

The Audacity to Rebound After Failure with Amjed Baghdadi

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

The Audacity to Rebound After Failure with Amjed Baghdadi

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

00:45.410 --> 00:46.980

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00:46.990 --> 00:51.000

Aims to increase the long term growth and
performance of the Department of Veterans

00:51.000 --> 00:54.260

Affairs by collaboratively working with the
leaders throughout the V.

00:54.260 --> 00:56.900

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,

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01:08.320 --> 01:14.420

there is a japanese proverb that translates to
fall down seven times stand up eight.

01:14.440 --> 01:19.860

These words denote the act of choosing to never
give up on the process forward.

01:19.890 --> 01:26.410

These words describe the strength, the courage
and the audacity to stand up over and over

01:26.410 --> 01:28.420

again after being knocked down.

01:28.870 --> 01:35.100

Great Leaders understand the challenge within
these words and face the risk On this month's

01:35.110 --> 01:41.890

episode we explore the audacity it takes to
continue making steps towards success for this

01:41.890 --> 01:47.710

The Audacity to Rebound After Failure with Amjed Baghdadi

first episode of season two, I am extremely grateful to welcome I'm Amjed Baghdadi,

01:47.870 --> 01:53.625

the Assistant Director for Operations at Austin for the central Texas veteran health care

01:53.625 --> 01:56.765

system.

He provides administrative oversight for the

01:56.765 --> 02:03.685

Austin outpatient clinic as well as prosthetics, voluntary chaplain and my via experience

02:03.685 --> 02:10.135

services get ready to join us as we explore the journey of miss stepping into success.

02:10.145 --> 02:16.355

This is the audacity to fail podcast episode 11.

The Audacity to rebound after

02:16.355 --> 02:20.090

failure.

The Audacity to Rebound After Failure with Amjed Baghdadi

Hi, Amjed welcome to season two.

02:20.100 --> 02:21.620

Hi Shari.

It's good to see you.

02:21.630 --> 02:25.810

Good to see you too.

Thank you so much for kicking us off.

02:25.820 --> 02:30.380

I think this conversation will be helpful for so many leaders because they may be facing or

02:30.380 --> 02:35.310

they may be in the midst of what they have defined as a failure or a misstep.

02:35.320 --> 02:40.740

And I know you have an incredible story of miss stepping into success and I can't wait for

02:40.740 --> 02:43.160

others to hear it.

Are you ready to share it?

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02:44.380 --> 02:48.170

Yeah. Yeah.

Well let's hop right on in.

02:48.180 --> 02:54.670

So often I begin these conversations with the discussion of failure in order to set the tone

02:54.680 --> 03:00.110

for discussing the opportunities we gain when we learn from personal missteps.

03:00.120 --> 03:06.830

But today I'd like to shift that focus and focus on the act of rebounding and your

03:06.830 --> 03:10.990

audacity to keep striving.

So when you think of the word audacity,

03:11.100 --> 03:14.460

what does that mean to you?

I think it's kind of,

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03:14.460 --> 03:20.590

to me it's a synonym for resilience and you know, I think of the analogy of the palm tree

03:20.600 --> 03:25.430

that you know in the middle of a hurricane can do like almost 90 degrees to touch the ground

03:25.430 --> 03:30.600

and then come straight back up and not break and not get permanently altered as a result of

03:30.610 --> 03:34.660

that experience of going through that hurricane or that tremendous storm.

03:34.660 --> 03:39.890

And so when I think about audacity or you know, it reminds me of resilience and that ability to

03:39.900 --> 03:46.700

just be almost stubborn enough to say I'm not gonna let this keep me down and and focusing

03:46.700 --> 03:51.600

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on the journey ahead rather than the journey
backwards because it's so easy and I know in my

03:51.600 --> 03:56.350

story it was just there were many opportunities.
One in particular where there was just a real

03:56.360 --> 04:00.870

opportunity to focus on this is you know, I
can't believe this is being done to me and this

04:00.870 --> 04:05.840

is wrong and just kind of dig my heels in and
look backwards and instead,

04:05.850 --> 04:09.080

you know, just having the audacity like that,
you know,

04:09.080 --> 04:16.030

how dare I look forward and let go of my ego
and let go of my desire and need to protect my

04:16.030 --> 04:19.590

reputation and instead just focus on the

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journey ahead.

04:19.600 --> 04:23.400

Absolutely.

And I think you are saying some amazing things

04:23.400 --> 04:29.945

like that stubbornness that comes with audacity,
the how dare you have the privy to continue

04:29.945 --> 04:34.625

moving after a failure.

And I think it really does touch on the story

04:34.625 --> 04:37.705

that we get around failure that once you, once
you fall,

04:37.705 --> 04:41.365

you're out and that's not true, that's not the
reality.

04:41.375 --> 04:47.620

The success comes with the audacity comes with
the stubbornness to continue to stand the

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04:47.620 --> 04:51.240

stubbornness to continue to move forward and as you mentioned,

04:51.240 --> 04:58.240

I think there are so many spaces within your story that show this stubbornness for success.

04:58.240 --> 05:05.060

This focus in on continuing to move forward. And I've found that storytelling

05:05.070 --> 05:11.030

often opens up so many opportunities for us to connect and to truly see ourselves in the

05:11.030 --> 05:14.660

experience of others.

And as we highlight it,

05:14.660 --> 05:20.577

you have an inspiring so story of failure and even in saying that an inspiring story of

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05:20.587 --> 05:24.707

failure, right, it just kind of resets the way that we think about it.

05:24.717 --> 05:31.217

But this story helped shape you as a leader.

This misstep helped shape you as a leader.

05:31.227 --> 05:34.177

Can you share some of that story with our listeners?

