

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

00:06.940 --> 00:13.210

You are now listening to the audacity to fail  
podcast, a podcast about miss stepping into

00:13.210 --> 00:16.830

success.

Get ready to dive into conversations and real

00:16.830 --> 00:22.690

stories from leaders as they share how failure  
activates a growth mindset is an important part

00:22.690 --> 00:26.420

of learning and motivation for improvement.

I'm your host,

00:26.430 --> 00:32.210

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

00:32.220 --> 00:34.850

Thank you for tuning in.

Let's get started.

00:41.000 --> 00:45.410

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

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.

01:08.510 --> 01:14.730

Every leader must know how to engage others in  
order to maximize the potential of their teams

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

01:14.740 --> 01:20.110

and impact commitment to the organization.

However, there are moments that this is easier

01:20.110 --> 01:24.080

said than done.

I'm excited to close out this season with what

01:24.090 --> 01:29.960

feels like a capstone topic focused on

increasing and sustaining employee engagement,

01:29.970 --> 01:35.326

especially as we are closing out our fiscal

year here within our organization and beginning

01:35.326 --> 01:38.686

to have conversation about performance

evaluations, A.

01:38.686 --> 01:44.056

S engagement action plans and professional

goals for next year for this episode,

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

01:44.066 --> 01:49.836

I am excited to be joined by dr Charlotte  
McCloskey, the local recovery coordinator and

01:49.836 --> 01:54.456

staff psychologist of the Kansas city V. A.  
Medical center in her role.

01:54.466 --> 02:00.016

She serves as the visit point of contact for  
fellow local recovery coordinators and the

02:00.016 --> 02:06.542

veterans peer support specialist supervisors.  
Dr McCloskey is also the epic Coordinator for

02:06.542 --> 02:11.582

the Office of Mental Health and Suicide  
Prevention, where she is also the tele mental

02:11.582 --> 02:15.012

health champion and serves on many of Kansas  
city V.

02:15.012 --> 02:18.542

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

A.

Hospital wide committees for example, she is

02:18.542 --> 02:23.042

the co chair for the Office of Mental Health  
and Suicide Prevention's diversity equity and

02:23.042 --> 02:26.572

inclusion SharePoint, where she acts as a  
subject matter expert,

02:26.588 --> 02:31.128

also serving as a subject matter expert for  
Jedi consultation program,

02:31.128 --> 02:34.578

which stands for justice equity, diversity and  
inclusion.

02:34.618 --> 02:39.158

She is formerly a postdoctoral training  
director and most recently,

02:39.168 --> 02:45.738

dr McCloskey is very proud of helping set up

How to Help Employees Sustain Engagement with  
Dr. Charlotte McCloskey  
the Kansas City via Second Victim program

02:45.748 --> 02:52.598

Rise, where she is a core trainer, get ready to  
join us as we explore the journey of miss

02:52.614 --> 02:56.644

stepping into success.

This is the audacity to fail podcast,

02:56.654 --> 03:01.454

episode 20.

How to help employees sustain engagement.

03:01.464 --> 03:04.874

Hi Charlotte, how are you today?

I am so good,

03:04.874 --> 03:09.684

thank you so much for having me.

Yes, it is so great to have you and I'm excited

03:09.684 --> 03:13.204

to get into this conversation, so let's jump  
right in.

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

03:13.204 --> 03:17.434

Okay, sounds great.

Alright, so I want to start by calling out the

03:17.434 --> 03:23.040

elephant in the room at this point.

Currently I feel very engaged in the work that

03:23.040 --> 03:26.550

I'm doing in my career.

However, if I look back,

03:26.560 --> 03:33.310

I can recall very vividly times where I have

not been as engaged and

03:33.320 --> 03:39.680

I still showed up feeling unmotivated black and

passion and still coming in every

03:39.680 --> 03:42.830

day.

I'm wondering, charlotte and I by myself,

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

03:42.830 --> 03:45.830

have you been there?

Oh my gosh, absolutely.

03:45.840 --> 03:52.150

You know, I think anyone who has remained  
within a position or within an

03:52.150 --> 03:57.480

organization who would say, you know what, I  
have been fully engaged the entire tenure of

03:57.480 --> 04:02.960

the time that I've been there is probably not  
being honest or or they're made out of

04:02.960 --> 04:06.250

something that I would love to package and put  
in my pocket.

04:06.260 --> 04:08.484

Right?

Exactly, exactly.

04:08.494 --> 04:14.614



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So, you know, I think it speaks to the dynamic nature of human beings is that we need to be

04:14.614 --> 04:17.914

challenged, you know, we need new places in which we're learning,

04:17.924 --> 04:21.884

but you know, ultimately it comes back down to one of the things that really drives us as

04:21.884 --> 04:25.874

human beings, which is purpose.

So if we stop feeling like we have purpose

04:25.874 --> 04:29.384

within our work, then we kind of lose the joy.

I mean,

04:29.384 --> 04:33.274

positive psychology kind of, there was an author some time ago,

04:33.274 --> 04:36.614

his name is Martin Siegelman and he talks about

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flow right,

04:36.624 --> 04:40.898

kind of that Optima state that we want to be in  
when we're doing something that we're really

04:40.898 --> 04:44.858

enjoying and we're really living our passion in  
is flow right?

04:44.958 --> 04:48.578

It's not going to be all the time and it's kind  
of like a relationship to be quite honest,

04:48.758 --> 04:52.318

there's going to be times and especially  
romantic relationship where it's going to be

04:52.318 --> 04:56.078

exciting in the beginning, all kinds of new  
things that we can kind of learn about one

04:56.078 --> 04:58.958

another and then it's going to maybe get a  
little more routine,

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04:58.968 --> 05:02.228

right?

