

Finding The Way by Playing the Long Game with Mr. Seginald Bryant

00:06.950 --> 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 --> 00:26.410

of learning and motivation for improvement.

I'm your host.

00:26.420 --> 00:32.200

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

00:32.210 --> 00:34.850

Thank you for tuning in.

Let's get started.

00:41.010 --> 00:45.400

Finding The Way by Playing the Long Game with Mr. Seginald Bryant

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

00:45.400 --> 00:46.970

Development N.

C O. D.

00:46.980 --> 00:50.990

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

00:50.990 --> 00:54.210

Affairs by collaboratively working with the
leaders throughout the V.

00:54.220 --> 00:56.890

A.

To improve organizational outcomes by

00:56.890 --> 01:00.810

supporting the development of an engaged
workforce for additional information on our

01:00.810 --> 01:02.930

services, click the link in the show notes.

Finding The Way by Playing the Long Game with Mr. Seginald Bryant

01:09.070 --> 01:14.960

As a leader, you are often charged to look past what is currently happening and remain

01:14.960 --> 01:19.550

encouraged to push yourself and others to play the long game for success.

01:19.560 --> 01:24.540

But this can be difficult when things don't go as planned and the present seems to be filled

01:24.540 --> 01:28.820

with mishaps and missteps.

Sometimes it may even start to feel like you're

01:28.820 --> 01:34.190

wasting your time and you may begin to question if the adversity of today can ever lead to the

01:34.190 --> 01:39.992

success of tomorrow for this episode, I am excited to be joined by Mr Seginald Bryant,

Finding The Way by Playing the Long Game with Mr. Seginald Bryant

01:40.002 --> 01:44.522

the information technology area manager for
Durham north Carolina.

01:44.532 --> 01:49.672

Mr Bryant has a team of 27 I.
T specialists that support veterans from

01:49.672 --> 01:55.642

central north Carolina to the eastern coastal
north Carolina area and his open time.

01:55.642 --> 02:01.532

Mr Bryant enjoys reading financial literature
and recovering from a 3 to 5 mile run.

02:01.542 --> 02:06.382

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

02:06.394 --> 02:10.454

This is the audacity to fail podcast.
Episode 17.

02:10.464 --> 02:14.784

Finding The Way by Playing the Long Game with Mr. Seginald Bryant

Finding the way by playing the long game High
said, you know,

02:14.784 --> 02:16.554

how are you today?

I am great.

02:16.554 --> 02:19.384

How about yourself?

I'm doing really, really good.

02:19.384 --> 02:22.584

Really good for this episode.

It's a pleasure to have you on.

02:22.594 --> 02:25.524

Are you ready to get started?

I am, I am excited.

02:25.534 --> 02:28.294

I'm ready to get into this awesome.

We share that,

02:28.294 --> 02:35.136

we share that excitement.

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So we all aspire to find success by playing the

02:35.136 --> 02:41.716

long game, but it can feel like running in slow
motion when we reach a roadblock or maybe make

02:41.716 --> 02:46.236

a misstep that we didn't plan or that we didn't
account for along the way.

02:46.246 --> 02:51.896

So, you know, at what point did you begin to
look at failure as a pathway to success?

02:51.906 --> 02:56.636

Well, earlier on in my career, I was
encountered with a failure with a major failure,

02:56.646 --> 03:00.916

not just a minor failure but a major failure.
I think a failure that most folks would have

03:00.916 --> 03:04.278

probably just tossed their head into the arena,
walked away.

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03:04.278 --> 03:10.628

So when I first joined the V A back in 20
22,003, I was at that time working for Procter

03:10.628 --> 03:14.108

and Gamble as an I. T.
Specialist and I was looking for an opportunity

03:14.108 --> 03:18.718

to um, to get into the government environment
because I had just got out of active duty

03:18.718 --> 03:23.858

joined the reserves and I wanted to be part of
the federal community at a full time rate.

03:23.868 --> 03:29.098

So I applied for a job in Amarillo texas.
And the reason I applied in Amarillo texas is

03:29.098 --> 03:33.270

because I'm thinking there's there's not very
many people going to apply Amarillo texas

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03:33.270 --> 03:36.330

because it's not a place that you hear talked
about often.