05:34.187 --> 05:38.507

Absolutely, I'd be honored to.

So I guess I'll just kind of go through the

05:38.507 --> 05:43.737

logistics of the story first and then maybe we'll get into the lessons learned or how the

05:43.737 --> 05:47.824

turnaround happened.

But basically this was several years ago,

05:47.824 --> 05:51.204

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I was new as a service chief and just been in that role,

05:51.204 --> 05:55.684

I say new most folks I talked to say, well you only get to say that for the first year,

05:55.694 --> 06:02.084

but uh but I really felt like I was, it was my first time and I just had this

06:02.094 --> 06:05.944

realization in the last couple of days, I've been coaching some other folks that the

06:05.944 --> 06:11.444

transition going from being a frontline supervisor, just supervising supervisors was a

06:11.444 --> 06:14.351

big one and I didn't know how to to navigate that.

06:14.351 --> 06:19.731

I didn't know how to deal with that and at the

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same time I was dealing with just an inability

06:19.741 --> 06:24.921

to address dysfunction in a way that was comfortable for me and you know,

06:24.931 --> 06:28.781

I always saw myself as a person who avoided conflict.

06:28.791 --> 06:33.391

So the like I said the actual story was new as a service chief.

06:33.401 --> 06:39.971

I was about 2, 2.5 years into that role and I had a front line employee who reported to one

06:39.971 --> 06:46.678

of the supervisors under me who decided to resign and she turned in her resignation and on

06:46.678 --> 06:53.118

the way out the door dropped off stack about four inches thick of paperwork to hR

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06:53.128 --> 06:58.138

claiming sexual harassment by her supervisor
and a few other allegations.

06:58.138 --> 07:03.598

But that was the primary one and her allegation
against me was that I had been aware of all of

07:03.598 --> 07:09.418

that behavior and I had Condoned that behavior.
So she that was her going out the door the next

07:09.418 --> 07:12.165

morning.

Unbeknownst to me The leadership in the

07:12.165 --> 07:17.125

organization pulled that supervisor in, showed
him the stack kind of notified him that this

07:17.125 --> 07:20.245

allegation had been made against him and he
resigned on the spot.

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07:20.255 --> 07:24.545

So he left the organization which just left me as the last person in the equation.

07:24.555 --> 07:31.505

And I was quickly pulled out of my position assigned GS six work and

07:31.515 --> 07:36.185

ended up doing that for fortunately only 30 days because I've seen investigations go much

07:36.185 --> 07:39.892

longer than that.

But they the team worked really rapidly and and

07:39.902 --> 07:45.992

for 30 days I was under investigation through an administrative investigation board may I be

07:46.002 --> 07:52.162

and it was a very difficult time and you know that that's one of those kind of opportunity to

07:52.162 --> 07:56.352

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flip the switch because at that moment I realized I had a choice because I could either

07:56.352 --> 08:02.272

get really bogged down in the investigation fear and the negativity of what had just

08:02.272 --> 08:04.962

happened.

And instead I, you know, I stopped wearing a

08:04.962 --> 08:08.032

tie, started wearing tennis shoes to work.

I would,

08:08.049 --> 08:11.279

you know play music blaring as I'm walking in the office.

08:11.289 --> 08:15.579

And uh, I just embraced the new role that I had been given to do.

08:15.579 --> 08:17.629

I was actually doing fi authorizations at the

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time.

08:17.629 --> 08:23.139

So it's just a fun fun job and we worked on several improvement activities and things like

08:23.139 --> 08:25.719

that.

And so that was like I said, that kind of went

08:25.719 --> 08:30.109

through that process and just to summarize it all to the conclusion was when they finally

08:30.109 --> 08:34.569

concluded the investigation, they cleared my name and they said that I was clear of all the

08:34.579 --> 08:40.576

sexual harassment allegations.

They did find some issues with timekeeping.

08:40.586 --> 08:43.736

And I did get a reprimand as a result of that.

And they said,

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08:43.736 --> 08:47.986

and the reprimand stated that I as the service chief, it was my responsibility to be aware of

08:47.986 --> 08:52.336

and address those issues, which I felt was kind of an injustice per se.

08:52.336 --> 08:55.426

But we can talk more about that.

So that's kind of how the whole story ended

08:55.426 --> 09:00.316

there in terms of the actual investigation.

Thank you so much for sharing that story,

09:00.316 --> 09:05.983

and I know that you've shared it in a number of different places and what is really striking to

09:05.983 --> 09:10.683

me, and that is that is a really difficult situation to be in.

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09:10.693 --> 09:15.913

It's really hard for so many leaders.

Being the subject of an Ai B investigation is

09:15.913 --> 09:19.923

hard enough, but then also receiving a

reprimand, being reassigned,

09:19.933 --> 09:24.093

all of those things that you've talked about

must have been considerably and really

09:24.093 --> 09:30.533

difficult, and I know you mentioned how you

decided to flip that switch and adjust in the

09:30.533 --> 09:36.850

moment, Can you describe how, during that

process, how you are impacted personally?

09:36.860 --> 09:43.360

So, part of my journey is that I have a history

of mental health

09:43.360 --> 09:48.820

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struggles and I'm very transparent about that one, because it's it's helpful to me and to in

09:48.820 --> 09:53.620

hopes to de stigmatize mental health issues, like I had depression,

09:53.630 --> 09:58.120

suicidal ideation, I have a few suicide attempts in my history and so I,

09:58.120 --> 10:03.467

you know, I was always that kid who was just dark and depressed and eat to walk around

10:03.477 --> 10:07.447

quoting Hamlet all the time, you know, the suicidal danish prince,

10:07.447 --> 10:11.197

you know, to be or not to be, and uh you know, that was kind of,

10:11.197 --> 10:17.017

my, my whole majority of my youth, you know,

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kind of from probably middle school all the way

10:17.017 --> 10:22.307

through early working career, you know, and I actually incidentally,

10:22.307 --> 10:26.127

like a few years before that was when that journey ended for me,

10:26.137 --> 10:31.614

because I finally reached out and got help and began down this pathway of recovery and I

10:31.624 --> 10:36.384

finally had the courage and the audacity to ask for help,

10:36.394 --> 10:41.064

to ask for help and to accept it and be open to assistance.