But there should still be moments even in that,

05:02.238 --> 05:05.918

in that romantic relationship or even in the  
work environment where we're still going to be

05:05.918 --> 05:08.752

excited, we're going to be moments, we're going  
to feel like,

05:08.762 --> 05:14.012

hey, that was one of the best days I've had in  
a while and that's where we need to get to or

05:14.012 --> 05:19.732

need to have an environment in which kind of  
really allows us to live into those passions

05:19.732 --> 05:25.152

because that's really how we nurture that that  
is exactly what I think about when I think

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05:25.152 --> 05:29.572

about being able to stay engaged, being able to  
have that purpose,

05:29.582 --> 05:33.412

that motivation to be engaged in something that  
I enjoy doing.

05:33.422 --> 05:36.132

You know, the old adage, you do something that  
you enjoy,

05:36.132 --> 05:41.216

you never have to work a day in your life and  
so that might be like an extreme way of looking

05:41.216 --> 05:47.956

at it, but it really does get to the root of  
this idea around purpose and motivation.

05:47.966 --> 05:54.246

There is a Harvard business professor and  
Arthur Dr. Teresa A. Bell and

05:54.256 --> 05:58.666

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she studies how to keep people engaged how to  
keep people motivated.

05:58.666 --> 06:02.536

And she wrote a book called the Progress  
principle and in this book there's a quote that

06:02.536 --> 06:07.280

I really appreciate and I really think it  
relates to what you just mentioned and she she

06:07.280 --> 06:13.060

states in that quote, the single most important  
thing that can keep workers deeply and happily

06:13.060 --> 06:17.630

engaged on the job is moving forward on the  
work that they care about,

06:17.640 --> 06:21.110

even if the progress is an incremental small  
win.

06:21.120 --> 06:27.630

That idea of moving forward into something that

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gives us purpose that allows us to have

06:27.630 --> 06:31.440

dr what are your initial reactions to that  
quote there,

06:31.440 --> 06:37.284

that completely fits everything.

And I feel very grateful that I came into

06:37.284 --> 06:42.674

mental health as my profession because I do  
believe that even as you were sharing,

06:42.684 --> 06:49.624

I see that also mirrored in change, you know,  
that we see in individuals who are trying

06:49.624 --> 06:52.914

to achieve better functioning in their life now  
granted, you know,

06:52.914 --> 06:57.574

when we're when we're working with folks  
because they're in a place of recovery a little

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06:57.574 --> 07:03.004

different than the employee, but I think that there's things that we can use in parallel.

07:03.014 --> 07:05.684

And so the same thing, so, again, we think about smart goals,

07:05.684 --> 07:08.378

right?

So some something, again, something specific,

07:08.388 --> 07:12.688

measurable, achievable all of those things, right, and timely and all of those things and

07:12.688 --> 07:17.368

it's the same thing I think for employees, you know, and I I feel that one of the things that

07:17.368 --> 07:23.258

happens unfortunately is that people work so hard on getting their degrees or,

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07:23.268 --> 07:26.928

you know, achieving their competencies or  
whatever it is to get to their jobs,

07:26.938 --> 07:31.568

and especially within a place like the v a  
right, whether a person's a clinician or maybe

07:31.568 --> 07:34.118

the working administration, but they work very  
hard to get there,

07:34.198 --> 07:38.412

but it's clear about what you're supposed to,  
but then we get on the job site,

07:38.422 --> 07:40.852

right?

So then we actually get into the work itself

07:40.862 --> 07:44.342

and so we might know especially as clinicians,  
certain things that were supposed to achieve.

07:44.342 --> 07:48.202



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But then what is it supposed to mean for us as  
a professional within that position,

07:48.372 --> 07:53.932

you know, how do we make change within our  
organization or add to the success of the

07:53.932 --> 07:56.792

organization?

And so this is again where leadership becomes

07:56.792 --> 08:02.462

so important and this is where leadership is  
not just coming from managers and supervisors

08:02.462 --> 08:07.216

and an executive leadership, but this is also  
across the board leadership with one another

08:07.226 --> 08:10.906

and this this is the key, this is the key to  
the engagement.

08:10.916 --> 08:15.346

And it's what you were just saying about having

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purpose and meaning but having some small wins

08:15.356 --> 08:19.296

and we don't get those small wins usually on  
our own because we could do that,

08:19.306 --> 08:22.896

you know, we might do that as clinicians, but  
really where the successes is usually when we

08:22.896 --> 08:26.356

come together as teams, speaks to the power of  
teamwork.

08:26.366 --> 08:28.016

Exactly, exactly.

08:28.416 --> 08:35.276

I was so excited to read your intro today  
because you are doing so

08:35.276 --> 08:40.750

many of amazing things within our organization  
and you're juggling a lot right?

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08:40.760 --> 08:42.760

Yeah.

I wanted to check in with you.

08:42.760 --> 08:47.300

Like how do you remain engaged without burning out without feeling as though?

08:47.310 --> 08:52.060

Oh my goodness, This is a heavy load, what do you think helps you in that space?

08:52.070 --> 08:57.310

Well, you know, I think for myself it's been a series of trial and error.

08:57.320 --> 09:01.390

So, I mean, it's really bad. Right. Right.