03:36.340 --> 03:41.840

So I applied and I was hired at Amarillo texas.
But the failure that I encounter occurred about

03:41.850 --> 03:46.230

eight months after being there.

Now I relocated myself from Cincinnati to

03:46.230 --> 03:50.260

Amarillo settled in and thought that was gonna
be my place to start growing my career.

03:50.260 --> 03:55.050

But unfortunately I was terminated at month 11
at that point,

03:55.060 --> 03:58.310

you know, I thought to myself, oh my gosh, what
did I get myself into?

03:58.310 --> 04:00.880

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You know, how am I going to proceed from this
point?

04:00.880 --> 04:05.872

And I I felt bad, I felt like I failed myself.
I thought I failed at taking advantage of the

04:05.872 --> 04:11.082

opportunity that was provided towards me.
So that was the point that I realized that

04:11.092 --> 04:17.572

failure was not going to stop me from achieving
the goals that I had sought out for myself

04:17.582 --> 04:23.152

and what an unexpected beginning to your story
here at the V A right,

04:23.162 --> 04:26.122

correct.
But I appreciate that story because it really

04:26.122 --> 04:31.284

shines a light on the holes in some of the

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statements that we often share with each other

04:31.284 --> 04:36.364

about success, statements about grit and
statements about just working hard and keeping

04:36.364 --> 04:43.074

your head down and it really shines a light and
says that you know shows that success is often

04:43.084 --> 04:47.834

not equally distributed you know and there are
times that even if you work hard there will be

04:47.834 --> 04:53.654

roadblocks that are placing your way by no
fault of your own in that situation with if you

04:53.654 --> 04:59.146

can think back to that experience, what helped
you to keep the faith in those time when the

04:59.146 --> 05:05.146

road to your success seems like it was long or
that you felt like there was a failure staring

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05:05.146 --> 05:08.816

you in the eye.

Well what kept me going was knowing that I was

05:08.816 --> 05:13.066

terminated, I was wrongfully terminated and I
really enjoyed working with the team and

05:13.066 --> 05:18.236

Amarillo that that recruited me.

So I applied for a job in the local community

05:18.246 --> 05:22.966

to work for the school district and I was hired
immediately working for the school district and

05:22.966 --> 05:26.986

then about a year later the position came open
again at the V.

05:26.986 --> 05:29.978

A.

And Amarillo and I applied and I was hired

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05:29.988 --> 05:33.818

immediately for that position.

So it gave me a second chance and I think

05:33.828 --> 05:37.538

because I didn't have a negative attitude about
the experience,

05:37.548 --> 05:44.378

it encouraged me to reapply to get rehired and
to show that to show the true person

05:44.378 --> 05:48.878

that I was I wanted everyone to understand that
that situation that occurred,

05:48.888 --> 05:52.898

it wasn't my fault, it wasn't it wasn't the
definition of my character.

05:52.908 --> 05:59.830

So like I said, I applied and I was absolutely,
I love that idea around you saying

05:59.840 --> 06:04.690

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this wasn't the definition of my character and

I think oftentimes we allow for failure to

06:04.690 --> 06:08.950

define us, we allow for our failures even if

like you said,

06:08.950 --> 06:15.270

no fault of my own right, I considered it a

failure and sometimes that becomes our identity.

06:15.280 --> 06:20.050

But what I really appreciate about your story

is the way that you persisted even after being

06:20.050 --> 06:24.340

fired, right?

So being terminated, one of the harder

06:24.352 --> 06:27.992

experience that many would say is a definite

failure, right?

06:27.992 --> 06:33.582

Many would define it that way, but you didn't

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look at yourself in that way.

06:33.592 --> 06:38.192

And in fact you really ask yourself how can I
even change this,

06:38.192 --> 06:44.522

like how can I win, even if I lose right?
How can I continue to persist in that space?

06:44.532 --> 06:49.242

What helped you turn that experience of
adversity into an advantage for yourself?

06:49.252 --> 06:56.190

Well, at that point I realized that there was a,
there's a stigma behind behind there was

06:56.190 --> 07:01.970

a stigma attached to my past, so I immediately
start applying for opportunities to grow my

07:01.980 --> 07:06.690

professional career beyond the local facilities.
So I applied for this national,

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07:06.700 --> 07:10.770

what they called local administration team,
National Land Team in conjunction with my

07:10.770 --> 07:15.710

supervisor at that time, he was behind 100%.
So I went and I worked for that team and this

07:15.710 --> 07:21.690

team allowed me to travel all over the west
coast from Montana to California to Arizona to

07:21.690 --> 07:24.740

work on these high level projects to be part of
an initial pilot.

