The Courage to Critically Reflect on Mistakes with Dr. Kevin "Kipp" Corbus

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.

00:41.020 --> 00:45.410

The Courage to Critically Reflect on Mistakes with Dr. Kevin "Kipp" Corbus

Support for this leadership podcast comes from

the National Center for Organization

00:45.410 --> 00:46.980

Development N.

C O. D.

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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 --> 01:02.940

services, click the link in the show notes.

The Courage to Critically Reflect on Mistakes with Dr. Kevin "Kipp" Corbus

01:08.560 --> 01:12.750

No matter in the world or whatever power

structure we find ourselves,

01:12.750 --> 01:17.070

we all have a part to play in identifying and

remedying inequity.

01:17.080 --> 01:22.180

However, the truth is it's sometimes difficult

to speak up and stand at the right time,

01:22.190 --> 01:24.930

especially when there could be consequences

ahead.

01:24.940 --> 01:28.760

On this episode.

We dive into what it takes to grow beyond what

01:28.760 --> 01:31.890

is safe and how to reconcile when you fail to

do so.

The Courage to Critically Reflect on Mistakes with Dr. Kevin "Kipp" Corbus

01:31.900 --> 01:35.250

I'm glad to welcome back to the show.

Dr Kevin "Kipp" Corbus,

01:35.260 --> 01:40.286

a fellow team member and supervisor in our

consulting services at the National Center for

01:40.286 --> 01:44.256

Organization Development.

This service focuses on providing consultative

01:44.256 --> 01:49.446

support to leaders as they identify actions and

behaviors to help them lead their teams as

01:49.446 --> 01:53.956

effectively as possible.

Get ready to join us as we explore the journey

01:53.956 --> 01:57.946

of Miss stepping into success.

This is the audacity to fail podcast.

01:57.956 --> 02:02.206

The Courage to Critically Reflect on Mistakes with Dr. Kevin "Kipp" Corbus

Episode 12.

The courage to critically respect on mistakes.

02:02.216 --> 02:04.156

Hi Kipp!

Here we are back again.

02:04.156 --> 02:05.646

How are you? Good.

02:05.906 --> 02:08.732

We are back.

We are back, we are back.

02:08.732 --> 02:14.102

And it's so good to have you back.

It is almost a year to the date after the

02:14.102 --> 02:19.752

release of your first Audacity to fail episode.

The Journey to diversity.

02:19.762 --> 02:22.332

So should we start there with that episode?

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02:22.742 --> 02:26.502

Alright, so for our listeners who may not have

listened to that episode,

02:26.502 --> 02:31.772

that is episode three of our podcast and now

might be a good time to pause and go check out

02:31.772 --> 02:36.540

that episode first before listening as we

continue to talk about it here today.

02:36.680 --> 02:41.640

All right, kip, let's dive in.

So I'm going to take us back to the discussion

02:41.640 --> 02:47.560

that we had in that episode and I know we've

had some conversation about the revisiting of

02:47.570 --> 02:51.410

that episode.

And so I love the story that you tell about the

02:51.410 --> 02:56.160

moment you realized you wanted to revisit this

episode and talk a little bit about the

02:56.160 --> 02:59.760

experience of it.

And so I say a little bit to the listeners

02:59.760 --> 03:04.853

about at what moment you decided to revive the

topic in this episode in general.

03:04.863 --> 03:08.373

Yeah, I mean, I can tell you after and I think

you've heard that from some of our guests and

03:08.383 --> 03:14.123

it is hard to listen to yourself after that and

to listen to podcasts and it is,

03:14.133 --> 03:16.873

it's nerve wracking.

So, but I was excited about it.

03:16.873 --> 03:20.883

I was flattered and I still am.

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I was flattered that I was asked to do that.

03:20.893 --> 03:23.173

One of things we didn't do and I'll just go

into this right now.

03:23.173 --> 03:26.833

We didn't talk about the last one you identify

as a black female,

03:26.843 --> 03:31.786

I as a white male.

Those were things we did not say last podcast.

03:31.786 --> 03:35.296

And to me that it is an interesting identity

for me that,

03:35.306 --> 03:39.426

that through the years, you know, thought about

a lot and I'm very conscious of now and

03:39.426 --> 03:42.136

identifies a white straight male.

And so I'm very conscious of it.

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03:42.136 --> 03:45.646

So for a lot of those reasons I'm even more

nervous about this one.

03:45.646 --> 03:49.716

So going back.

So I was very flattered that I was asked by you

03:49.726 --> 03:53.070

to be on this and I questioned it a little bit,

I was flattered,

03:53.330 --> 03:58.120

but I was proud of it and I said we're driving

on a road trip and I said to my wife Andrea and

03:58.120 --> 04:01.220

her kids, hey, we're on this road trip.

Let's listen to this.

04:01.220 --> 04:04.080

I want you guys to hear, we talked about my

colleagues doing this.

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04:04.080 --> 04:07.440

She's the host, This is cool and I'm on it and

you can hear me talk,

04:07.450 --> 04:10.670

we're listening to it and for some, I heard

back the first time I was like,

04:10.680 --> 04:14.310

that's not bad, that's better than I thought it

would be a complete disaster.

04:14.320 --> 04:20.910

But, but driving um, afterwards we kind of gave

like a tepid reaction of that was good.