I mean,

09:01.390 --> 09:05.350

so when I look back to, you know, but back when I was in graduate school,

09:05.374 --> 09:10.444

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You know, I had certain people that I aspired  
to be and I'm just gonna call one out right now.

09:10.444 --> 09:14.004

Her name is Dr.

Helen Neville and this absolutely incredible

09:14.004 --> 09:19.464

scholar and again, you know, just truly living  
social justice into her work.

09:19.474 --> 09:25.754

And so I decided that I wanted to be Helen or a  
shade of Helen or like a 10% of like a glimmer.

09:25.984 --> 09:32.114

I could have that, that would be amazing.

But the work itself of being a professor of

09:32.114 --> 09:35.130

writing of all those things.

It didn't speak to me.

09:35.770 --> 09:40.540

And so then I found the clinical work um and

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the clinical work spoke to me.

09:40.550 --> 09:45.600

And so there's a whole process that got me to  
where I'm at today,

09:45.610 --> 09:48.710

you know, which I don't think we have time on  
this podcast to get through because there's so

09:48.710 --> 09:54.030

many iterations of myself, but it really has  
been figuring out what I don't like to do and

09:54.030 --> 09:57.810

that's the place where I don't have flow.  
I love research.

09:57.820 --> 10:02.460

I don't like writing.

So again, so this is going to be one of those

10:02.460 --> 10:08.010

pieces again, where again, I'm going to find  
other people to connect with and help build

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10:08.010 --> 10:12.480

them up as well because then we're going to  
come together as a team and then,

10:12.490 --> 10:16.170

you know, get wonderful products out or  
innovations out.

10:16.180 --> 10:21.330

I had a period of time when I left the V. A.  
And I worked in public health and in public

10:21.330 --> 10:25.890

health, I really learned the importance of  
making sure that we had the consumer or the

10:25.910 --> 10:30.400

person that we're trying to serve at the table  
as an expert and actually kind of guiding what

10:30.400 --> 10:33.040

we're doing.

And so that's really kind of built into what I

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10:33.040 --> 10:37.410

do now as well.

And that also feeds what I do now as well.

10:37.500 --> 10:41.570

And that's I think also what we need to do as  
an organization is making sure that we are

10:41.580 --> 10:47.000

engaging, not just our employees, but also the  
veterans that were serving and everything that

10:47.000 --> 10:51.800

we're doing because then I think it's going to  
help all of us get better engaged period,

10:51.810 --> 10:57.480

but it really has been a process.

And so one of the things that was in my intro

10:57.480 --> 11:02.630

was that I was a training director and I tell  
you, I love mentoring.

11:02.640 --> 11:05.600

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I also really like helping people develop skills.

11:05.610 --> 11:10.040

I love seeing those light bulb moments.

I really like watching people become fully

11:10.050 --> 11:15.040

independent.

I don't like paperwork, didn't like I didn't

11:15.040 --> 11:19.280

like all of the admin straight of task that went along with it the back side of it,

11:19.280 --> 11:21.590

right?

So then, so I think you have to work into your

11:21.590 --> 11:27.940

skills and and so that was that was definitely a place where I realized that someone else who

11:27.940 --> 11:33.100

had a stronger commitment to that would thrive



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in that position better.

11:33.130 --> 11:34.890

Not that I couldn't do it, not that I couldn't  
do it,

11:34.900 --> 11:41.870

I could do it and that's so many I think of our  
roles is that if we stay complacent within a

11:41.870 --> 11:46.680

position that we can do right, you have to be  
excited to go to work,

11:46.690 --> 11:49.820

you know, and it's not every day, it's not  
going to be every day at all,

11:49.830 --> 11:51.590

right?

There's going to be days you're gonna be like,

11:51.600 --> 11:55.180

I'm not so sure.

But overall when you talk about your job,

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11:55.190 --> 12:00.190

if you are able to have some excitement to the task that you're doing,

12:00.200 --> 12:04.060

the goals that you're working towards to the people that you're working with.

12:04.070 --> 12:09.190

I mean, and then also the mission that you're serving all of that together is pretty much how

12:09.200 --> 12:13.970

I've been able to do so many things.

But it's been by a process and I let go of

12:13.970 --> 12:17.170

things as well.

And I think I'm actually in a transition period

12:17.170 --> 12:22.650

right now myself of continuing to find new things to kind of connect to.

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12:22.660 --> 12:26.960

One thing that wasn't reflected in my  
introduction is one of the reasons why I worked

12:26.960 --> 12:30.880

specifically for the V. A.

And it's because of my father and my father was

12:30.890 --> 12:34.080

a combat veteran.

But then the other part that's really important

12:34.080 --> 12:37.100

is that he was from the Rosebud reservation in  
South Dakota.

12:37.110 --> 12:43.740

So Condly Lakota, so a native american veteran.

And so now at this juncture in my journey,

12:43.750 --> 12:47.650

I'm looking for opportunities where I can  
continue to serve diversity equity and

12:47.650 --> 12:49.810

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inclusion across the board.

But then also to,

12:49.810 --> 12:53.250

if there's special projects may be focused on  
native american veterans.

12:53.250 --> 12:57.050

Those are the things that get me really excited  
and find ways that I can interconnect.

12:57.060 --> 13:02.890

So yeah, absolutely.

And I love this idea of saying I have so many

13:02.890 --> 13:09.330

things that I am currently do That I'm  
passionate about that allow for me to remain

13:09.330 --> 13:12.910

engaged in my work.

And there are moments where some of those

13:12.910 --> 13:17.220

things fall off and I look for new engagement

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and look for a new passion.