10:41.074 --> 10:46.534

And I was very concerned about having a relapse during that time and kind of going back into

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10:46.534 --> 10:53.194

that depressive suicidal mode and so I had to really increase my my self care

10:53.204 --> 10:58.514

practices around that time, my meditation, my support groups and things like that,

10:58.514 --> 11:03.431

you know, it's just just a really important for me to keep that positive perspective in some

11:03.431 --> 11:05.681

ways.

I think that's where that audacity came from

11:05.681 --> 11:10.731

was that I didn't really feel like I had a choice to get negative because I was fearful

11:10.731 --> 11:15.661

for my life if I went down that road.

And so it was very important to me to stay

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11:15.661 --> 11:21.041

positive in that journey.

So yeah, it was, I think that's why it was kind

11:21.041 --> 11:24.481

of, my natural tendency at the time, was to

just smile and say,

11:24.481 --> 11:27.861

ok, alright, let's see where this, let's just

take it one day at a time and see where this

11:27.861 --> 11:34.310

takes us and and focus on the path forward.

That's very powerful and being able to

11:34.310 --> 11:40.330

share that impact that personally going through

that process had on you.

11:40.340 --> 11:46.220

I see many leaders who may be in similar

situations and they carry expectations for

11:46.220 --> 11:50.120

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themselves to act as though everything is great,
nope, I've got it,

11:50.130 --> 11:52.510

I'm handling it.

I'm dealing with it.

11:52.510 --> 11:56.460

I'm showing up.

I'm still working to the same intensity that I

11:56.460 --> 11:59.390

was working before the investigation, I'm still
going.

11:59.580 --> 12:04.580

And the reality is that for many people it's a
really difficult time.

12:04.590 --> 12:07.610

There are a lot of difficult things that might
be happening,

12:07.610 --> 12:13.530

a lot of uncertainty that's present.

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And it can be really hard to show up in the

12:13.530 --> 12:17.690

same intensity that you were before an investigation, especially if you're in the

12:17.690 --> 12:21.380

process of it, right?

There's a lot of unknowns and a lot of moving

12:21.380 --> 12:28.040

parts that you may not have full control over.

And so I think for you being able to share so

12:28.040 --> 12:31.820

openly and so honestly how that has impacted you.

12:31.820 --> 12:36.910

Hopefully, it will allow other leaders who might be in similar situations to look at the

12:36.910 --> 12:42.580

expectations they may be carrying for themselves and to allow themselves to in those

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12:42.580 --> 12:49.420

spaces be human to grapple with the difficulty of the situation and then out

12:49.420 --> 12:53.320

of that understanding and honesty to make decisions.

12:53.320 --> 12:57.280

That can be helpful for come continuing to allow them to care for themselves.

12:57.280 --> 13:04.090

Like you said, you knew this situation did have the possibility of turning really

13:04.090 --> 13:08.330

dark for you.

But because you encountered that possibility,

13:08.340 --> 13:14.480

because you didn't avoid that possibility, you were able to enact some self care for yourself,

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13:14.480 --> 13:17.750

you were able to engage in things that helped you make it through.

13:17.760 --> 13:22.920

Um so I think it's very powerful for you to be so open and honest about that?

13:23.180 --> 13:29.140

Yeah, it's it's become an important part of my journey is to just really focus in on

13:29.150 --> 13:33.650

transparency and vulnerability because it's just for me,

13:33.660 --> 13:39.160

you know, I really can put myself in a dark place when I become hidden and guarded.

13:39.170 --> 13:41.880

It's just, you know, that transparency, that vulnerability.

13:41.880 --> 13:43.520

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I'm a huge Burnett Brown fan.

13:43.720 --> 13:47.230

So, you know, it's just that whole concept of putting myself out there.

13:47.230 --> 13:51.110

I believe it's it's helpful for me and I believe it creates psychological safety for

13:51.110 --> 13:53.920

those around me, including my staff because I'm so you know,

13:53.930 --> 13:58.960

just very quick to acknowledge when I've made a mistake or when I'm struggling with something,

13:58.970 --> 14:04.240

you know, and and I do it out of self care, but I think it it has an ancillary benefit that it

14:04.250 --> 14:09.870

impacts those around me in a positive way because there's I see the psychological safety

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14:09.880 --> 14:16.250

increasing every time I do that being able to
acknowledge some of those missteps can increase

14:16.250 --> 14:20.160

that psychological safety of all the staff.
Absolutely.

14:20.540 --> 14:27.400

So after the conclusion of the investigation,
after receiving the

14:27.400 --> 14:31.140

reprimand, you were placed back into your
leadership role,

14:31.150 --> 14:34.550

correct?

And that's a transition in itself.

14:34.550 --> 14:40.000

So first being pulled out, being reassigned,
being placed back into that leadership role,

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14:40.010 --> 14:46.230

having a experience as a team that they've gone through through this investigation when you

14:46.230 --> 14:51.184

were placed back there.

What helped find your way with confidence that

14:51.184 --> 14:55.634

may have been shaken or with worries that may have been present for you?

14:55.644 --> 14:59.284

What helped you find your way back after being placed back in that role?