04:20.910 --> 04:25.083

And I'm like what you actually think?

And she goes it just didn't sound like you.

04:25.093 --> 04:29.293

It didn't sound like you.

She she mentioned you said both of us felt a

04:29.293 --> 04:35.103

little stiff and and like we weren't really

using the words we would normally use and and

04:35.103 --> 04:39.483

it just felt like more robotic versus talking.

You know kids were like can we listen to

04:39.483 --> 04:42.933

something else they report by it.

So I didn't take their feedback.

04:42.943 --> 04:48.103

But hearing that I was like huh?

And I thinking back and first we'll count.

04:48.113 --> 04:52.316

I actually took feedback from Andrea so I'm

gonna make sure she listens to this one to know

04:52.316 --> 04:58.236

that I listened to hear feedback what what I

know you and I talked about at that and I and

04:58.246 --> 05:03.396

this is the most poignant piece for me thinking

about how I would categorize it as a failure.

05:03.406 --> 05:06.446

You know, we're okay to say that and your

podcast is normalized that which I really

05:06.446 --> 05:10.086

appreciate that.

Looking back we you and I had very specific

05:10.086 --> 05:13.216

conversation.

So at that time the executive order was there

05:13.226 --> 05:17.316

where government employees were not permitted

and there's some interpretation of it.

05:17.316 --> 05:20.799

But in general it avoid things like central

race theory.

05:20.809 --> 05:24.359

White privilege were not allowed to fund

training for those and we're not allowed to

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05:24.359 --> 05:28.699

talk to some people didn't know about that.

I remember seeing that and going as we've been

05:28.699 --> 05:32.019

making efforts towards D and I on our team.

That was like,

05:32.029 --> 05:34.589

all right, what do we do?

And we've talked about using with leaders and

05:34.589 --> 05:37.419

talking about it, what do we do and how do we

use that?

05:37.719 --> 05:43.229

So, I know you and I said at that point, all

right, we've got to move forward.

05:43.229 --> 05:47.332

We can't worry about that.

Our director dr mortimer said,

05:47.342 --> 05:50.582

go for it.

You know, we can be bold and not listen to that.

05:50.592 --> 05:54.272

Still knowing all that that conscious decision

we had.

05:54.282 --> 05:59.082

I still don't think we were as bold or vocal as

we could have been.

05:59.092 --> 06:05.122

Yeah, I definitely agree with you as I was

preparing and kind of getting in the mindset to

06:05.122 --> 06:10.792

have this conversation again, I think even some

of those same emotions started to rise to the

06:10.792 --> 06:13.652

top.

Some of those like, oh my gosh, like, how do we

06:13.652 --> 06:19.365

have this conversation wanting to do it right,

wanting to make sure that we said the right

06:19.375 --> 06:24.065

things, and we gave the right information.

And I definitely think that's something we can

06:24.075 --> 06:29.295

talk about today, when it comes to D and I or

when it comes to just being courageous and and

06:29.305 --> 06:36.215

advocating and standing up for things, how much

pressure can be carried in that situation.

06:36.225 --> 06:42.485

And I'm glad that you gave the context of kind

of where we were in that discussion right

06:42.485 --> 06:45.728

before that episode.

You know, that directive came out from the

06:45.728 --> 06:52.448

Office of Management and Budget and I remember

that morning right after getting that directive,

06:52.458 --> 06:56.448

I like sent you and I am and I was like, hey

can we talk about this because we were going to

06:56.448 --> 07:01.928

record literally like the next day.

And so um I remember us having a conversation

07:01.928 --> 07:05.188

of like should we do it?

Should we have this conversation,

07:05.188 --> 07:08.908

should we, should we go there in a sense?

And of course,

07:08.908 --> 07:12.341

you know obviously we did, we recorded the

episode, it was fine,

07:12.341 --> 07:19.131

we've even got positive reactions to it, but at

that time I do know that me personally I

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07:19.131 --> 07:23.331

edit it a lot um just in the moment, not edited

the podcast,

07:23.331 --> 07:27.481

but I edit it in the moment.

What I would say,

07:27.481 --> 07:34.221

how I would say it because it was this

experience of I don't want to say the

07:34.221 --> 07:40.754

wrong thing and get everyone in trouble or to

make this big thing happened.

07:40.764 --> 07:45.374

And so at that moment, that was my thinking,

that's where I was.

07:45.384 --> 07:48.994

And for you, I'm interested to hear what your

thinking was in that moment,

07:49.004 --> 07:53.724

like as we were recording last time knowing

that this directive was there from the opposite

07:53.724 --> 07:56.494

management and budget.

Yeah, it was the way you described.

07:56.494 --> 08:01.484

It is very similar to me.

I was I remember very specifically do I say the

08:01.494 --> 08:06.874

word white in it.

I was hasn't do I even acknowledge that which

08:06.874 --> 08:10.317

we've known what the team is to the different

work I've done has taught me what leaders have

08:10.317 --> 08:13.457

taught me.

You gotta talk about it even in that we're on a

08:13.467 --> 08:18.047

podcast talking about and I was like do I say

white knowing that was there?

08:18.057 --> 08:21.827

I was absolutely hesitant to say people's names.

That's why I like said Maureen's name,

08:21.837 --> 08:27.197

Courtney breeze uh Caitlyn say there, I didn't

want to bring other people into it.