13:17.230 --> 13:22.020

I look for new flow because I think sometimes  
we can feel stuck.

13:22.030 --> 13:25.910

It's easy to feel stuck.

It's easy to feel like we're just coming in,

13:25.910 --> 13:29.440

we're doing this monotonous work.

You know, I can do this with my eyes closed.

13:29.440 --> 13:33.480

I've been doing this for five years or 10 years  
and it's easy to feel stuck in.

13:33.490 --> 13:37.430

Like we're not making much progress or any  
progress at all.

13:37.440 --> 13:43.950

But being able to find those things that give  
us that flow that allow for us to be motivated.

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13:43.960 --> 13:49.040

It's really what drives us forward.

And so I love this idea of it's a trial and

13:49.040 --> 13:51.740

error, right?

There are things that that come,

13:51.740 --> 13:55.480

there are things that fall off over time when  
you think about that,

13:55.490 --> 14:01.960

how could we, as leaders and employees  
practically include this notion of doing the

14:01.960 --> 14:05.360

things that we're passionate about in our day  
to day work.

14:05.370 --> 14:08.880

You know, I always like to encourage people to  
think about,

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

14:08.890 --> 14:12.490

you know, what are the moments like if you had  
to look over your past,

14:12.500 --> 14:15.880

let's go with three months.

So if you had to look over the past three

14:15.880 --> 14:19.680

months, can you highlight a few times where you  
just said,

14:19.690 --> 14:23.300

I know why I'm here, this is just feels good,  
right?

14:23.300 --> 14:27.990

So, I mean, it might be a feel good moment of  
again, if maybe you're a clinician that you had

14:27.990 --> 14:34.860

a veteran who said thank you or we saw progress  
or something really amazing happened for them

14:34.870 --> 14:41.000

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

or wellness of course, or maybe we were working  
on a project with some colleagues and it came

14:41.000 --> 14:46.890

to fruition and we saw something implemented or  
maybe we had a new idea,

14:47.160 --> 14:51.800

something innovative and we brought it forward  
and we had somebody else say,

14:51.810 --> 14:57.310

let's give that a shot.

Or maybe another moment was listening to a cast,

14:57.320 --> 15:01.340

you know, or something that kind of catches us  
and makes us start thinking.

15:01.350 --> 15:06.460

So that's what I encourage people to do.

I encourage people to invest in themselves.

15:06.590 --> 15:12.240

Again, I'm going to go back to, you know, we



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are when we're coming through whatever type of

15:12.240 --> 15:18.640

training program that we went through to become  
professionals and that's at any level within

15:18.640 --> 15:21.540

the V. A.

Somebody was kind of telling us what we were

15:21.540 --> 15:24.680

needing to achieve.

But as we step into this role that we're and

15:24.680 --> 15:31.360

now and the way to sustain within this role is  
to continue to really advocate for ourselves.

15:31.370 --> 15:35.300

But it's also about figuring out like where are  
those moments that I just said,

15:35.300 --> 15:38.780

you know what, I don't mind working more and  
not saying that you have to work more,

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15:38.780 --> 15:42.270

but it's it's that moment where you just like I  
don't want to stop doing this because I'm

15:42.270 --> 15:47.550

having so much fun doing it right or I'm so  
engaged in this or I'm excited about the

15:47.560 --> 15:51.870

outcome or the process.  
And you know, I think that that's really where

15:51.870 --> 15:57.870

we could be Doing better and and I think you  
brought something up before which is we don't

15:57.870 --> 16:04.600

always necessarily stay in the same level of  
engagement with a job or a set of

16:04.610 --> 16:11.360

tasks because we're going to change as people.  
So 100% there's the ebb and flow exactly

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16:11.630 --> 16:16.550

the ups and the downs.

I had a very good piece of advice from a nurse

16:16.550 --> 16:22.000

practitioner that I worked with in the mental  
health clinic and she had shared with me after

16:22.000 --> 16:26.000

40 some years in the V. A.

That one of the things that you should always

16:26.000 --> 16:30.750

consider doing is changing up your job every 3  
to 5 years within the V.

16:30.750 --> 16:34.360

A.

So that things stay fresh and and if it's not

16:34.370 --> 16:40.230

and if it's not a completely different job then  
really looking for new a new skill,

16:40.240 --> 16:46.320

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a new challenge, a new responsibility within  
your job because again we as human beings need

16:46.320 --> 16:50.250

to learn, we thrive in learning and then that's  
something we can share.

16:50.250 --> 16:54.250

So I mean so that's that's a piece that I think  
that I've been doing and certainly not and

16:54.250 --> 16:58.440

there certainly has been moments in that  
journey where I said to myself,

16:58.440 --> 17:00.650

hey, you know, I probably could have made a  
better choice there.

17:00.660 --> 17:05.120

Maybe I should have applied for that.  
Maybe I shouldn't have taken on this additional

17:05.130 --> 17:08.570

this additional task or this committee or

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

whatever it is,

17:08.570 --> 17:13.960

but at the same time it does allow us to again,  
I think that's part of part of the journey

17:13.960 --> 17:18.440

which is is figuring out what we don't want to  
do, but it also and then opens up so many doors

17:18.440 --> 17:22.360

to new things that we can do.  
That's that self advocacy that brings so much

17:22.360 --> 17:25.910

to mind, charlotte.  
It really makes me think about,

17:25.920 --> 17:30.320

like I said around this time we're doing  
performance evaluations for having those

17:30.320 --> 17:33.440

conversations with our supervisors about the  
work.