07:24.750 --> 07:29.510

And at that same time we had this organization
called an I.

07:29.510 --> 07:31.260

T.

Convention that we held every year.

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07:31.270 --> 07:34.320

And at this convention it was all of the
leaders throughout the I.

07:34.320 --> 07:37.180

T.

Department and this was probably in 2006,

07:37.180 --> 07:43.280

2007 time frame and I was trying to do
everything I can to get into to move my career

07:43.280 --> 07:47.395

forward and get into leadership position.
So I joined this organization called Young

07:47.395 --> 07:51.185

Leaders in B. A.

Where you would shadow like the 80 for a period

07:51.185 --> 07:55.605

of time to kind of understand what they do.
But along the same timeframe we had this I.

07:55.605 --> 07:57.695

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T.

Convention in Washington D. C.

07:57.705 --> 08:01.865

And I was allowed to go to that convention and

I met this person by the name of Milton

08:01.865 --> 08:05.065

Harrison.

Milton was on the stage during a during a

08:05.065 --> 08:08.300

speech he was doing a presentation and I said

to myself wow!

08:08.310 --> 08:14.390

That guy really knows his stuff, he's

charismatic, he talks about taking care of his

08:14.400 --> 08:19.490

team and he really inspired me to want to

continue my leadership career.

08:19.500 --> 08:23.800

So I posed the question, I said there's a gap

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between the Gs 11,

08:23.810 --> 08:27.830

Gs nine and G S 12.

How can I see especially as bridges that gap if

08:27.830 --> 08:32.985

there's no positions out there that allow tell
us to go from the nine to the 12.

08:33.445 --> 08:36.585

And so with that with that question posed they
oh I.

08:36.585 --> 08:39.515

T.

Created what we call an assistant O. I. T.

08:39.515 --> 08:44.065

Chief at the facilities.

And when they created that position throughout

08:44.065 --> 08:49.085

the nation of course they gave I. T.

Specialist an opportunity to go from a nine to

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08:49.095 --> 08:55.080

that 12 through that 11 bridge gaps.

So seeing the Milton on that stage inspired me

08:55.080 --> 09:00.350

to want to take my career even further.

Um And it sounds like you know in that moment

09:00.350 --> 09:03.220

you thought about how can I take my career
further?

09:03.220 --> 09:06.080

But then also thinking about collectively as I.

T.

09:06.080 --> 09:12.800

Specialists and knowing the grades knowing the
process of being able to move the career.

09:12.810 --> 09:16.890

Really thinking more globally and saying how
can I create a pathway for others.

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09:16.900 --> 09:22.370

Yeah that is correct because I saw that as a
gap between so many of us going from one grade

09:22.380 --> 09:27.668

from from what you call a senior I. T.
Specialist on well um like a mid level I.

09:27.668 --> 09:31.418

T.
Specialist getting into the management of the I.

09:31.418 --> 09:34.928

T. Career.
You know that gap prevented so many people from

09:34.928 --> 09:38.908

getting to that level but once we brought that
ideal to our leadership they understood that

09:38.908 --> 09:44.828

that gap was there and they was already working
on a solution to allow that gap to be bridged.

09:44.828 --> 09:50.028

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So you're right it wasn't so much an ideal
about me but it was more about how can I help

09:50.038 --> 09:56.276

others move up the career in the I. T.
Department for sure and I think that's such an

09:56.286 --> 10:02.256

amazing quality for a leader to say you know
it's it's not so much about me right?

10:02.266 --> 10:05.776

But how can I help others move their career
forward?

10:05.786 --> 10:11.786

We did an episode about growth and about how do
we as leaders help others to kind of live in

10:11.786 --> 10:17.846

that growth mindset and then how do we push
others and challenge them to grow outside of

10:17.846 --> 10:22.104

what might be comfortable or to at least think

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about how they might do that.