08:27.207 --> 08:32.007

So I was trying to be conscious that because

who knows what what result this would have.

08:32.017 --> 08:36.467

And the other thing that was kind of on my mind

was there's two other things.

08:36.560 --> 08:41.070

The other thing was this is your podcast.

So am I going to say something that screws up

08:41.080 --> 08:42.540

your podcast?

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08:42.830 --> 08:46.820

Because I think part of it and and the other

thing is you know we have leaders we work with.

08:46.820 --> 08:50.640

So what do I say here?

Is that going to affect me with clients?

08:50.650 --> 08:54.800

Is that going to affect how leaders perceive

our service and C.

08:54.800 --> 08:58.220

O. D. Etcetera.

And I would not have said I was thinking all

08:58.220 --> 09:01.760

that at the beginning I said forget it.

I'm just gonna go for it.

09:01.770 --> 09:04.110

And I didn't which was the tipping point for me.

09:05.073 --> 09:10.963

And it also makes me think about like I said

we've received a lot of positive feedback about

09:10.963 --> 09:15.863

the episode from Leaders right?

We've had leaders come to us and say you know

09:15.873 --> 09:19.283

can you talk to our team about how to start

these dialogues,

09:19.283 --> 09:25.173

can you come and talk about how you started to

have these dialogues about D and I so overall

09:25.173 --> 09:30.483

there's been these positive reactions from

people throughout our organization.

09:30.493 --> 09:34.876

Yet, as we're talking about it, we're deeming

we're describing it as a failure.

09:34.886 --> 09:39.726

So can you speak to why you felt this was a

failure for you and for this episode?

09:39.736 --> 09:42.966

Yeah.

The saying that's come up for me or that the

09:42.966 --> 09:45.666

thought that's come up for me over the last

several years,

09:45.676 --> 09:50.526

and it's where my identity as a straight white

male is.

09:50.536 --> 09:53.286

If you were in a different time, like if people

have said that,

09:53.286 --> 09:56.246

if you're in the time of slavery, would you be

standing up for it?

09:56.246 --> 09:59.546

Would you just fall in line?

And to me that was the most concrete evidence

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09:59.546 --> 10:02.990

for me that of course we all say I wouldn't do

that.

10:02.990 --> 10:06.400

I would I would stand up for what's right and I

would do it differently.

10:06.410 --> 10:09.750

That was the most concrete evidence I had

hearing that.

10:09.760 --> 10:14.700

That I'm not sure what how does sitting with

that concrete evidence,

10:14.700 --> 10:18.800

like when you were reflecting on this episode,

like, where did that take you?

10:18.810 --> 10:21.180

That's a good question.

I think it took it self doubt.

10:21.180 --> 10:25.550

Self questioning the thing.

And again, that's the whole point is look at

10:25.560 --> 10:27.760

what have you done?

How can you make it better?

10:27.760 --> 10:31.350

How can you do it?

And you chose me to be on this podcast.

10:31.360 --> 10:35.100

So, of course I'm going to be great and good

and and talk about all the and then I didn't

10:35.100 --> 10:40.330

even do that in a very focused, concentrated

thing that was set out for us to do that,

10:40.330 --> 10:46.490

that's kind of you know, that makes sense.

And it often allows us to I love this

10:46.490 --> 10:51.880

conversation because when it comes to D. N.

I especially and from people saying to us like,

10:51.880 --> 10:55.290

hey can you guys come and talk with us about

how you have these conversations?

10:55.300 --> 11:02.000

You did it so well, I think reflecting now on

that conversation a year later

11:02.010 --> 11:08.140

allows for us to do exactly what you're saying.

How do you increase your insight on how you're

11:08.140 --> 11:11.600

showing up in spaces?

So I often will say to leaders,

11:11.600 --> 11:17.930

critical reflection is the key to growth is the

key to moving forward from failure to success.

11:17.940 --> 11:23.260

If we critically reflect on where we are and

how we showed up and we say,

11:23.270 --> 11:28.540

you know, how could I have done that

differently in these types of conversations we

11:28.550 --> 11:34.890

sit and we don't have the because we have a

fear that if we don't say the right thing right

11:34.890 --> 11:38.660

exactly what I was saying at the beginning of

why I was nervous for this episode,

11:38.670 --> 11:43.560

I don't have the right thing to say.

If I don't package it in the right way,

11:43.570 --> 11:49.450

it's going to flop or it's going to get people

in trouble or it's going to lead people down

11:49.450 --> 11:53.150

the wrong path.

And I think this conversation that we're having

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11:53.150 --> 11:59.650

right now shows that no, you get to say what

you have to say in the moment,

11:59.650 --> 12:05.030

based off where you are in the moment, based

off of external circumstances in the moment.

12:05.040 --> 12:08.520

And then you get to critically reflect on it

and say,

12:08.530 --> 12:12.760

you know what, how could I do that differently?

How can I continue to move forward?

12:12.760 --> 12:16.920

How can I continue to grow?

And I think this is a great example of that.

12:16.930 --> 12:21.210

So I'm really curious from, I'm no Doctor

Sherry date as a podcast host,

12:21.210 --> 12:23.500

but I want to ask what was used the same

question for me,

12:23.510 --> 12:27.390

what was it like for you sitting back and kind

of thinking through that in that moment.