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

17:33.450 --> 17:40.390

How approached our mission, the work that we  
did to move towards that and the glimmer that

17:40.390 --> 17:46.900

I think sometimes we miss the opportunity that  
we sometimes miss in those conversations is

17:46.900 --> 17:51.630

this idea around what are your professional  
development goals?

17:51.640 --> 17:56.550

Right?

The idea around self evaluation of saying,

17:56.560 --> 17:59.780

you know, over the last three months?

What really did it for me?

17:59.790 --> 18:03.130

Like what did I enjoy?

What gave me that glimmer,

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

18:03.130 --> 18:09.660

That spark that flow and then taking those things that we've answered out of that

18:09.660 --> 18:15.470

question, talking with our supervisors about it and then saying in this upcoming fiscal year,

18:15.470 --> 18:20.180

in this next year or in the next two years, I'd like to do more of this.

18:20.190 --> 18:25.140

How can we put this into my position?

How can we put this into the daily work that I

18:25.140 --> 18:26.900

do?

So as employees?

18:26.900 --> 18:33.480

The idea of bringing that to our supervisors is a great way to start that conversation.

18:33.490 --> 18:38.940

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

And I think as leaders and as supervisors, it's  
so important to ask that question over the last

18:38.940 --> 18:41.360

three months.

What sparked for you?

18:41.900 --> 18:46.230

What gave you that glimmer?

And there's this notable research that we

18:46.230 --> 18:53.060

talked about all the time by Gallup that says  
that 70% at least 70% of employee engagement

18:53.070 --> 18:57.980

is accountable to supervisors.

And I think that's such a substantial portion.

18:57.990 --> 19:00.200

It is a huge amount.

It's huge.

19:00.210 --> 19:04.020

It's a huge amount.



# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

And I think that supervisors often can feel

19:04.020 --> 19:06.220

that substantial portion.

They're like, oh my gosh,

19:06.220 --> 19:11.170

how do I get my employees engaged?

And I love that idea of What's the spark.

19:11.180 --> 19:14.830

What over the last three months?

Over the last six months?

19:14.830 --> 19:20.970

You know, what sparked you in the work that  
you're doing when you think about that 70% for

19:20.970 --> 19:26.330

for supervisors, are there any other strategies  
that you would share with leaders that are

19:26.330 --> 19:31.180

looking to encourage their employees to make  
the shift towards increased engagement?

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

19:31.180 --> 19:33.770

Yeah. Yeah.

You know, well, first off I just I would say

19:33.770 --> 19:36.800

for the leaders, you know, are you are you also  
finding your spark?

19:36.810 --> 19:38.260

Right? Certainly.

19:39.210 --> 19:44.530

So are you also where you were thriving? Right.

And I mean,

19:44.530 --> 19:48.720

and that's the other part is that, you know,  
again, sometimes the trajectory,

19:48.730 --> 19:53.500

you know, people are moving from position and  
they're taking promotions and of course that's

19:53.500 --> 19:56.210

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

wonderful and we're so grateful for that  
because again,

19:56.210 --> 19:59.880

this is public service.

But sometimes as we step into new positions,

19:59.890 --> 20:05.290

are you also, you know, thriving within your  
positions and and also giving yourself a little

20:05.290 --> 20:08.690

bit of grace because it takes about two years  
to really adjust to a new position,

20:08.690 --> 20:12.520

right?

But then in that um once we feel like we're

20:12.520 --> 20:18.590

settled within a leadership position, are we  
living into servant leadership mentality?

20:18.600 --> 20:23.340

Are we seeing our customer not only as the

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

veterans that were serving in the family

20:23.340 --> 20:26.630

members in the community but also to as our  
employees.

20:26.640 --> 20:31.380

There's a, I don't know if you've watched it.  
I was not feeling well last week.

20:31.380 --> 20:34.930

So I ended up binge watching ted Lasso.

20:35.800 --> 20:42.490

And so there was this great, there was this  
great quote in it which was mentors,

20:42.500 --> 20:47.440

you know, a good mentor.  
Not only and I'm not going to say it correctly,

20:47.440 --> 20:49.680

somebody else is going to quote this probably  
better, but it was,

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

20:49.690 --> 20:53.460

it was not only do you expect someone that  
you're mentoring to do well,

20:53.470 --> 20:58.730

but you expect them to move on, Right?

So that is that is that is really kind of

20:58.730 --> 21:03.410

showing that so again, as leaders, are we  
building up our staff,

21:03.430 --> 21:08.880

you know, are we looking for opportunities  
again to help them really flourish within their

21:08.880 --> 21:12.870

jobs?

And I'm not sure that we do that as well as,

21:12.880 --> 21:16.430

as as we could.

So, and I think that that's something that

21:16.440 --> 21:19.120

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

again, but I think it kind of comes back to  
ourselves of like,

21:19.120 --> 21:25.070

you know, are we also as leaders feeling like  
we're flourishing and then figure out the parts

21:25.070 --> 21:27.280

that are not working there.

And then that way we can kind of really pour

21:27.280 --> 21:33.090

that back into people.

There was a years ago when I was first in

21:33.090 --> 21:37.870

graduate school, I was trained as a counseling  
psychologist and counseling psychology has

21:37.880 --> 21:42.900

roots and career psychology and there was a  
early, you know,

21:42.910 --> 21:49.390

early career psychologist by the name of john

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

Holland and he really focused on not

21:49.400 --> 21:53.660

only are you doing the tasks that bring you joy  
and that he didn't say joy,

21:53.670 --> 21:58.830

but you know, but that you enjoy doing, but is  
the environment also matching?