10:22.104 --> 10:28.874

And so that characteristic that you're speaking
of is something that is so important for

10:28.874 --> 10:35.614

leaders to think about as a leader as you're
thinking about how you can encourage others to

10:35.614 --> 10:38.814

grow.

What would you what advice would you give

10:38.814 --> 10:43.264

leaders who might be looking to create a
culture of growth for their staff.

10:43.274 --> 10:46.334

So there's two things that I like to say that I
lead by.

10:46.344 --> 10:52.942

Well actually three things be truthful, build
trust and provide the main to our trust and

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10:52.942 --> 10:55.932

opportunity.

Because I remember when I was when I was given

10:55.932 --> 10:58.252

the opportunity to become the Assistant chief
in Durham,

10:58.262 --> 11:02.722

one of the first things I noticed where there
was a lack of opportunity and one of the things

11:02.722 --> 11:06.422

I've learned throughout my career without
opportunity you don't have a chance.

11:06.432 --> 11:10.242

You don't you don't even have a chance to show
that you can you can achieve the things that

11:10.252 --> 11:14.592

the others have achieved if you never get the
opportunity and I'm talking about opportunities

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11:14.592 --> 11:18.832

like for training, you know, if you don't have
the opportunity to attend the right types of

11:18.832 --> 11:23.590

training, then that prevent you from being able
to gain skill sets that allow you to further

11:23.590 --> 11:27.590

your career or even to satisfy your career path.
But of course,

11:27.600 --> 11:30.910

if there's no trust in the system, then there's
no opportunity,

11:30.920 --> 11:34.140

there's no belief that you're going to make
opportunity for anyone.

11:34.150 --> 11:38.660

So when I had the opportunity, I want to make
sure that staff first understand that you can

11:38.660 --> 11:43.280

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trust what I'm saying, and I like to say that I
get that idea from being a servant leader.

11:43.300 --> 11:47.800

I'd like to make sure that what I give to my
staff is wholeheartedly,

11:47.810 --> 11:53.018

it's selfless so that they can be put in
situations to further their career at the cost

11:53.018 --> 11:55.608

of me.

I guess I'm saying that I want to make sure

11:55.608 --> 12:00.138

that they can trust me wholeheartedly enough to
be vulnerable to know that he is gonna put me

12:00.138 --> 12:03.388

in the right position to get me to the next
stage in my career,

12:03.398 --> 12:06.988

but I did notice that without opportunity, you

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know, then there's no trust.

12:06.988 --> 12:09.958

So those are the two things I like to push
forward with my,

12:09.968 --> 12:13.818

with my staff and anyone that knows me, they
know that I believe in giving an opportunity at

12:13.818 --> 12:16.548

the table so that you can you can talk about
what you can do,

12:16.548 --> 12:21.026

then you can show folks what you those three
words truthfulness,

12:21.036 --> 12:26.976

trust, opportunity, you know those are
definitely things that are amazing to anchor

12:26.976 --> 12:32.446

your leadership behaviors in and just the
quality of leadership that it sounds like you

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12:32.446 --> 12:35.486

bring to your team and you bring to not just
your team,

12:35.486 --> 12:39.416

but when we think about oh I. T.
Right, the full office of Information and

12:39.416 --> 12:45.006

technology, the wealth that you bring and I
truly believe that that's so important because

12:45.016 --> 12:49.614

when people feel valued and when they feel
supported, playing the long game doesn't feel

12:49.614 --> 12:55.634

so overwhelming because when we think about
careers and we think about success and growth

12:55.644 --> 13:01.964

oftentimes we don't, we have no idea how long
it takes to get from one place to the other.

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13:01.974 --> 13:08.534

I think back to my self graduating from
undergrad and going to grad school and

13:08.544 --> 13:11.184

wanting to plow through, it's like I've got to
get through it,

13:11.184 --> 13:16.812

I've gotta go, I've gotta go and I had a mentor
that basically said why are you moving so

13:16.812 --> 13:19.432

quickly?
What what is your agenda, like what are you

13:19.432 --> 13:22.042

doing?
I was like well I want to get there and I need

13:22.042 --> 13:27.522

to get to the successful point, I need to get
to whatever point in my life that I can say

13:27.532 --> 13:33.412

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this is success for me and one of the things
that she said to me that that sticks with me is

13:33.422 --> 13:36.882

funny at the time, but she said nobody wants a
young psychologist,

13:36.882 --> 13:42.152

like slow down, you know, take your time.
But what she was really teaching me is that the

13:42.152 --> 13:47.180

journey is worth it.
So if we are moving and we're trying to

13:47.190 --> 13:50.890

really skip steps and we're trying to get there
as quick as possible.