12:27.400 --> 12:33.890

There were a lot of things going through my

mind of I want to make sure that similar.

12:33.900 --> 12:36.800

I don't want to get anyone in trouble.

This is a new podcast,

12:36.800 --> 12:38.680

I think that was episode three.

Right?

12:38.690 --> 12:42.510

So this was very much like, oh my gosh, this is

a new podcast,

12:42.510 --> 12:48.750

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We're covering diversity, equity and inclusion.

That is a huge topic to cover and what was

12:48.750 --> 12:53.500

going on in our nation at that time.

It was right around the time of the murder of

12:53.500 --> 12:56.120

George will worry.

It was right around the time our office was

12:56.120 --> 13:01.880

really saying, what do we do as an office that

has the ability to move the culture of our

13:01.880 --> 13:05.690

organization.

Like how do we how do we face this and then all

13:05.690 --> 13:12.630

of a sudden this directive comes out and it's

like a complete halt of all of those efforts

13:12.630 --> 13:16.620

that we were gearing up to do.

And so it was kind of at a crossroads kind of

13:16.620 --> 13:22.050

at this space of do I be courageous, right?

Do I be courageous and do it anyway and have

13:22.050 --> 13:28.880

this conversation or do I allow for directives

to tell me how I

13:28.880 --> 13:34.570

get to show up at work and how I get to align

with my values and align with the things that

13:34.570 --> 13:40.040

are important to me.

And I walked kind of in the middle of that road.

13:40.050 --> 13:45.490

I don't think I did either or I know which side

I would have liked to have walked on but I

13:45.490 --> 13:50.010

don't think I fully walked on that side.

I straddled the median for a bit.

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13:50.020 --> 13:53.690

And so looking back on that it's like yeah

there are things that I could have said

13:53.690 --> 13:57.350

differently.

I remember even saying like as a black woman

13:57.350 --> 14:00.660

and kind of thing, thinking about that before

saying it,

14:00.660 --> 14:05.490

hesitating before mentioning it, hesitating

before having conversation and saying yeah as

14:05.490 --> 14:11.610

my white male supervisor, we had this

conversation because of the dynamics based off

14:11.610 --> 14:14.880

of our race and based off of power and things

of that nature.

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14:14.890 --> 14:21.760

So I think we were both in the same space with

like oh my gosh I don't know how

14:21.760 --> 14:28.550

to align my actions with what I value because

of outside directives because of of

14:28.550 --> 14:33.180

limitations that were placed on us and I think

that happens to leaders,

14:33.180 --> 14:36.870

right.
Whether it's D and I or whether it is other

14:36.870 --> 14:40.730

topics, there may be things that you want to

advocate for,

14:40.730 --> 14:44.870

you want to align with, but there are outside

things that are saying,

14:44.870 --> 14:48.360

no, we can't do that or you can't do that or we

shouldn't do that.

14:48.360 --> 14:53.400

That doesn't line up with where we're going.

And the question that I have for many leaders

14:53.400 --> 14:57.710

and listeners that are here today is what do

you do in those spaces?

14:57.720 --> 15:00.620

How how do you be courageous?

And it's not easy.

15:00.620 --> 15:07.210

So I think this conversation shows that even

though we're on this podcast and you know,

15:07.210 --> 15:11.730

we're talking about these things that it's not

as easy as saying,

15:11.740 --> 15:14.730

oh I'm just going to do it and we're going to

go from there.

15:14.740 --> 15:20.530

That's exactly where I was in that space.

No, it's helpful to hear you talk about that

15:20.540 --> 15:23.230

because you're you've got great feedback on

this podcast.

15:23.230 --> 15:29.380

You are smooth as can be on this.

And even here you I think most people would be

15:29.380 --> 15:32.370

surprised people listen this would be surprised

to hear you,

15:32.380 --> 15:36.360

you know, have even kind of those missteps.

So I think that's that's kind of cool to hear.

15:36.370 --> 15:39.410

Not cool, you have to feel that way.

But it's it's cool to hear you talk about that.

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15:39.420 --> 15:42.900

But that's the thing, right?

When we talk about missteps and we talk about

15:42.900 --> 15:47.730

mistakes, they truly do allow you to reevaluate

and say,

15:47.740 --> 15:52.410

okay, I kind of miss the target.

What do I need to do the next time I go up for

15:52.410 --> 15:55.830

the shot?

And I, you know, I think episodes like this and

15:55.840 --> 16:01.850

opportunities in dialogues that we have you and

I have even outside of the episode allows for

16:01.850 --> 16:07.430

us to continue taking the shots and it doesn't

shut it down and say you missed it.

16:07.430 --> 16:11.150

So that was your shot too bad, you know?

So yeah,

16:11.150 --> 16:15.950

I I appreciate these types of conversations and

the transparency that comes from them.

16:15.960 --> 16:21.340

It makes me think about this question around

what do you do when the failure seems outside

16:21.340 --> 16:25.590

of your control?

So when the misstep is connected to maybe

16:25.590 --> 16:31.780

decisions that others have made that have

different power than you do or even when your

16:31.780 --> 16:37.140

failures might be connected to like the fear or

worrying about circumstances,

16:37.150 --> 16:40.310

what do you do in those spaces?

I don't know.