21:58.840 --> 22:02.400

Right.

So I mean are we paying attention to that and

22:02.400 --> 22:07.520

the same way that, you know, again, we just  
need to think holistically and covid and this

22:07.520 --> 22:10.150

experience with Covid has kind of shown us, you  
know what,

22:10.150 --> 22:14.710

hey, there are some things that maybe we can do  
to adapt even the environment in which our

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

22:14.710 --> 22:17.610

employees are working, that they might thrive a  
little bit better,

22:17.630 --> 22:19.480

they might be happier.

Right?

22:19.490 --> 22:23.090

And so that's that whole transition to doing  
some virtual work or maybe a compressed

22:23.090 --> 22:25.670

schedule and all of those other things.

So I mean,

22:25.670 --> 22:28.910

so those are some other things that I think  
that we can think about as leaders of saying,

22:28.910 --> 22:33.040

you know, okay, we want the best for our  
employees because we know that that will be the



## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

22:33.040 --> 22:36.290

best then for the veterans for the veteran.

Absolutely.

22:36.300 --> 22:41.010

And that puts into mind a question, what factors do you believe?

22:41.020 --> 22:45.180

Help to create an environment that fosters employee engagement?

22:45.180 --> 22:49.040

Well, you know, I mean there's there's something else that I haven't touched on yet,

22:49.050 --> 22:53.970

but I think it's really important, but it's about, I mean not only making sure that folks

22:53.970 --> 23:00.080

know about opportunities and encouraging them to continue to build their skill sets and

23:00.080 --> 23:05.670

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

things that they're excited about, but then  
also to our environments culturally safe.

23:05.680 --> 23:08.480

And that can be another place where we're  
losing people.

23:09.000 --> 23:14.400

And so the thing is is that we can also really  
try to make sure that the environments in which

23:14.400 --> 23:19.510

we are creating not only for veteran care, but  
also for employees for providing veteran care

23:19.520 --> 23:25.130

or supporting the care for veterans, are those  
environments, ones in which people can truly

23:25.130 --> 23:28.540

feel like they can be themselves.

And so then even if it's at,

23:28.550 --> 23:34.150

it may be celebrating, it may be coming to

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

understand, it may be having some difficult

23:34.150 --> 23:38.280

conversations, It can be ally ship, but again,  
are we,

23:38.290 --> 23:40.940

are we putting this in it?

And I think that that's another piece that's

23:40.940 --> 23:46.670

really important engagement is that if I can't  
feel like myself or if I feel diminished as who

23:46.670 --> 23:51.800

I am one of my identities, then that's going to  
make it hard for me to really want to stay

23:51.810 --> 23:58.520

engaged in that environment or have trust or  
want to thrive or I might be looking somewhere

23:58.520 --> 24:03.140

else.

So I mean these are critical pieces to so very

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

24:03.140 --> 24:09.700

critical pieces and I know we spoke before the episode that this will drop on indigenous

24:09.700 --> 24:13.700

peoples day, right?

And as we're talking about creating culturally

24:13.700 --> 24:20.100

safe spaces and being able to think about how do I do that in order to drive engagement in

24:20.100 --> 24:24.600

order to drive people feeling as though they can be authentic in their workspaces so that

24:24.600 --> 24:30.400

they can desire to be engaged.

Are there specific things that you think could

24:30.400 --> 24:36.150

be useful for leaders to think about when they're trying to engage their marginalized

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

24:36.150 --> 24:39.580

staff or things of that nature?

You know, I think one of the things that I

24:39.580 --> 24:45.180

would encourage leaders to do is depending on.

So it depends on a lot of things,

24:45.190 --> 24:49.880

so depending on so many things, so many times,

so many things,

24:49.890 --> 24:52.480

so many things.

So, again, I'm going to go back to being a

24:52.480 --> 24:55.180

training director though, it's been a minute.

I think one of the things that I've been so

24:55.180 --> 24:59.630

excited about is generationally generation Z

and millennials,

24:59.640 --> 25:03.040

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

really, they're better, honestly, they're  
better, you know,

25:03.040 --> 25:07.060

in so many ways, it's a term that I heard  
somebody else use and I wish I could quote them,

25:07.070 --> 25:11.570

but they're intolerant of intolerance and I  
love that,

25:11.580 --> 25:16.930

you know, it's the site and it's and it's  
really pushing against saying this is this is

25:16.930 --> 25:23.890

not kind and this is not equitable and that's  
not okay and I am so proud of them

25:23.900 --> 25:26.580

for doing that, right?  
For showing us right?

25:26.580 --> 25:30.150

And I'm, I'm gen x, so I'm going to say that

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

I'm just going to call myself out for that gen

25:30.150 --> 25:34.670

X part, you know?

But the thing is, is that depending on when you

25:34.670 --> 25:38.780

first started exploring for yourself, what it  
meant for your identity,

25:38.790 --> 25:44.780

what it means for other people's identity, what  
it means for this country and the history of

25:44.780 --> 25:48.750

this country, when you did your last  
exploration of that and truly your last

25:48.750 --> 25:51.420

exploration of that.

If it was all the way back and say like

25:51.420 --> 25:55.850

graduate school, it might be time to kind of  
dust that off a little bit and start doing a

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

25:55.850 --> 26:01.350

little exploration for yourself of, you know,  
where ways that we could be thinking and

26:01.350 --> 26:06.980

exploring in new ways and I'm I will tell you  
that I am really excited with where the V.