13:50.900 --> 13:57.900

We miss that journey, we miss that ability to
learn along the way and the long game

13:57.910 --> 14:02.700

is that ability to learn along the way.

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It can be difficult and it can feel

14:02.710 --> 14:07.140

overwhelming at times, but it sounds like
through your leadership,

14:07.140 --> 14:13.910

you really support those individuals who are in
their journey who are playing the long

14:13.910 --> 14:19.218

game as you are playing the long game yourself.
And that is true and I make sure that anyone

14:19.218 --> 14:22.148

that I encounter understand that I'm going to
support you,

14:22.148 --> 14:26.178

I'm going to give you the tools you need to
move forward in your career as long as we can

14:26.178 --> 14:29.488

build a truthful and trustful relationship.

I think once we,

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14:29.498 --> 14:34.698

once we gain that understanding between people
is almost as little that cannot be accomplished.

14:34.698 --> 14:39.598

You know, once you, once you get that buy in
from from people and being in my position,

14:39.608 --> 14:46.306

often times you don't get that opportunity to
feel to gain that trust to know that

14:46.306 --> 14:50.596

someone has your long game career in mind.
But I must say I've been,

14:50.606 --> 14:56.286

I've been I've been blessed in my career
because I've had leaders that have showed me

14:56.296 --> 15:01.906

what a leader should be in the long term and I
had leader to show me how things should not be

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15:01.916 --> 15:05.126

done.

So I've had the opportunity to see, to see both

15:05.126 --> 15:09.046

sides of the coin, which allowed me to
understand that okay,

15:09.056 --> 15:12.400

by doing the right thing.

Maybe you fail, but at the same time there's a

15:12.414 --> 15:16.844

lesson learned from seeing somewhere someone or
experiencing failure.

15:16.844 --> 15:19.634

You know, there's there's a great lesson
learned about that.

15:19.644 --> 15:20.664

Absolutely.

15:20.894 --> 15:27.384

You know, what mistakes did you make along the

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way as you were finding your way in playing the

15:27.384 --> 15:31.574

long game?

Oh wow, mistakes, you know, too many mistakes.

15:31.574 --> 15:34.934

You're like advantages when you say mistakes in
career.

15:34.944 --> 15:38.614

No, I love it.

I see that as an advantage because it gives me

15:38.614 --> 15:42.102

a leg up on the person that has never been down
there path.

15:42.112 --> 15:47.712

You know, like for example, some of the
mistakes I make is I made early on is is not

15:47.722 --> 15:52.372

waiting for the situation to come to me, but
rushing to the moment and sometimes I get so

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15:52.372 --> 15:58.602

enthusiastic about achieving something where I
just jump all in without looking at all the

15:58.602 --> 16:03.272

different outcomes and without listening to the
people that have come before me thinking,

16:03.282 --> 16:06.062

oh, I can do this.

I don't really need to hear this story.

16:06.072 --> 16:10.860

The back stories that you all have experienced.

But those are some of the things that was one

16:10.860 --> 16:16.110

of the situations where I often, that has
caused me the biggest grief in my career is

16:16.120 --> 16:20.410

early in my career that is is not listening to
the people that have come before me to

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16:20.410 --> 16:25.390

understand how not to make those pitfalls.

And I have a perfect example of that in the I.

16:25.390 --> 16:27.570

T.

Field when you're coming up to your career,

16:27.580 --> 16:32.440

your sometimes gauged by what certifications
that you have and now that I'm in a leadership

16:32.440 --> 16:34.890

position, I see that from a different
perspective.

16:34.900 --> 16:39.798

Stafford, you know my staff not my staff but
staff will go and go out and take training and

16:39.798 --> 16:42.790

they will never take the exams because they're
afraid to fail.

16:42.800 --> 16:47.120

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So you know, my advice is to when you do take
the exams,

16:47.130 --> 16:52.170

if you do fail, that gives you an advantage
because you see what you're tested on what

16:52.170 --> 16:55.720

you're measured against.
So you know that's why I say failure is an

16:55.720 --> 17:01.040

advantage and most you know and you know I see
failure as an advantage because it gives me the

17:01.050 --> 17:03.150

courage and the strength and know what I'm
facing.