16:40.320 --> 16:46.230

I think it's the perfect question and I don't

think there's an answer to it,

16:46.240 --> 16:49.680

it's figured out.

And I'm thinking I'm coming into this a little

16:49.680 --> 16:53.790

different place from even the meeting we had

yesterday trying to figure out should I be more

16:53.790 --> 16:59.540

bold should I have stayed in the background or

should I phrase what I said differently?

16:59.550 --> 17:03.160

Part of leadership and I think I talked about

this last time I get in my own head.

17:03.170 --> 17:08.900

So that's just something I do, but it's part of

survival as leadership about that.

17:08.910 --> 17:11.340

Yeah.

I think if you're not questioning just like

17:11.340 --> 17:15.080

you're doing like we are, it felt really you

and I both talked about this.

17:15.080 --> 17:18.650

I think full transparency, do we do this?

Do we have this conversation?

17:18.660 --> 17:22.620

What's like you talk about, what's the right

way to do this is gonna be valuable if you

17:22.620 --> 17:25.210

aren't questioning that.

And like I think that's something we could have

17:25.210 --> 17:27.490

learned from the beginning, like we said we're

going to do it,

The Courage to Critically Reflect on Mistakes with Dr. Kevin "Kipp" Corbus

17:27.490 --> 17:30.700

but we didn't question, it may be enough.

If you can question it,

17:30.700 --> 17:33.170

then it gets you better.

It's what do you think?

17:33.280 --> 17:35.460

Do you think about that same thing or different?

I do.

17:35.460 --> 17:41.190

I think about that, you know, because there are

often times where you don't have full control

17:41.200 --> 17:47.600

of the way things turn out.

So there are plenty of times where I failed and

17:47.600 --> 17:52.050

I could have said, well it's because so and so

told me that I couldn't do X,

17:52.050 --> 17:59.020

Y, r D or it's because I was put in this

position and I think what actually happens is

17:59.030 --> 18:05.150

if we continue to say, oh it's these external

things and we don't say I'm making choices in

18:05.150 --> 18:07.940

that moment, even though the choices might be

limited.

18:07.950 --> 18:12.070

I may not have the full array, I am making

choices in that moment,

18:12.080 --> 18:18.820

then we miss an opportunity to grow and to

reflect and so in those spaces where you

18:18.820 --> 18:23.640

can't necessarily really have full control,

it's being able to say,

18:23.650 --> 18:28.340

how do I want to show up?

And that lens might have to shift?

18:28.340 --> 18:32.540

Right?

So maybe I can't say this or maybe I can't

18:32.540 --> 18:35.450

speak up in this meeting.

But could I, you know,

18:35.450 --> 18:41.800

pull someone to the side afterwards. Right.

Could I write a letter or could I send an email

18:41.800 --> 18:46.140

that says, hey, you know, I wasn't really

aligned with that.

18:46.140 --> 18:49.440

So I think sometimes we we think we have to

show up and be the hero.

18:49.450 --> 18:53.740

So I've got to be the hero in the story and

I've got to stand up for what's right every

18:53.740 --> 18:58.510

time and it has to look this certain way.

But I think when things are outside of our

18:58.510 --> 19:04.280

control, we can still stand, but it may have to

look differently.

19:04.290 --> 19:08.670

It may have to sound differently.

We can still speak up,

19:08.750 --> 19:11.510

but it may have to take a different chord or

tone.

19:11.520 --> 19:17.540

And so being able to think about like what do

you want to show up as and what type of person

19:17.540 --> 19:23.730

do you need to be in this situation?

Can help with allowing ourselves to not feel

The Courage to Critically Reflect on Mistakes with Dr. Kevin "Kipp" Corbus

19:23.730 --> 19:28.590

like we're restricted from outside forces at

all turns.

19:28.600 --> 19:35.460

Yeah, A conversation we had one of the mistakes

I've made

19:35.460 --> 19:39.250

within my leadership role here is I was trying

to get changed,

19:39.250 --> 19:41.780

trying to make something different and I

started screw it.

19:41.790 --> 19:44.880

I'm gonna be bold, I'm gonna just be unfiltered,

that didn't work.

19:44.890 --> 19:50.410

So I can I can tell you very clearly, I'm still

kind of recovering from that and I think it's

19:50.420 --> 19:52.660

it's impacted a lot of things that I've tried

to do.

19:52.670 --> 19:55.910

So in some ways.

One thing you and I have talked about when we

19:55.910 --> 20:00.400

did that personal timeline active, it was our

own anxiety and how it causes us to.

20:00.410 --> 20:03.890

The main thing I say is I will say the world

you get stuff done and you're like,

20:03.890 --> 20:08.000

that's my anxiety that drives it.

And that's a it's a healthy,

20:08.010 --> 20:09.510

it helps.

It's always fun.

20:09.510 --> 20:11.810

But it helps.

I have some of that same anxiety I've talked

20:11.810 --> 20:15.790

about where I try to do the right thing, try to

rethink it and make it part of me,

20:15.800 --> 20:18.450

You can challenge me on this or I'm curious

your thoughts on this.

20:18.460 --> 20:23.140

I did listen back to that.

It was some of it making some of those

20:23.150 --> 20:26.550

hesitations, was it?

And this is exactly the question I go through

20:26.550 --> 20:29.180

my head.