14:59.294 --> 15:03.034

Yeah, great question.

I think before, I can't even explain that,

15:03.034 --> 15:06.724

I think I just have to mention that, you know, you were talking earlier about,

15:06.734 --> 15:08.504

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you know, the the self care in the positive
role.

15:08.504 --> 15:12.064

And I think I did relatively well during the
investigation.

15:12.074 --> 15:18.358

And uh when I got back into my position, I
believe that I I sort of dropped some of that

15:18.358 --> 15:21.688

behavior and some of the self care and I just
was like,

15:21.698 --> 15:24.438

no, I'm fine, I'm good.

Let's go, let's move forward,

15:24.438 --> 15:27.318

let's fix this.

Let's go back to where we were put the mask

15:27.318 --> 15:30.208

back.

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Yeah, I put the mask back on and started

15:30.208 --> 15:32.388

wearing the tie in the suit again and you know,
just like,

15:32.398 --> 15:35.588

really went back into I'm a service chief.
I've got this,

15:35.598 --> 15:39.888

everything's fine and not being not
acknowledging the impact that that whole

15:39.888 --> 15:43.478

experience had had on me.
In addition, my department was kind of in

15:43.478 --> 15:46.142

shambles.
I mean, this staff were so shaken by the

15:46.142 --> 15:49.702

investigation, many of them got interviewed.
They didn't understand what happened because

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15:49.702 --> 15:51.732

all of a sudden some of them, the supervisor,
you know,

15:51.732 --> 15:56.832

one of the supervisors was gone and the service
chiefs had been pulled out for what nobody

15:56.832 --> 16:00.362

knows the real reason why and then everybody's
getting interviewed.

16:00.362 --> 16:06.982

And so there was a lot of of just a lot of
stress and fear and anxiety that was

16:06.982 --> 16:12.572

manifesting itself in conflict and in the
department, you know,

16:12.596 --> 16:16.726

several situations, I remember staff members
standing in the hall just screaming at each

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16:16.726 --> 16:18.606

other.

People were calling the V. A.

16:18.606 --> 16:20.826

Police on a regular basis on each other.

I mean,

16:20.826 --> 16:25.236

there was just so much pain as a result of that
and I was trying to fix it,

16:25.236 --> 16:30.406

but just didn't have the self confidence and to
do that and didn't realize the impact.

16:30.416 --> 16:37.026

Fortunately I was having a meal with a friend
who's a psychologist and she said,

16:37.036 --> 16:43.410

I believe that you may have you may not have
acknowledged the impact that the trauma of this

16:43.410 --> 16:47.640

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event has had on you, which was a huge wake up call for me.

16:47.640 --> 16:49.750

I mean, I immediately called my therapist and was like,

16:49.750 --> 16:53.310

all right, I need to get back in, get back on track with all the self care stuff.

16:53.320 --> 16:56.820

And so I was able to start kind of regrouping there.

16:56.820 --> 17:00.510

But there was a day, I remember in a staff meeting where,

17:00.520 --> 17:02.230

you know, it almost turned into a brawl.

I mean,

17:02.230 --> 17:06.110

people were yelling and screaming each other

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and earlier in the day people had got into a

17:06.110 --> 17:10.920

big argument in the hallway and I was sitting
in my office at the end of the day and I just

17:10.920 --> 17:15.570

broke down into tears and I dropped to my knees
and I was just crying and I was just like I

17:15.570 --> 17:21.140

don't know what to do and I think the Boris
part of that was my self voice,

17:21.150 --> 17:25.490

my self critical voice that kept saying this is
all your fault.

17:25.500 --> 17:30.010

If you had been a better service chief this
would have never happened,

17:30.020 --> 17:36.630

you know, is that it was that negative self
talk voice that was just tearing me down and

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17:36.640 --> 17:40.860

you know in that moment I just kind of shed
that aside and I just remember like kind of

17:40.860 --> 17:43.310

throwing my arms up and asking for help and
saying you know,

17:43.310 --> 17:47.710

I don't know what to do here and it was
suddenly I just had this like kind of

17:47.710 --> 17:54.380

realization of a path forward and it's that
path of like how to engage in

17:54.380 --> 18:00.670

conflict from from a place that comes from my
heart, from a place of compassion which I

18:00.670 --> 18:04.890

didn't know existed and so just kind of
searching and looking for that place and

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18:04.890 --> 18:10.630

finding that place where I could be grounded
and firm and hold people accountable but do it

18:10.630 --> 18:15.260

with compassion and I think for me, what I
really struggled with is I believe that those

18:15.260 --> 18:20.930

two terms accountability and compassion are
mutually exclusive and so that was a real,

18:20.940 --> 18:26.390

you know kind of realization for me is that I
don't they don't have to be mutually exclusive,

18:26.400 --> 18:30.550

I can actually be compassionate and hold people
accountable and that was that was a big

18:30.550 --> 18:35.570

transition for me episodes, we've talked about
like that compassionate accountability,

18:35.570 --> 18:39.020

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care and accountability and balancing those two things.

18:39.020 --> 18:42.390

We often think that they are mutually exclusive, right?

18:42.390 --> 18:46.720

Either you're going to be caring or you're going to hold people accountable and they can

18:46.720 --> 18:53.200

exist at the same time with that shift for you. How did it start to impact your leadership?

18:53.210 --> 18:57.780

Yeah, I think like I said, I think that it's completely changed my ability to deal with

18:57.780 --> 19:02.200

conflict or difficult situations.

I used to run and hide like I used to freeze

19:02.200 --> 19:07.040

like if I saw somebody doing something that I

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just didn't feel comfortable with or that until

19:07.040 --> 19:11.090

it got to the point where it was so egregious that I had to address it.