17:03.160 --> 17:05.690

You know the unknown is no longer there for
sure.

17:05.700 --> 17:12.070

It's a it's kind of the opportunity to course

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correct your it's the opportunity to say

17:12.080 --> 17:17.500

okay that didn't work.

You know didn't turn out how I thought it would

17:17.500 --> 17:24.300

turn out how can I learn from that experience

and course correct so that I can

17:24.300 --> 17:30.320

continue on this long game, continue on this

path to where my success lies which you know

17:30.320 --> 17:36.520

that's always changing as well.

So absolutely I love this idea around seeing a

17:36.520 --> 17:41.320

failure as an advantage, right?

Turning that adversity into an advantage.

17:41.330 --> 17:46.070

So one thing the listeners may not know is that

when we invite a guest on the show,

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17:46.070 --> 17:50.350

we always ask a few questions that help us to
get to know who that person is,

17:50.350 --> 17:55.480

outside of the v a outside of our enterprise.

And one of your answers to those questions was

17:55.480 --> 17:58.580

really striking to me.

And that question was we asked,

17:58.590 --> 18:03.230

you know, if your current life was a theme song,
what song would it be?

18:03.240 --> 18:10.150

And you said keep on moving by soul to soul,
then what really struck me is that

18:10.150 --> 18:15.380

you went on to state that don't let today's
dilemmas prevent you from achieving your life's

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18:15.380 --> 18:19.900

desires.

And that very statement really exemplifies the

18:19.900 --> 18:24.150

gift in the long game.

Can you share what that statement means to you?

18:24.160 --> 18:26.670

Yeah.

What it means is sometimes in your career,

18:26.670 --> 18:31.510

early in your career you you face challenges
where you feel like this is not for me or you

18:31.510 --> 18:35.700

look around, there's no one that can put their
arms around you and be a bumper and help

18:35.700 --> 18:40.310

prevent you know, bad things from happening to
you feel like you're in this all by yourself.

18:40.320 --> 18:44.430

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But fast forward to like five years.

If you just keep on moving,

18:44.440 --> 18:49.370

don't stop you realize that moment did not
define your career.

18:49.380 --> 18:52.620

It was just that a moment.

And that's kind of where I think that song

18:52.620 --> 18:57.970

means to me and I often play that song, you
know, what about running or riding the car.

18:57.980 --> 19:00.890

It just reminds me of keep moving.

Don't stop.

19:00.900 --> 19:03.060

It's such a good song.

Such a good song.

19:03.060 --> 19:05.200

It brought back so many memories.

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19:05.810 --> 19:08.760

What a great song.

What a great message around.

19:08.760 --> 19:10.280

Like keep moving.

Don't stop.

19:10.290 --> 19:13.350

The moment is just a moment and we'll have many
moments.

19:13.350 --> 19:19.880

We'll have many moments that come and flood our
careers and flood our lifetime and we live

19:19.880 --> 19:22.680

through those moments and we get to the next
one.

19:22.880 --> 19:26.500

And so, you know, I think that is an amazing
message.

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19:26.500 --> 19:30.890

So if you haven't heard the song, keep on
moving by Soul to soul said,

19:30.890 --> 19:36.230

you know, and I really encourage check it out.
It's great running song.

19:36.230 --> 19:38.530

I'm going to have to use that great running
song.

19:38.540 --> 19:43.890

So it's, you know, one word that keeps echoing
for me as you're sharing your stories,

19:43.890 --> 19:50.430

You're sharing your experiences is intention.
Talk to me about what makes being an

19:50.430 --> 19:55.350

intentional leader important for you.
It means to do things with purpose.

19:55.360 --> 19:58.730

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You do things as if you're signing your name to
it.

19:58.950 --> 20:04.240

So if someone comes behind you and they'll see
that signature and you have to be proud of that

20:04.240 --> 20:07.010

because they know you did it.

So when I say intention,

20:07.010 --> 20:12.430

I leave with intention, I leave with purpose.