So I'm gonna answer, was it smart to do that?

20:29.180 --> 20:31.210

Was it?

And that you even said that last time I think

20:31.220 --> 20:35.050

was it necessary to be aware of that?

And is that just being us us being

20:35.050 --> 20:37.090

conscientious to?

What do you think about that?

20:37.090 --> 20:41.010

Yeah.

I think in those spaces we get to ask ourselves

20:41.010 --> 20:45.900

like, is it my personal anxiety, is it

something that I'm carrying with me or did I

20:45.900 --> 20:51.230

really fumble the ball?

And I think sometimes we can go into spaces

20:51.230 --> 20:54.530

where it's like I didn't do my best like the

saying goes,

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20:54.530 --> 20:59.300

we can be our worst critic, but when we

approach something with critical reflection,

20:59.310 --> 21:03.210

it allows us to see and ask ourselves those

questions.

21:03.210 --> 21:06.470

Am I just being my worst critic?

What are others around us saying?

21:06.470 --> 21:11.590

Because at the end of the day, I think it was a

good episode because because of the feedback

21:11.590 --> 21:15.920

that we've gotten from others, so do I think it

moved the organization forward?

21:15.920 --> 21:20.760

Do I think it helped teams and in groups and

leaders? Absolutely.

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21:20.770 --> 21:27.320

And I also hold that my own personal stance,

the journey that I am on,

21:27.330 --> 21:31.050

I would have liked to show up a different way.

So I think we can hold both.

21:31.050 --> 21:34.780

I think we can say, you know what?

It wasn't a whore,

21:34.780 --> 21:38.490

we didn't scrap it, we didn't have to throw it

out, it wasn't horrible.

21:38.500 --> 21:43.000

And how can I when I get the chance to take the

shot again,

21:43.010 --> 21:46.210

how can I do it and continue to push a little

bit further,

21:46.220 --> 21:49.260

you know?

And so I think being able to do some of that

21:49.260 --> 21:53.570

reflection is what really allows us to see that,

but it's difficult.

21:53.570 --> 21:56.890

It's hard, right?

It's not something easy where you're just like,

21:56.890 --> 22:02.400

okay, now I'm going to sit down and reflect on

this and we had the opportune to do it because

22:02.400 --> 22:07.490

it was recorded, we recorded the podcast, you

had the opportunity to go back and listen to it.

22:07.500 --> 22:11.810

But in real life as things are happening, you

know, in real time,

22:11.820 --> 22:16.050

you don't get to go back and press play, right?

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You don't get to go back and listen to it.

22:16.060 --> 22:19.440

And so I think if we can make critical

reflection of practice,

22:19.450 --> 22:24.710

if we can say you know what I had this meeting

today, I'm going to take some time to reflect

22:24.710 --> 22:28.930

over how I showed up in this meeting or I sent

this email.

22:28.950 --> 22:34.970

Let me take some time before I hit send to see

how I show up in this email or I think there's

22:34.970 --> 22:39.540

something I need to advocate for.

Let me see how I want to show up like in

22:39.550 --> 22:46.070

advocating for that, that reflection allows for

us to then make choices that align with who we

22:46.070 --> 22:51.490

want to be and aligns with our values and where

we wanna go from there.

22:51.500 --> 22:56.030

Like they called it an opportunity to go back

and listen to because I don't know if that's a

22:56.030 --> 23:00.510

good using the theme of your podcast.

I think that's a that's a good way to look.

23:00.510 --> 23:05.560

But it is a it is helpful to do that because we

can look back at it and see what it says and

23:05.570 --> 23:09.530

that is like, like I said that meeting

yesterday conversations we've had on our team.

23:09.540 --> 23:12.250

I look back and then I'm like, I don't know, I

think and what,

23:12.260 --> 23:16.100

what stands out to you even like, that's why it

was good to go back and listen to that podcast

23:16.100 --> 23:18.590

again because it stood out to me absolute

failure.

23:18.600 --> 23:21.040

But then to be able to go back and look and I

was like,

23:21.040 --> 23:24.430

no, there were some good things in it.

The other interesting thing that just like came

23:24.430 --> 23:26.570

to my, it's just about being bold.

Like so that brian,

23:26.580 --> 23:30.000

did you see that thing with the brand flores

the Miami dolphins that just came out?

23:30.010 --> 23:36.920

I didn't So he he's a black coach in the NFL

and basically got

23:36.920 --> 23:42.070

to talk about opportunities of technology.
He got a text from Bill Belichick saying

23:42.070 --> 23:45.970

congrats on the job.
He's like, congrats, I'm like interviewing for

23:45.970 --> 23:49.580

three days.
They had already given it to brian Devil who

23:49.580 --> 23:53.750

was a white coach and they were just
interviewing him for Rooney rules,

23:53.750 --> 23:58.230

which means you have to interview a black coach.
So, but I was thinking about it is we're going

23:58.230 --> 24:01.420

to this podcast.

It's part where I still go back.

24:01.420 --> 24:04.830

Should we, like, we're talking about could we

have been more bold because what they're saying

24:04.830 --> 24:09.620

is him, he's suing the NFL right now based on

that, what people are saying,

24:09.620 --> 24:15.020

he has done as a coach and is that worth.