19:11.100 --> 19:13.920

I used to really struggle with how to have that conversation.

19:13.920 --> 19:18.130

I remember there was a couple of leaders in organization, I had this really strong

19:18.140 --> 19:21.540

personality style leadership style and they would, you know,

19:21.540 --> 19:27.130

they would just go hard on the whoever the perpetrators were and I remember going to them

19:27.130 --> 19:30.230

and saying I need you to mentor me and I started shadowing them.

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19:30.230 --> 19:34.970

I would call them before having crucial conversations with folks and I would say how

19:34.970 --> 19:38.140

would you handle this?

I had an employee who said this to me or did

19:38.140 --> 19:40.670

this?

How would you handle that and say, oh I tell

19:40.670 --> 19:46.760

them the, and I read them the rights and I went back and I tried that and it was a complete

19:46.770 --> 19:51.250

failure because their leadership style did not work for me,

19:51.260 --> 19:55.840

I would just freeze.

I mean I couldn't I couldn't bring myself to be

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19:55.840 --> 19:59.340

that that person because it wasn't true to who
I am.

19:59.350 --> 20:03.680

So now, like today to this day, like if if I
see a situation of conflict,

20:03.680 --> 20:08.400

I'm usually very quick to react because what
the first sentence that goes through my head is,

20:08.400 --> 20:14.330

I care too much about this person to withhold
the gift of feedback from them.

20:14.340 --> 20:18.130

And so I'm very quick to pull them aside and
say, hey Shari,

20:18.130 --> 20:22.280

can we talk the other day?

You said such and such or you said this a

20:22.280 --> 20:25.450

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couple of hours ago and I've been thinking about that and I really would like to provide

20:25.450 --> 20:28.350

you with some feedback.

And I usually start with a self story of where

20:28.350 --> 20:31.100

I have made a mistake.

Like I actually did that once,

20:31.100 --> 20:36.060

or I did something similar to that, and this is what that brought up for me and you know,

20:36.060 --> 20:40.730

here's here's what that actually in times I had a Union President's jaw fall to the floor

20:40.740 --> 20:44.330

because I started a conversation by saying, I just want to start this conversation by saying

20:44.340 --> 20:46.310

that I'm having some fear right now.

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20:46.660 --> 20:52.190

I'm fearful about how you're going to perceive what I'm about to tell you and I'm just hoping

20:52.190 --> 20:56.510

that you accept it from the perspective and the intent with which it is being given,

20:56.520 --> 21:00.820

but I just put my fear out onto the table and then it's like,

21:00.830 --> 21:04.560

I don't have to carry it anymore.

I'm not sitting here trying to hide the one

21:04.560 --> 21:08.860

thing I don't want you to know.

I'm just, I throw that on the table first so

21:08.860 --> 21:13.010

that, you know, like, yeah, cause and then I'm not sitting here trying to juggle that the

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21:13.010 --> 21:15.180

whole time you and I are having that crucial conversation.

21:15.180 --> 21:17.720

I've, They're thinking, God, I hope she doesn't figure out I'm scared.

21:17.730 --> 21:19.840

And it's like, no, I already told you I'm scared.

21:19.840 --> 21:23.550

So it's already out there.
There's nothing to hide.

21:23.550 --> 21:29.090

I can now focus on you and how I'm going to help you learn and grow from this situation.

21:29.090 --> 21:32.900

So it is just completely altered 180°.
You know,

21:32.910 --> 21:35.810

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folks ask me whenever I tell this story, they
always ask me like,

21:35.810 --> 21:39.460

would you, if you could go back and change
anything, would you change anything in this

21:39.460 --> 21:42.200

journey?

And you know, I always say like,

21:42.210 --> 21:43.970

absolutely not.

21:44.330 --> 21:49.010

I would do it exactly the way it was.

I'm grateful for the investigation.

21:49.020 --> 21:53.710

I'm grateful for the reprimand because that was
another pivotal moment for me.

21:53.720 --> 21:55.240

Yeah.

Say more about that.

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21:55.250 --> 21:59.660

Yeah, it was an opportunity for me.

I really that when I got that reprimanded,

21:59.670 --> 22:03.100

they had not asked me about time committee issues during the investigation.

22:03.110 --> 22:07.990

Like they didn't ask me specifically any questions and I felt like there an injustice

22:07.990 --> 22:10.170

had been done.

You know, that they were wrong.

22:10.180 --> 22:14.040

How dare they cite me And I get a reprimand for something.

22:14.040 --> 22:17.260

They didn't even give me an opportunity to provide my side of the story.

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22:17.270 --> 22:24.140

And uh, I felt that urge to fight for justice
and protect my reputation and I

22:24.140 --> 22:26.470

made a conscious decision at that point.

I said,

22:26.480 --> 22:30.340

and as a matter of fact, my, my supervisor who
was the director when she handed me the

22:30.340 --> 22:33.110

reprimand, she said, you know, you you're at a
crossroads right now,

22:33.120 --> 22:38.180

you have an opportunity to either dig your
heels in and go down the negative road or to

22:38.180 --> 22:41.520

build a path forward and learn and grow from
the this opportunity.

22:41.530 --> 22:44.100

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And she said, I have every confidence that
you're gonna,

22:44.110 --> 22:46.880

you're gonna become a stronger leader as a
result of this.

22:46.890 --> 22:50.490

And I went back and I reflected on it and I
said, yes,

22:50.500 --> 22:53.200

that's what I'm gonna do.
I'm gonna be that guy,

22:53.210 --> 22:56.610

I'm gonna be the one who says, you know what,
I'm gonna dust this off.