26:06.980 --> 26:09.530

A.

Is going and where it's been in the last few

26:09.530 --> 26:12.030

years.

You know, I think there has been more and more

26:12.040 --> 26:17.130

efforts and diversity equity and inclusion and  
not just not just on paper,

26:17.130 --> 26:22.980

not just on a website but I mean but things  
actually in action and there are people that



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26:22.990 --> 26:28.920

are ready to engage in a way to say, let's  
let's talk this out,

26:28.930 --> 26:31.880

let's let's figure out ways that we can help  
you.

26:31.890 --> 26:36.230

And so that's why I'm excited about one of the  
projects that I've been working with which is

26:36.230 --> 26:41.250

of course Jedi but there are so many other ways  
to do that within the V.

26:41.260 --> 26:45.040

A larger V. A.

There are so many great offices and even within

26:45.040 --> 26:48.160

local agencies.

So just starting those dialogues,

26:48.170 --> 26:52.150

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

starting those conversations and you know, if  
you don't know where to start then you know,

26:52.150 --> 26:56.200

I mean just maybe start first with some  
conversations with people that you trust and

26:56.200 --> 27:02.320

just kind of looking inwardly years ago when I  
was in graduate school and this was one of the

27:02.320 --> 27:06.370

things that I checked myself on quite often.  
I worked in the Chancellor's office for

27:06.370 --> 27:12.140

diversity and I had an incredible boss and she  
gave a survey.

27:12.150 --> 27:16.600

Now granted this is like back in the two  
thousands and she gave a survey to people

27:16.610 --> 27:19.920

because it's really easy for us to say, yeah,

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

I'm on board and yeah,

27:19.920 --> 27:24.750

you know, I I don't have blah blah, whatever.

But then if we start to kind of drill down and

27:24.750 --> 27:29.800

say, okay, tell me about who is in your life,

Who are your closest friends?

27:29.810 --> 27:32.800

What are their backgrounds to their identities?

Match yours?

27:32.810 --> 27:35.610

Are they different?

When was the last time you had somebody of a

27:35.610 --> 27:38.430

different background come to your house for a  
meal?

27:38.440 --> 27:41.180

When did you have the last time?

When was the last time you stayed at somebody

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

27:41.190 --> 27:43.950

who had a different identity stayed at their house?

27:43.960 --> 27:47.370

Like stayed overnight or had them say, I mean, this is again when we're getting intimate

27:47.370 --> 27:50.320

spaces, right?

And it really starts to illuminate because you

27:50.320 --> 27:55.140

start to go, oh look at this.

Okay, so I need to pay attention to maybe where

27:55.150 --> 27:58.880

I'm at and sometimes, I mean we're granted we're coming out of covid.

27:58.880 --> 28:02.500

So everybody gets a minute right for this because we're not going to have a whole lot of

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

28:02.500 --> 28:06.930

people in our spaces for good reasons, Right?

But then we can kind of do this reflection of

28:06.930 --> 28:13.200

saying, okay, so, so what is it that maybe is  
going on inside of me or what opportunities

28:13.200 --> 28:18.560

have I know not been maybe leaning into to  
maybe enhance who and what I am.

28:18.560 --> 28:21.870

So anyway, um, so, so I know that that was kind  
of a long,

28:21.880 --> 28:24.610

long answer for all of that.

But really it's about just you know,

28:24.610 --> 28:27.600

just giving yourself a little bit of definitely  
some grace,

28:27.610 --> 28:31.020

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

but then also challenging yourself because we  
can always be better,

28:31.030 --> 28:33.560

you know, and that's kind of like dusting it  
off.

28:33.560 --> 28:39.130

Like yeah let's dust it off.

Let's renew the commitment to these efforts to

28:39.130 --> 28:44.360

d and I to being able to even just say you know,  
what is it like for you?

28:44.370 --> 28:48.690

I know what it's like for me, I know what makes  
me feel really engaged,

28:48.700 --> 28:52.530

what makes you feel really engaged?  
Because that's going to be different for

28:52.530 --> 28:58.430

everyone, it's gonna look different for

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

everyone, specifically different for for us

28:58.430 --> 29:02.940

that come into a space that doesn't always feel  
culturally safe.

29:02.950 --> 29:07.300

And so being able to have those conversations  
to ask those questions.

29:07.310 --> 29:13.340

But this idea that it first starts with you and  
your own personal exploration as a leader.

29:13.350 --> 29:16.190

Yeah.

And you know, it's also paying attention to so

29:16.190 --> 29:20.780

like you know, as we have those conversations,  
it's just like we are asking people about their

29:20.780 --> 29:24.780

experience, really listening and not getting in  
the way,

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

29:24.790 --> 29:31.230

you know, so really hearing.

And if we find ourselves reacting or

29:31.270 --> 29:38.170

struggling with that answer taking a pause,

reflecting on that later and hopefully coming

29:38.170 --> 29:44.640

to a place with someone that we can engage with

and say I had a reaction and I want to explore

29:44.640 --> 29:49.210

that, you know, maybe I had an internal bias or

or something triggered in me,

29:49.210 --> 29:51.910

I mean, I guess we're all going to have them,

right?

29:51.920 --> 29:53.880

And I mean, we're all going to have them.

29:54.770 --> 29:58.150



## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

But the more that we challenge this, the more  
that we give voice to this.