A prime example was we were going through an

20:12.430 --> 20:17.570

audit and there was many things that I did not
know, but I intentionally reached out to my

20:17.570 --> 20:23.690

peers, to my staff and grab sme system matter
experts that knew how to help,

20:23.700 --> 20:28.190

let me get beyond that point, you know, instead

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of trying to take it on my own and trying to

20:28.200 --> 20:32.610

pretend like I can get over that hump, I
intentionally grabbed the right people and put

20:32.610 --> 20:38.660

them on the bus so that I can make sure that we
got to the end of the audit with passing scores.

20:38.670 --> 20:43.620

And, and I like to live my life with intention
Sometimes of course I'm a little free spirit,

20:43.620 --> 20:49.610

but for the most time I try to use that word
intention because there there's a person in my,

20:49.620 --> 20:54.670

in my career that used that word often whenever
he would come and speak with me and I speak of

20:54.670 --> 21:00.640

Milton Harrison often because he was a, you
know, he was an inspiration and that was one of

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21:00.640 --> 21:04.750

the words he used whenever he talked about
whenever you do something,

21:04.760 --> 21:08.590

whenever you talk to your staff, whenever you
give a presentation,

21:08.600 --> 21:13.180

whenever you assign whenever you hire you say
higher with intention,

21:13.190 --> 21:15.210

you know, to be intentional about what you're
doing.

21:15.220 --> 21:18.580

So that's, that's what that word means to me
right?

21:18.580 --> 21:20.320

Leading with the purpose.
Right?

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21:20.330 --> 21:26.640

Living with the purpose. Absolutely. Absolutely.

As you reflect on your leadership journey

21:26.650 --> 21:32.790

and the long game from 2003 all the way to
where you are now,

21:32.800 --> 21:35.880

what have you changed your mind on?

Oh wow!

21:35.890 --> 21:42.190

So many things, you know, I've changed my mind
on where I wanted to live because you know,

21:42.190 --> 21:47.390

I've moved several times in this position from
Cincinnati to Amarillo to north Carolina.

21:47.400 --> 21:54.020

That I've even changed my mind on how I think
it's the best management style for myself.

21:54.030 --> 21:58.460

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You know, like as I went through my, through my

M. B.

21:58.460 --> 22:01.710

A.

And started my doctoral program, this word

22:01.710 --> 22:07.360

servant leader kept showing up and I said, wow
that that reminds me of myself to be available

22:07.360 --> 22:11.910

to staff all the time, you know, to be
available to staff when they're need to put

22:11.910 --> 22:18.830

staff needs ahead of yours to be empathetic.
So over time I developed that that's the

22:18.830 --> 22:23.530

leadership style that fits me.
I'd like to highlight my staff's high points so

22:23.530 --> 22:28.900

that they can feel proud about who they are so

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that they can care about what they do so that

22:28.900 --> 22:34.030

they can provide the best care they can to our
customers which are the veterans?

22:34.040 --> 22:37.690

Absolutely.

Do you have any advice you would give to

22:37.690 --> 22:42.160

leaders who are looking to create a culture
where their staff feel valued?

22:42.320 --> 22:43.610

I do.

I do.

22:43.620 --> 22:46.800

So in the navy we have this thing called deck
plate leadership.

22:47.080 --> 22:52.670

What that means is get out of your office, go
out to the working environment of your staff

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22:52.680 --> 22:56.960

and be and become part of them.

You know become part of their daily activities

22:56.970 --> 23:00.400

so that you can truly understand how they do
and what they do.

23:00.410 --> 23:02.870

I'm not saying get in the weeds and do the work
for them,

23:02.880 --> 23:07.600

but I'm saying get a culture, get a climate of
what they're doing so that you can truly

23:07.600 --> 23:12.300

understand that it might not take, you know to
you, you might think it takes an hour to do a

23:12.300 --> 23:16.850

job, but literally it might take them two hours
to do the job because we're looking at it from

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23:16.850 --> 23:21.620

a strategic perspective and not an actual
perspective of doing the work.

23:21.620 --> 23:25.840

So I encourage all leaders to make time to
spend with your staff,

23:25.850 --> 23:30.800

not just in the work environment, but also get
to know them as real people because sometimes

23:30.810 --> 23:35.740

we see staff as as persons that do work for you,
a person that can produce work.