22:56.620 --> 23:00.730

I'm not gonna fight it.
Six months later, it came off my record and

23:00.740 --> 23:05.570

life went on and I love the fact that I can now

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when I'm issuing a disciplinary action,

23:05.580 --> 23:07.950

I could say guess what I got one too.

You know,

23:07.960 --> 23:12.450

I also, and I sometimes will tell the story
about my reprimand or I'll tell the story about

23:12.450 --> 23:16.880

the time I got my first counseling and quit the
job because I was so upset because I didn't

23:16.880 --> 23:22.820

understand the counseling was?

So it just, it allows me to come from a

23:22.820 --> 23:27.380

position of much more compassion and so that
whole journey of,

23:27.390 --> 23:32.250

you know, one making those decisions to
constantly be looking forward and choosing the

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23:32.250 --> 23:36.620

path of positivity rather than the path of negativity, every single step of the way.

23:36.630 --> 23:39.620

I'm just grateful for that gift because that was given to me.

23:39.630 --> 23:45.060

It wasn't by my own uh sort of intelligence that was just a gift that I have been bestowed

23:45.060 --> 23:47.490

upon me that it was like, okay, go this way, go this way,

23:47.490 --> 23:51.740

turn right, keep going positive.

And and the lessons that I learned in all of

23:51.740 --> 23:56.720

that about how to be a compassionate leader and how it forced me to find that place.

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23:56.730 --> 23:59.550

So I'm just really grateful for the whole journey for sure.

23:59.560 --> 24:06.410

And I don't want you to not take the accountability for what you did in that journey

24:06.410 --> 24:13.070

because you chose to rebound.

You chose to look towards

24:13.070 --> 24:18.860

success and you have the audacity to rebound after a failure right?

24:18.860 --> 24:25.090

You have the audacity to say what's going to allow me to stand back up again and how do I

24:25.090 --> 24:30.800

start to move in that direction and that change really resulted in your growth as a leader.

24:30.810 --> 24:37.160

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And one of the things that we've talked, it's a little bit about is the kind of roadmap that

24:37.160 --> 24:41.380

you created for managing difficult situations from the heart.

24:41.390 --> 24:48.160

Are there any of those components that you'd like to share with other leaders to maybe

24:48.160 --> 24:55.040

fumbling into, you know, through a situation that's difficult like this or may have

24:55.040 --> 24:59.970

difficulty with going up and confronting conflict or some of the things that you've

24:59.970 --> 25:01.930

mentioned?

Yeah, thanks.

25:01.940 --> 25:06.230

Great, great question Shari and thanks for the

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reminder about that.

25:06.240 --> 25:11.590

So yeah, I I actually that day that I was on my knees and had just gone through that sort of

25:11.590 --> 25:18.160

epiphany if you want to call it that I quickly typed up sort of like five points that I wanted

25:18.160 --> 25:23.290

to remember because I wanted, I never wanted to forget that realization and I always wanted to

25:23.290 --> 25:26.640

be able to come back to it and so just going through them really quickly.

25:26.640 --> 25:29.120

The first, the first thing that I wrote down for me,

25:29.140 --> 25:33.400

as I said, authoritarian leadership styles do not work for me.

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25:33.410 --> 25:38.700

I need a platform from which I can be strong
yet true to myself and for me,

25:38.700 --> 25:42.950

the most comfortable and effective leadership
style is compassionate and firm.

25:42.960 --> 25:46.890

So that's sort of became my motto,
compassionate and firm,

25:46.890 --> 25:51.240

compassionate and firm, which is what we were
talking about earlier in that balance between

25:51.240 --> 25:54.010

compassion and it's actually it's kinda
interesting because it's not,

25:54.020 --> 25:58.940

not only are they not mutually exclusive but
for me and my leadership style,

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25:58.950 --> 26:03.930

they are completely intertwined the sentence
that you gave of?

26:03.940 --> 26:10.450

I care about you too much to withhold feedback
that shows that

26:10.460 --> 26:17.100

intertwined nature of how they work in tandem
together, that the care is what

26:17.100 --> 26:22.190

prompts the feedback and vice versa, the
feedback is what reinforces the care.

26:22.200 --> 26:26.710

And so I I absolutely love that.
Yeah, and that's exactly true.

26:26.710 --> 26:32.180

Like I if I was not compassionate, I cannot
hold you accountable me personally,

26:32.180 --> 26:35.930

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like I'm incapable of holding a person
accountable if I don't care about them.

26:35.930 --> 26:40.260

Like it's like it all starts from empathy for
me which is very true to myself.

26:40.260 --> 26:43.940

I tell people I have a I have crippling empathy
so it works really well.

26:43.940 --> 26:48.470

You know, it's like it's because I can see how,
how this must look from your perspective and so

26:48.470 --> 26:51.500

it just makes it easier for me to really come
from that place.

26:51.510 --> 26:55.240

The second point is that, you know, I put in
here is it's important for me to assume a

26:55.240 --> 27:00.720

caring posture from a caring heart.

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I can approach situations fairly and justly I'm

27:00.720 --> 27:05.810

more caring to others when I hold individuals accountable and just as importantly I'm caring

27:05.810 --> 27:08.420

toward the individual to whom I'm providing the feedback.

27:08.420 --> 27:13.250

So this was that reminder of, you know, it's like I'm actually helping you by providing this

27:13.250 --> 27:18.120

feedback because I want you to be successful and I'm and I'm not only am I caring about you,

27:18.120 --> 27:23.680

but I'm caring about the rest of the team.

So even for the individual who's not receptive

27:23.690 --> 27:27.960

to that feedback or that accountability and we have to keep going down the road of progression

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27:28.270 --> 27:33.690

to get you to where either you finally do turn around or you decide to leave the organization

27:33.690 --> 27:36.270

or you're escorted kind of out of the organization.