But that's a personal sacrifice he's making and

24:15.030 --> 24:20.540

it's a risky one, but not comparing our podcast

to that,

24:20.540 --> 24:23.370

But it's it's those same things of what risk

can you do?

24:23.370 --> 24:25.550

How do you do it?

But how do you do it the right way?

24:25.550 --> 24:30.520

Absolutely.

Oftentimes we have this strong desire to be

24:30.520 --> 24:34.130

courageous leaders and champions for diversity

equity and inclusion,

24:34.130 --> 24:39.350

but like I said before, we sometimes, well

short of the actions that we want to take and

24:39.350 --> 24:43.420

the way that we want to even influence our team

and our organization.

24:43.430 --> 24:48.320

And when that happens, we then get to say, how

do I stand up in a way that feels authentic to

24:48.320 --> 24:50.620

us?

How do I stand up in a way that feels authentic

24:50.620 --> 24:56.850

to me and what do I do in this moment?

And I think that's a constant thing when you

24:56.850 --> 25:03.000

are advocating for something of like did I do

it the way that feels authentic and I think

25:03.000 --> 25:07.310

it's a running script.

I don't think that every time you make those

25:07.310 --> 25:13.270

decisions in the moment you're always going to

feel like that was the best choice that was I

25:13.270 --> 25:18.840

nailed it every single time.

But what I do think is we get to,

25:18.840 --> 25:24.550

like you said, personally choose what's going

to be authentic to me and what risk can I take?

25:24.560 --> 25:28.610

What risk can I take and what am I willing to

hold?

25:28.620 --> 25:34.970

Because sometimes there are consequences that

come with with standing and speaking in those

25:34.970 --> 25:39.300

spaces, the decisions that we make are

paramount they're important.

25:39.310 --> 25:44.340

But I don't think that it is.

If you didn't make the best and I say that with

25:44.350 --> 25:47.670

air quotes.

If you didn't make the best decision,

25:47.670 --> 25:53.350

then it's over for you.

I don't think that um I do think that you can

25:53.360 --> 25:59.440

as this podcast says, you can miss step into

success, but I do think the important part of

25:59.440 --> 26:05.960

that is, as I've said, critical reflection in

order to say how do I show up and do

26:05.960 --> 26:10.670

differently than I did before?

And I think that's one of the reasons I know

26:10.670 --> 26:15.200

you've questioned the you're like why why did

you want me to be on this episode or why did

26:15.200 --> 26:17.990

you want to talk about diversity, equity and

inclusion with me.

26:18.010 --> 26:23.350

But I think this episode is really reason for

why the fact that you said,

26:23.350 --> 26:26.140

you know what I listened to that and I think I

could have did better.

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26:26.150 --> 26:32.040

That literally is what we need in these

conversations for people to say.

26:32.180 --> 26:37.070

You know what I was thinking about how I showed

up there and I wanted to do better.

26:37.080 --> 26:40.490

I wanted to be better.

I want to show up differently.

26:40.500 --> 26:47.480

And I think that literally is an example of

what we need in these types of

26:47.480 --> 26:51.430

conversations and what leaders can do in these

types of conversations.

26:51.430 --> 26:56.430

So I appreciate you for, you know, being

reflective because it's not easy.

26:56.440 --> 26:58.550

It's not easy.

Alright Kip.

26:58.550 --> 27:03.060

Well we have come to the end.

This is like a very fast 30 minutes,

27:03.060 --> 27:06.660

right?

We've come to the end of today's episode and as

27:06.660 --> 27:12.010

always, I love a good game of word association

and so I've got a couple of phrases here and I

27:12.010 --> 27:15.030

want to get your first thoughts for what that

brings up for you.

27:15.080 --> 27:18.650

All right.

So my first word is courageous leadership.

27:18.660 --> 27:22.480

I think it is, it's questioning.

It's being willing to take that feedback.

27:22.490 --> 27:28.270

It's being humble and to a healthy level,

constantly questioning yourself.

27:28.280 --> 27:33.810

So while and I think the healthy piece is being

able to also acknowledge when you did an okay

27:33.810 --> 27:37.900

job.

So it is a fine balance to do those.

27:37.900 --> 27:44.070

But I think you have to be courageous to know

and admit you're wrong and here that you're

27:44.070 --> 27:50.040

wrong and also bold enough to to say to stick

and say I'm gonna make a decision and and trust

27:50.040 --> 27:53.630

it and then react and and adjust based on what

that is.

27:53.640 --> 27:55.840

Yes. Yes.

I love that extra word.

27:55.840 --> 28:01.990

The boldness because it does take boldness in

many of these situations for sure.

28:02.310 --> 28:05.350

Alright, the next word is critical reflection

to me.

28:05.350 --> 28:08.680

That's that's part of getting better.

And you said that a bunch of times and that's

28:08.680 --> 28:14.560

why I liked hearing your because I think like I

said, most people would say you are and we hear

28:14.560 --> 28:17.760

the feedback all the time that you're the way

you've handled it and manage you and jane have

28:17.760 --> 28:22.560

managed this podcast has been great.

You have high level leaders coming in and

28:22.570 --> 28:29.090

telling really bold stories and and helpful and

hearing your take on,

28:29.100 --> 28:35.750

I mean, and I'll say as a white male, hearing

you as a black female talk about not doing

28:35.750 --> 28:38.720

a discussion around diversity equity inclusion

as well as you could.