23:35.740 --> 23:39.990

Sometimes we get away from understanding that
they have families like we do and they have

23:39.990 --> 23:44.250

concerns like we do.

So I encourage all leaders to interact with

23:44.250 --> 23:47.780

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their staff at a personal level, but also at a
professional level too.

23:47.780 --> 23:53.140

So you can really translate their attitude to
the persons that they really are.

23:53.150 --> 23:57.730

Yeah, especially as they're playing the long
game, especially as they're persisting through

23:57.730 --> 24:00.500

the long game Absolutely.

Well said, you know,

24:00.500 --> 24:07.230

we have come to the end of our episode here
where we have come to the space where we get to

24:07.230 --> 24:12.350

have a little bit of fun and play a game you
sound so enthused,

24:14.470 --> 24:21.150

play a game of word association.

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So I am going to say a word or a phrase

24:21.160 --> 24:25.940

and I want to know what pops into your mind,
what comes up for you when you hear these words,

24:25.940 --> 24:30.640

Okay, you ready? Right.

So the first word is persistence,

24:30.750 --> 24:35.100

realizing that anything is possible, yeah,
anything is possible.

24:35.100 --> 24:38.710

Absolutely.

The the phrase is intentional leadership,

24:38.720 --> 24:44.740

doing what's right, even if no one is watching.
Yeah, integrity reminds me of integrity and the

24:44.740 --> 24:50.670

last phrase of course is audacity to fail, have
the courage to do things.

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24:50.780 --> 24:54.220

Others believe that you can't do it.

Certainly courage,

24:54.340 --> 25:00.510

the courage to take risks, the courage to
pursue and set goals and and fail along the way

25:00.510 --> 25:05.700

and learn from those failings Absolutely Well
this has been an amazing episode.

25:05.700 --> 25:10.270

I've had the great pleasure of just getting to
know more about who you are as a leader,

25:10.270 --> 25:15.590

who you are as a person and the things that you
bring to our Office of Information and

25:15.590 --> 25:19.270

Technology and so thank you so much for the
work that you're doing.

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25:19.270 --> 25:24.480

Thank you so much for the leadership legacy
that you are leaving and you are greatly

25:24.480 --> 25:30.610

appreciated for giving us a little bit a sliver
of the greatness that you're doing over there

25:30.610 --> 25:35.980

in No, I d thank you very much.
It's been a pleasure to be part of this podcast

25:35.990 --> 25:40.860

and I've listened to several other podcast just
to understand what I was getting into the date

25:40.870 --> 25:45.740

and I must say I am impressed and I really love
the work that you're doing to get other leaders

25:45.740 --> 25:49.860

within the media exposure because often times
we get so busy doing our daily work.

25:49.870 --> 25:56.050

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We don't think about how our leadership skills
can be part of someone else's loan game or to

25:56.050 --> 25:59.660

satisfy their career.

Most certainly those skills are so transferable.

25:59.670 --> 26:03.230

Our last guest said, you know everything is in
the room,

26:03.230 --> 26:07.540

the answers to the questions are often in the
room and so this is a great way.

26:07.540 --> 26:13.820

The podcast is a great way to open up that room
to wide in that room because we have so many

26:13.820 --> 26:18.610

resources, so many great leaders here in our
enterprise and they got the answers,

26:18.610 --> 26:24.350

you all have the answers and so why not tap

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into that and utilize that as we are playing

26:24.350 --> 26:26.880

the long game.

So thank you so much.

26:26.880 --> 26:28.720

Thank you.

Thank you very much.

26:29.000 --> 26:33.000

Have a wonderful day.

So we've come to the end of another great

26:33.010 --> 26:38.740

episode of the audacity to fail podcast.

Thank you for tuning in to learn how missteps

26:38.740 --> 26:42.580

can lead to growth and success.

Be sure to check out the key lessons in the

26:42.580 --> 26:47.500

show notes for a refresher to request services

from the National Center for Organization

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26:47.520 --> 26:50.540

Development.

Check out our website also linked in the show

26:50.540 --> 26:54.310

notes.

Remember if you missed the target 100 times you

26:54.310 --> 26:58.840

have not failed.

Instead you've simply found 100 strategies that

26:58.850 --> 27:03.480

did not work, be well and continue to fail

forward until next time.

27:03.490 --> 27:04.340

Thank you.