27:36.280 --> 27:39.430

Either way, I'm still caring because I'm caring about you.

27:39.430 --> 27:43.590

I'm trying to help you learn and grow and I'm caring about your team and I'm protecting and

27:43.590 --> 27:47.170

working for the team.

The next one was that and I really struggled

27:47.170 --> 27:52.670

with this one, protecting and defending my role as a supervisor is not arrogance.

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27:52.680 --> 27:57.850

So I used, we have staff that would just
blatantly insult me like in the hallways that

27:57.850 --> 28:02.090

they would make like these really inappropriate
jokes about me and you know,

28:02.090 --> 28:04.790

things like that and you know, just like very
kind of derogatory,

28:04.790 --> 28:07.630

like cut downs, you know, which is popular in
our society,

28:07.630 --> 28:11.800

you know, like you're just playful cut downs
and they would do that and in all the wrong

28:11.800 --> 28:14.550

times in all the wrong ways.

And I used to, I used to just say,

28:14.560 --> 28:17.380

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you know, I don't care about that stuff.

I don't care about this stuff because I used to

28:17.380 --> 28:20.490

feel like I'm not gonna take that personally
and you know,

28:20.490 --> 28:24.910

I'm not gonna internalize that joke or I'm not
gonna get all caught up in like,

28:24.910 --> 28:28.090

hey, I'm the service chief, you need to talk to
me a certain way,

28:28.100 --> 28:30.190

you know, and I used to really struggle with
that.

28:30.200 --> 28:34.820

And so I used to never defend my role as a
service chief.

28:34.830 --> 28:39.070

And so one of the realizations that came to me

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that day was and I wrote it down like this,

28:39.080 --> 28:45.270

it is critical duty to which I have been entrusted to protect my position.

28:45.460 --> 28:48.990

It helps me to imagine a newborn in my arms. So I kind of,

28:48.990 --> 28:52.650

that's my vision is I have this newborn baby in my hands and that's my position that I've been

28:52.650 --> 28:55.200

entrusted with.

And so I must do everything in my power to

28:55.200 --> 28:59.920

protect that role and to ensure that others respect the role and treated with dignity.

28:59.930 --> 29:04.970

It's not about me demanding respect for myself, I'm asking that you respect the role that I'm

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29:04.970 --> 29:07.630

currently in like in those days it was service chief.

29:07.630 --> 29:11.550

Now it's as an executive leadership team member.

Either way,

29:11.550 --> 29:14.420

I'm asking you to respect this role.

You know,

29:14.420 --> 29:17.430

whether you respect me as a person or not is not important to me,

29:17.430 --> 29:21.000

but you need to respect the role and it's my job to defend that.

29:21.010 --> 29:25.500

And so and then this next one is and this is another one I used to really struggle because

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29:25.500 --> 29:28.850

of my crippling empathy.

I really struggled with this idea that as a

29:28.850 --> 29:34.410

supervisor, I used to give a lot of leeway for people that I thought were trying really hard

29:34.420 --> 29:38.620

and so I put that I don't manage effort, I manage outcomes,

29:38.630 --> 29:42.130

you know, it's not my job to help the employees solve their purse problems.

29:42.140 --> 29:45.610

I can be caring and offer suggestions and resources for them to get help.

29:45.620 --> 29:50.380

But my role is to define clear expectations and act based on outcomes.

29:50.390 --> 29:53.850

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Like that's where I need you, this is the outcome I'm looking for.

29:53.860 --> 29:57.170

I need you to get there.

It's not about how,

29:57.170 --> 30:01.540

you know, it's like not about how hard you're trying or what other issues you might be going

30:01.540 --> 30:04.030

through.

And then finally, just to conclude my little

30:04.030 --> 30:09.920

list here was that I must remember to deal with issues timely when I postpone critical

30:09.920 --> 30:14.950

conversations, I set the individual up for failure and allow for degrees decreased morale

30:14.950 --> 30:18.410

in the work group.

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So I try to just do that.

30:18.420 --> 30:23.230

I even put in here due to my software nature, I can have a tendency to make excuses not to face

30:23.230 --> 30:27.220

the difficult situations head on, which allows them to snowball.

30:27.230 --> 30:30.950

And I believe that a lot of ways, that's what happened, which is why I finally realized that

30:30.950 --> 30:33.460

the reprimand was actually warranted at the time.

30:33.460 --> 30:38.860

I thought it was an injustice.

But in time I after time I came to see that you

30:38.860 --> 30:44.530

know, there were a lot of red signals and red flags that were coming up along the way with

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30:44.530 --> 30:49.290

the supervisor with his time management and is dealing with the staff and their,

30:49.300 --> 30:51.740

you know, his management of that.

And I just kept,

30:51.750 --> 30:58.650

I stayed in a coaching role for 2.5 years rather than moving to an accountability role

30:58.660 --> 31:03.990

and so it's just so important for me to remember to just head these things on face on.

31:04.000 --> 31:07.300

So it's like I said this is all and that through that experience.

31:07.300 --> 31:09.930

So I'm extremely grateful that I went through that.

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31:09.940 --> 31:15.760

Yeah and the lessons that you just went through,
the things that you learned from that

31:15.760 --> 31:20.920

experience shows the way that missteps can lead
to success,

31:20.920 --> 31:25.070

right?

That if you are audacious enough to stand back

31:25.070 --> 31:31.480

up and to focus on success and to focus on
lessons that you can gain from those failures

31:31.480 --> 31:33.080

are from those missteps.