29:58.160 --> 30:03.310

Um the the hopefully the better we get as human  
beings with one another,

30:03.320 --> 30:04.710

right?

You know?

30:04.720 --> 30:07.050

I mean, it's and and that's really what this is  
all about,

30:07.060 --> 30:09.810

right?

I mean, this is really what we're striving for

30:09.820 --> 30:13.980

if we think about and again, I'm in mental  
health, so we think about,

30:13.980 --> 30:17.610

like, wellness, right?

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

Like one of the pillars of wellness is our

30:17.610 --> 30:22.510

relationships, you know, that I mean, strong  
healthy relationships.

30:22.510 --> 30:28.170

Now, social psychology tells us we only need  
five um of people we trust who trust us,

30:28.170 --> 30:30.090

right?

This is not necessarily in the workplace.

30:30.100 --> 30:33.430

That can be.

Um but we need five.

30:33.440 --> 30:38.200

But the thing is is that we can't get to even  
five if we don't trust ourselves and if we

30:38.200 --> 30:41.770

don't trust other people.

So the thing is is that we have to do that

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

30:41.770 --> 30:45.980

exploration um to be able to kind of figure out  
like what is triggering us,

30:45.980 --> 30:50.550

what is making us push back, what's making us  
engage those kinds of things.

30:50.560 --> 30:55.590

Um and so it's it's a lot of work, but it's  
also beautiful because at the end of the day,

30:55.600 --> 30:59.250

we're going to be more engaged.

We're going to be more likely to try to lift

30:59.260 --> 31:04.360

other people up, we're going to be more likely  
to try to bring people in all of these things

31:04.360 --> 31:08.090

and it really does make us better leaders, the  
more that we challenge ourselves in this.

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

31:08.090 --> 31:12.600

Absolutely well, charlotte, we have reached the end of today's episode,

31:12.610 --> 31:18.340

I always like to play a game of word association and so I'm going to drop three

31:18.350 --> 31:22.700

really cool words, phrases and I just want to get your first reactions.

31:22.710 --> 31:25.300

Okay, okay, sounds good.

All right, here we go.

31:25.310 --> 31:31.180

So the first word is engagement.

The first word that comes to me is now,

31:31.190 --> 31:35.940

so you know that this is the moment right now, that we should be doing this.

31:35.940 --> 31:39.450

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

This is our focus, right?

I mean, and so it's it's shifting away from

31:39.450 --> 31:43.520

this idea of sat faction and just saying, let's  
let people thrive.

31:43.530 --> 31:47.630

So I'm thinking now like let's do it right now,  
let's go,

31:47.640 --> 31:50.560

let's go, let's everybody, let's let's just get  
on board,

31:50.560 --> 31:54.050

let's just make this happen.

The next word is flow.

31:54.060 --> 31:56.640

And I would say that that's optimal.

So I mean,

31:56.640 --> 32:00.460

so it's just this we should all be able to have

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

those moments of flow,

32:00.460 --> 32:02.790

right?

We all need these moments where again,

32:02.790 --> 32:09.220

we know what we're doing is per Purposeful is  
something that is bringing us a great

32:09.220 --> 32:14.060

deal of engagement and satisfaction.

But then also to you know that we can get other

32:14.060 --> 32:17.160

people excited about it too.

Because when we talk about something we have

32:17.160 --> 32:20.430

flow with it's really easy to get excited.

It's necessary,

32:20.440 --> 32:21.680

100%.

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

32:22.030 --> 32:26.240

And lastly of course the audacity to fail.

Oh yeah,

32:26.250 --> 32:30.700

please make mistakes, do it.

So I would say yes,

32:30.710 --> 32:35.060

so maybe the audacity of fail.

Yes please do.

32:35.060 --> 32:38.220

I mean and if we really think about anything  
that we do well,

32:38.230 --> 32:45.220

we did not get there immediately, it took a lot  
of work to get to some place where we do

32:45.220 --> 32:52.210

something well and so yes, yes please.

And then also with that share

32:52.210 --> 32:55.350

# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

your story.

It is so important because we live in a world

32:55.350 --> 33:00.770

right now where again, you know, we have social  
media which you know bless its heart just going

33:00.770 --> 33:06.980

to use that term, but you know everything looks  
perfect but life isn't perfect

33:06.980 --> 33:11.900

and things are messy and it's complicated and  
sometimes very painful.

33:11.910 --> 33:18.170

But through development we become better.  
So again let's continue to keep failing so that

33:18.170 --> 33:24.540

we can be better and be kinder, thank you so  
much charlotte for joining us today.

33:24.540 --> 33:29.900

Like this has been a great conversation, so



# How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

great to have this with you today and so

33:29.900 --> 33:34.020

excited to close out our season with such a  
great like I said,

33:34.020 --> 33:39.610

capstone topic around engaging, finding your  
flow here in the V A.

33:39.620 --> 33:41.970

And so thank you so much for being a part of  
that.

33:41.980 --> 33:43.070

Thank you so much.

33:43.600 --> 33:48.960

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

33:48.970 --> 33:53.550

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

## How to Help Employees Sustain Engagement with Dr. Charlotte McCloskey

33:53.560 --> 33:56.100

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

33:56.100 --> 34:01.270

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

34:01.280 --> 34:03.940

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

34:03.950 --> 34:08.330

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

34:08.340 --> 34:12.790

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

34:12.800 --> 34:16.420

be well and continue to fail forward until next  
time.

34:16.430 --> 34:17.270

How to Help Employees Sustain Engagement with  
Dr. Charlotte McCloskey

Thank you.