so people want to be in a culture and an

environment where they,

22:18.400 --> 22:23.410

their voices heard, their voices recognized me.

Even if even if the solution doesn't go

22:23.410 --> 22:27.770

anywhere, it's that ability to say, why don't

we try this or why don't we do that?

22:27.780 --> 22:33.000

And, and those types of environments and

cultures when you invest in your workforce

22:33.010 --> 22:36.790

again, tried and true those companies excel.

It's just a,

22:36.800 --> 22:42.400

just a fact of how we are as people, right?

We're social creatures and recognition often

22:42.400 --> 22:45.360

goes a lot farther than a small bonus check.

22:46.840 --> 22:52.120

So innovation as you spoke about, it takes

courage mostly because it's a break in the

22:52.120 --> 22:55.730

tempo.

It's a change in the rhythm or the status quo.

22:55.740 --> 22:59.710

And it really shakes up what teams or

organizations are used to.

22:59.720 --> 23:06.100

What would you tell a leader or an employee who

wants to encourage or embark upon

23:06.100 --> 23:09.880

innovation, especially if they are in the face

of fear.

23:10.570 --> 23:13.730

I'll share this story with you.

When I was little,

23:13.740 --> 23:19.110

I was petrified of haunted houses.

And um, you know,

23:19.120 --> 23:25.030

my, my dad bought me sort of the Jason mask.

I just remember this,

23:25.030 --> 23:29.690

right?

And so, um, he said, look where this,

23:29.700 --> 23:34.910

you know, when, when we go in and, and remember

that now you're,

23:34.920 --> 23:37.440

you know what you're wearing is really just

what they're wearing,

23:37.450 --> 23:41.430

right?

That uh, you're kind of one of the same and

23:41.430 --> 23:43.540

there's really no difference between you and

them and,

23:43.550 --> 23:47.590

and you pop out and scare.

Um, and it was, it was really sort of this

23:47.590 --> 23:53.420

remarkable thing because I kind of then

understood that the fear behind the unknown and

23:53.420 --> 23:58.610

these people popping out and who are these

people like it was demystified in a lot of ways

23:58.620 --> 24:03.060

and there was not much of an unknown behind it,

right?

24:03.060 --> 24:05.560

I kind of was like, okay, so they're just

people in masks.

24:05.570 --> 24:11.390

I get it.

The truth about innovation that we have to be

24:11.390 --> 24:16.330

willing to accept, and we have to be willing to

recognize is that it is always going to be in

24:16.330 --> 24:20.810

conflict with current operations.

That is a fundamental truth.

24:21.430 --> 24:26.740

And in a free, you know, if we look at the

other sectors of the economy or the market,

24:26.750 --> 24:32.750

we see competition, new solutions and products

are gonna come and emerge and they're gonna

24:32.760 --> 24:37.800

kick out other existing products that are

delivering value in healthcare.

24:37.810 --> 24:41.380

This scares us.

This really frightens us because,

24:41.390 --> 24:45.870

you know, we have a set of operations were just

constantly trying to survive the day,

24:45.880 --> 24:49.120

make things better.

It's real, and we, and we may have invested a

24:49.120 --> 24:52.010

ton of money into getting something in a

certain way.

24:52.310 --> 24:57.760

It scares us that there could be this thing

that comes along and completely disrupts that,

24:57.770 --> 25:00.470

how am I gonna pay for it?

How am I gonna sustain it?

25:00.480 --> 25:06.590

All of these realities, um, that are really

challenging in healthcare,

25:06.600 --> 25:11.310

uh, start to ring true.

And so the inevitable thing is that we end up

25:11.310 --> 25:17.360

not trying, we end up just being scared in some

instances to go into the haunted house because

25:17.360 --> 25:22.080

we haven't demystified and accepted the fact

that you're gonna be in conflict with

25:22.080 --> 25:25.760

operations, people are not gonna like what

you're trying to do,

25:25.770 --> 25:28.460

especially if they're the one who's project

you're trying to event,

25:28.470 --> 25:31.130

right?

It's like talking to a company in a market

25:31.130 --> 25:34.160

where amazon is entering and saying, what do

you think of amazon?

25:34.170 --> 25:38.170

Well, they're trying to make me go bankrupt.

I don't really think too highly.