28:38.730 --> 28:44.090

That's helpful for me to hear it normalizes it

a little bit for me and helps me think through.

28:44.090 --> 28:47.630

It's okay that I screw up, you know, a little

bit too.

28:47.640 --> 28:52.510

I don't know if I can say screw like, I don't

know if I can say that.

28:52.850 --> 28:56.700

It said, you know, it's real life, right?

It's a real life out here.

28:56.700 --> 29:02.170

And I think being able to have these honest

stories, right?

29:02.170 --> 29:08.560

That's the whole purpose of this podcast is in

order to be able to open the gates for others.

29:08.570 --> 29:12.270

Being able to to be honest and transparent in

your experience.

29:12.270 --> 29:17.630

And I think the honesty about diversity equity

and inclusion is that we are all all still

29:17.630 --> 29:21.310

figuring it out and it looks different for

everybody.

29:21.310 --> 29:25.930

We're all at different stages.

But that shouldn't stop us from having the

29:25.940 --> 29:30.580

conversation and normalizing the discussion.

And I think,

29:30.590 --> 29:33.260

you know, that's what we've been doing here

today for sure.

29:33.260 --> 29:37.750

Where all right.

And of course the last word is audacity to fail.

29:37.760 --> 29:40.560

Yeah, I think I was even doing this.

I was so close,

29:40.560 --> 29:46.970

I'll be completely honest based on where I was

at after yesterday and thinking about this and

29:46.980 --> 29:52.560

and doing this, I was this close, you can't see

my I was I was super close to just saying,

29:52.560 --> 29:55.510

let's scrap it.

Can you find somebody else to do it?

29:55.520 --> 29:58.420

And I know you and I talked about that like do

we do this?

29:58.420 --> 30:02.260

When do we do it?

And I think us putting it out there risking it

30:02.260 --> 30:04.990

to do it and if people don't like it, people

don't like it.

30:04.990 --> 30:07.600

If it's not as helpful as it could be, that's

okay.

30:07.600 --> 30:13.070

But we are, I do think genuinely like you said,

this fits in with the theme of the podcast you

30:13.070 --> 30:19.940

started and it is us tackling it, exploring it

and continue to try to get better for sure.

30:19.950 --> 30:25.100

And that's what audacity is, right.

It is stepping out even when you don't know

30:25.110 --> 30:27.850

that the outcome is always going to be positive.

You know,

30:27.850 --> 30:32.800

there will be an outcome, but you're just not

always sure what it is and being able to step

30:32.800 --> 30:39.210

out even still.

And so I am immensely grateful for your honesty

30:39.210 --> 30:41.520

and your transparency.

I think we always have really great

30:41.520 --> 30:47.660

conversations around just diversity and

inclusion access and equity and all of these

30:47.660 --> 30:54.110

things that are are so integral into being able

to have an a

30:54.120 --> 30:59.000

transformative work force.

And so I'm grateful for that conversation this

30:59.000 --> 31:05.770

conversation even still and we'll see how we

continue to grow through just these

31:05.770 --> 31:10.330

types of dialogue.

So thank you so much for being back with this.

31:10.360 --> 31:15.240

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I I appreciate appreciate you walking alongside

me and guiding me through this and we got

31:15.240 --> 31:17.490

through it.

So always, always.

31:17.500 --> 31:23.320

So we've come to the end of another great

episode of the Audacity to fail Podcast.

31:23.330 --> 31:27.900

Thank you for tuning in to learn how missteps

can lead to growth and success.

31:27.910 --> 31:32.790

Be sure to check out the key lessons in the

show notes for a refresher to request services

31:32.790 --> 31:37.410

from the National Center for Organization

Development Check out our website also linked

31:37.410 --> 31:41.420

in the show notes, remember if you missed the

target 100 times,

31:41.430 --> 31:46.130

you have not failed.

Instead you've simply found 100 strategies that

31:46.140 --> 31:50.770

did not work, be well and continue to fail

forward until next time.

31:50.780 --> 31:51.620

Thank you.

35:11.870 --> 35:16.100

Absolutely.

And I think this is the after,

35:16.100 --> 35:20.490

right.

So we talk about this rebounding from failure,

35:20.490 --> 35:27.380

this is it like we're in the rebounds, we are

actively inside of that and I think

35:27.390 --> 35:31.310

it's hard, it's messy, it's it's difficult to

contain.

35:31.310 --> 35:34.970

It's like when you, when you throw a ball down

and it rebounds into the area,

35:34.970 --> 35:41.440

you don't know where it's gonna bounce and that

can create anxiety that can create uncertainty.

35:41.450 --> 35:46.540

And I think that's where we are in this

conversation, We're in the midst of the

35:46.540 --> 35:53.320

rebounding from failure and I am so grateful

that we get to have this discussion

35:53.330 --> 35:57.180

and we get to critically go into that rebound

and analyze it.

35:57.190 --> 36:02.300

We get to look at it, we get to you know, turn

it around and talk about it.

36:02.300 --> 36:09.260

And so this is such a great episode to focus in

and bring to leaders who may say,

36:09.270 --> 36:14.520

you know what I've loved, I dropped the ball,

um, what do I do now?

36:14.530 --> 36:17.130

What's next?

This is the next?