31:33.290 --> 31:40.230

It allows you to make way to success, it allows
you to make way to grow as a leader and I

31:40.230 --> 31:43.310

think you laid that out perfectly by sharing

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you know,

31:43.310 --> 31:49.160

such a wonderful story, such great lessons that I think are applicable to many leaders across

31:49.160 --> 31:53.410

our enterprise and so thank you so much for sharing all of that with us here today.

31:53.420 --> 31:56.970

Again, it's my honor.

I'm just I'm grateful if this helps even one

31:56.970 --> 32:02.290

person, I would consider it a huge opportunity to share my journey because I'm I'm really big

32:02.290 --> 32:06.480

about paying it forward which is why you know I'm so transparent about my lessons because I

32:06.480 --> 32:10.850

just feel like I've been given this gift and the best thing I can do is to share it so that

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32:10.850 --> 32:14.710

others can can grow and learn from it and hopefully it's helpful to others as well.

32:14.720 --> 32:20.150

Perfect.

Well we have come to the end of an amazing

32:20.150 --> 32:25.930

episode and as in season one, I love to play word association.

32:25.930 --> 32:29.190

So we're going to do a round of word association here.

32:29.240 --> 32:33.520

I'm just going to say a word or a phrase of words and I want to hear the first thing that

32:33.520 --> 32:35.490

comes to your mind.

Okay, okay.

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32:35.500 --> 32:39.530

Sounds good. Alright.

So the first word, you mentioned it at the very

32:39.530 --> 32:44.870

beginning of the episode and we were talking a little bit about audacity but the first word is

32:44.870 --> 32:49.540

resilience I guess the first thing that came to me with stubbornness or bounce back,

32:49.550 --> 32:53.110

you know that we had talked about earlier, it's like just my wife tells me all the time that

32:53.110 --> 32:55.370

I'm very stubborn.

So I guess that's really helped me in this

32:55.370 --> 32:56.930

situation.

32:57.530 --> 33:03.300

I'm just to stubborn, I'm too stubborn.

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The tenacity to keep going right.

33:03.310 --> 33:06.830

The second word is compassionate,
accountability.

33:06.840 --> 33:13.000

So I think of that as coming from the heart.
So my first thing is like,

33:13.010 --> 33:18.060

you know, it's so easy for me to become
transactional and focus on transactional

33:18.060 --> 33:23.030

relationships or encounters.

But for me it's just so important to for me

33:23.030 --> 33:26.780

everything starts with empathy.

Everything starts with empathy and yes,

33:26.780 --> 33:31.860

we have a mission to our veterans that we're
trying to achieve and we're working to get

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33:31.860 --> 33:35.400

there together but as human beings interacting
with other human beings.

33:35.400 --> 33:39.610

For me it's all about empathy.
If I can be empathetic towards you,

33:39.610 --> 33:43.550

then we can work together better and, and, and
have more success.

33:43.560 --> 33:48.250

Yeah. Yeah. Okay.
And lastly audacity to fail.

33:48.260 --> 33:54.570

So I think that's uh, like we talked about
earlier that how how dare you not give up?

33:54.580 --> 34:00.080

You know, how dare you not give up?
How how dare I not just throw the towel in and

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34:00.080 --> 34:02.770

say you know what?

Maybe I'm not cut out for this.

34:02.770 --> 34:06.730

Maybe I need to go get another career and be uh,

I don't know,

34:06.740 --> 34:10.310

maybe a preschool teacher or something.

Maybe I'm just in the wrong field.

34:10.310 --> 34:14.200

Healthcare leadership is not really for me.

But uh,

34:14.210 --> 34:21.040

it's that just that uh, the word I'm looking
for is that conflict or that challenge to move

34:21.050 --> 34:26.430

into the wind into the storm and to say, you
know, it's like I see the hurricane coming and

34:26.430 --> 34:28.740

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it's like, no, I'm gonna be audacious.

34:29.000 --> 34:32.580

I'm going straight into that storm and we'll see what happens on the other side.

34:32.580 --> 34:35.330

Somewhere in the middle.

There's an eye and there's another end on that

34:35.330 --> 34:40.930

on the other side. Absolutely.

I love that idea of leaning into the wind

34:40.930 --> 34:44.500

leaning into the storm.

You know, if you're in the midst of it,

34:44.510 --> 34:49.650

let's seize the opportunity and see what we can gain and what we can learn and how we can grow

34:49.650 --> 34:55.050

from it.

Amazing episode said, I am so grateful for your

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34:55.050 --> 34:57.260

story.

I'm grateful for your honesty and your

34:57.260 --> 35:01.540

transparency.

I definitely think that this is going to be so

35:01.540 --> 35:07.420

powerful for so many people, so many leaders in
our enterprise and I'm just thankful that you

35:07.420 --> 35:11.380

are able to spend some time here with us today
sharing some of that.

35:11.390 --> 35:13.070

Thanks.

I'm grateful for the work that you guys are

35:13.070 --> 35:14.710

doing with the podcast.

Thank you.

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35:14.720 --> 35:17.000

It's a great resource.

I'm a huge fan.

35:17.010 --> 35:19.640

I am too, but I might be biased.

35:20.890 --> 35:23.470

Alright, well until next time.

35:23.940 --> 35:29.430

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

35:29.440 --> 35:34.000

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

35:34.010 --> 35:38.890

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

35:38.890 --> 35:42.760

from the National Center for Organization Development Check out our website.

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35:42.770 --> 35:47.520

Also linked in the show notes.

Remember if you missed the target 100 times,

35:47.530 --> 35:52.000

you have not failed.

Instead, you've simply found 100 strategies

35:52.010 --> 35:56.870

that did not work, Be well and continue to fail
forward until next time.

35:56.880 --> 35:57.730

Thank you