25:38.180 --> 25:43.920

Um, so I think you have to demystify that

that's, that's just the truth.

25:43.930 --> 25:49.270

When you are truly innovating.

Uh, you're gonna upset traditional operations.

25:49.280 --> 25:51.860

I think what you have to go into it though,

within the,

25:52.110 --> 25:57.200

the mentality is, is we're all in this together

in the same way that I recognize that,

25:57.210 --> 26:00.980

you know, while I was on the other side of the

haunted house,

26:00.990 --> 26:06.020

you know, when I put that mask on, I didn't

change who I was and we were all still part of

26:06.020 --> 26:11.640

the same lived experience.
And so by me trying to flip the script on them

26:11.650 --> 26:16.020

in essence, uh, in some ways, I think
innovators have to do the same,

26:16.030 --> 26:20.420

you have to bring those people into the
discussion.

26:20.430 --> 26:25.400

Um, you can't be afraid to do to disrupt the
apple cart to some degree,

26:25.410 --> 26:30.300

but you shouldn't go about it by standing on
the mountaintop and yelling that you have a

26:30.300 --> 26:33.710

better solution right?
Or that you have a better way of doing

26:33.710 --> 26:36.770

something.

You have to look for the collaborative

26:36.770 --> 26:41.830

opportunities and the synergies to recognize at

the end of the day,

26:41.840 --> 26:45.760

we're all in this together that everyone's

mission, particularly in the V.

26:45.760 --> 26:49.730

A.

Is the same mission and how we can then come

26:49.730 --> 26:55.440

together and fight find the commonalities to

then advance that mission when that's the

26:55.440 --> 26:58.110

starting point, it's gonna be a whole lot

easier.

26:58.120 --> 27:03.360

So I always say it's the two truths, right?

It's the truth that innovation is always in

27:03.360 --> 27:08.150

conflict with operations.

But success will only come from concerted

27:08.150 --> 27:14.100

collaboration when preparing for this episode.

I was reading a book by um

27:14.110 --> 27:20.940

Tendai Vicky who wrote pirates in the Navy and

he

27:20.950 --> 27:26.440

specializes in innovation and talks a lot about

as you are innovating or as you're becoming an

27:26.450 --> 27:32.360

innovator, you are a pirate in the navy and you

know what that looks like,

27:32.360 --> 27:35.320

what that feels like.

But then also still knowing that you're still

27:35.320 --> 27:40.310

in the navy, even though you're a pirate here,

you're still in the Navy and you're moving that

27:40.310 --> 27:43.950

mission forward.

And so I think that captures exactly what you

27:43.950 --> 27:50.850

were just saying about those two things around

innovating and and even pushing past that fear,

27:50.860 --> 27:53.630

whether it's a fear of failure or a fear of,

you know,

27:53.630 --> 27:57.850

disrupting the status quo.

But being able to push past that and know that

27:57.850 --> 28:01.480

you're still pushing the mission forward. Yeah.

And again,

28:01.480 --> 28:05.760

it goes back back to the lesson that I learned

early on with the the whole chief resident

28:05.770 --> 28:08.980

thing.

When you find and you're you have the passion

28:08.980 --> 28:11.530

about something and, you know, the convictions

are right.

28:11.540 --> 28:13.430

People will recognize that, right?

I mean,

28:13.430 --> 28:16.990

people will recognize you're doing something,

you're trying to make things better for the

28:16.990 --> 28:20.410

right reason.

Um and so even if it doesn't go anywhere,

28:20.420 --> 28:26.330

that recognition that knowledge that what

you're doing is at least driven by by a motive

28:26.330 --> 28:31.880

to make things better, to make somebody's

experience better to make the system better.

28:31.890 --> 28:35.490

You generally will come out on on the, on the

right end of things.

28:35.500 --> 28:39.880

Absolutely.

Well, we have reached the end of our episode,

28:39.880 --> 28:45.740

time has flown by, but before we head out, I

like to play a game of word association where I

28:45.740 --> 28:51.370

dropped a word or phrase and I just want to

hear what your first reaction is.

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28:51.380 --> 28:54.210

Yeah, it's a fun game here.

28:54.750 --> 29:00.520

So, my first phrase is brought up from

something that you talked about earlier in our

29:00.530 --> 29:03.820

episode.

And so what are your first thoughts on

29:03.830 --> 29:07.180

innovation?

At the speed of trust resiliency?

29:07.190 --> 29:13.370

Innovation is hard work and resiliency is a

characteristic we see of

29:13.380 --> 29:20.280

entrepreneurs from the earliest time that

entrepreneurs existed and hundreds of

29:20.280 --> 29:25.580

thousands years ago perhaps.

Um but one of the things that they find is a

29:25.580 --> 29:28.870

commonality is trust amongst a support network,

right?

29:28.880 --> 29:31.060

Even steve jobs and steve Wozniak.

29:31.320 --> 29:36.180

Uh, so I think innovation of the speed of trust

is about the trust and the team trust in the

29:36.180 --> 29:39.060

process, trusting the support network around

you.

29:39.070 --> 29:44.060

That's a lot of times it helps hammer and armor

that resilient characteristic.

29:44.070 --> 29:47.290

So that's what comes along. Perfect.

Okay, next phrase,

29:47.290 --> 29:53.640

collaborate for change, moving a mountain.

So I try to carry this mantra.

29:53.650 --> 29:58.590

I don't think I'm always good doing it.

So still have a lot of personal growth.

29:58.590 --> 30:01.990

But success has many parents and failure has

one.

30:02.010 --> 30:05.980

So my role is to, to be responsible when we

fail.

30:05.990 --> 30:12.030

Um, and not responsible when we succeed.

The last word is the audacity to fail.

30:12.040 --> 30:17.120

Innovation. Absolutely.

That is, that is what innovation is about.

30:17.140 --> 30:20.150

If you don't have the audacity to fail, you're

in the wrong business.

30:20.670 --> 30:25.220

Uh, right, I'll share this with you quickly.

My, one of my,

30:25.230 --> 30:30.600

one of my mentors, like a very close individual

who we unfortunately lost to cancer.

30:30.610 --> 30:37.000

He had three pictures on his wall in his office.

Um, and what one of those pictures was Brett

30:37.000 --> 30:41.960

Farve and I remember asking one day, I didn't

see any correlation between the individuals,

30:41.970 --> 30:47.480

but one of the things that, that he commented

on was we all know who Brett Farve is,

30:47.490 --> 30:52.860

he's a legendary NFL quarterback, but he also

had the most interceptions.

30:52.870 --> 30:58.300

The other individual was a major league

baseball pitcher who had the most home runs but

30:58.300 --> 31:01.640

was also a legend and then another one was an

individual.

31:01.640 --> 31:08.020

He and I both learned from Brent James who is

an icon in the quality and safety but who has

31:08.020 --> 31:12.460

had more failed quality improvement initiatives

and he's had successes and he had those three

31:12.460 --> 31:16.030

individuals on his wall and I think each of

those had,

31:16.040 --> 31:20.440

each of those had an audacity to fail.

That is a part of their greatness today.

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31:20.450 --> 31:24.980

Well, Ryan, thank you so much for being on

today's episode.

31:24.980 --> 31:31.390

I think this conversation was amazing.

You dropped so many great gems and I am so

31:31.390 --> 31:34.430

grateful for you.

Taking your time to talk a little bit about

31:34.430 --> 31:39.270

innovation here with us. Absolutely.

It's been a pleasure and a sincere appreciation

31:39.270 --> 31:41.320

for having me on this definitely.

31:42.500 --> 31:47.880

So we've come to the end of another great

episode of the Audacity to fail podcast.

31:47.890 --> 31:52.450

Nurturing the Innovative Ideas of Tomorrow Today with Dr. Ryan Vega

Thank you for tuning in to learn how missteps

can lead to growth and success.

31:52.460 --> 31:57.330

Be sure to check out the key lessons in the

show notes for a refresher to request services

31:57.330 --> 32:00.150

from the National Center for Organization

Development.

32:00.160 --> 32:02.830

Check out our website also linked in the show

notes.

32:02.840 --> 32:07.220

Remember if you missed the target 100 times,

you have not failed.

32:07.230 --> 32:11.680

Instead you've simply found 100 strategies that

did not work,

32:11.690 --> 32:15.310

be well and continue to fail forward until next

time.

32:15.320 --> 32:16.160

Thank you