

Move Beyond Transactions: Mindset Matters with Erik Sletten

00:06.940 --> 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 --> 00:26.430

of learning and motivation for improvement.

I'm your host,

00:26.440 --> 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.

00:41.010 --> 00:44.110

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Support for this.

Leadership podcast comes from the National

00:44.110 --> 00:49.270

Center for Organization 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 --> 00:59.410

supporting the development of an engaged
workforce.

00:59.420 --> 01:02.940

For additional information on our services,
click the link in the show notes

01:07.750 --> 01:13.780

more than we would like to admit a lot of our

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workplace relationships feel transactional and

01:13.780 --> 01:18.920

leave us feeling disconnected from the people we spend most of the time throughout our weeks.

01:18.930 --> 01:23.030

Leaders who strive to connect beyond the outcome of the transaction,

01:23.040 --> 01:28.360

understand the importance connection plays in the outcome itself for this episode.

01:28.360 --> 01:34.896

I am excited to be joy by eric Slaton, the workforce excellence coordinator where he

01:34.896 --> 01:38.456

focuses on the development of teams and individuals for the V.

01:38.456 --> 01:40.426

A.

North texas healthcare system.

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01:40.436 --> 01:46.256

Mr Sletten is also a body language and nonverbal communications expert who loves spending time

01:46.256 --> 01:51.986

with his wife and seven month old son.

Get ready to join us as we explore the journey

01:51.986 --> 01:56.052

of miss stepping into success.

This is the audacity to fail podcast.

01:56.062 --> 02:01.202

Episode 19 move beyond transactions mindset matters.

02:01.212 --> 02:04.032

Hey Erik how are you today?

I'm doing great.

02:04.032 --> 02:06.182

How are you doing doctor?

I'm doing pretty good.

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02:06.182 --> 02:09.132

It's good to have you here.

Fantastic to be here,

02:09.142 --> 02:12.542

extremely honored and excited.

Yeah, Well let's go ahead and get started.

02:12.542 --> 02:15.300

Let's not waste any time.

Let's go.

02:15.780 --> 02:21.020

So as you and I were getting ready for this episode, we began to talk about our failures

02:21.020 --> 02:27.060

and how our missteps have redirected us and pushed us to where we are today.

02:27.070 --> 02:33.030

At that time you shared a story about how you began your career and what sounds like a loop

02:33.030 --> 02:37.870

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of failure.

Can you share with our listeners what that was

02:37.870 --> 02:39.440

for you?

Yeah, absolutely.

02:39.450 --> 02:44.500

For me, I'm very fortunate because my biggest failure has actually led to the most purposeful

02:44.500 --> 02:47.260

work that I've ever done in my career and I'll set the tone.

02:47.260 --> 02:53.720

So it was about 2014 and I was sitting in a huddle morning meeting right in a room with

02:53.720 --> 02:57.570

about probably 30 people in it at the time.

So staff are there and leaderships there in the

02:57.570 --> 02:59.760

room.

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So we're going through, you know what we're

02:59.760 --> 03:01.190

gonna be doing over the next several months.

03:01.660 --> 03:04.400

The basic kind of information you exchange at these anyways.

03:04.400 --> 03:07.550

Long story short, there were some things that are frustrating the staff members right?

03:07.550 --> 03:10.430

And you know, staffing related issue equipment problems, you name it,

03:10.430 --> 03:14.620

the typical kind of things that causes you those problems on your units and me being new.

03:14.630 --> 03:17.090

I was like, you know, trying to find the courage to say something,

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03:17.090 --> 03:20.530

you know, because my personality style, I just want to stand up and tell people,

03:20.530 --> 03:22.790

you know, hey, this is what's going on.

So that's exactly what I did.

03:22.800 --> 03:27.380

So I spoke up in a very professional manner and uh, and I said,

03:27.380 --> 03:29.480

hey, these are the things we're facing some staffing issues,

03:29.480 --> 03:32.380

some equipment problems, gotta, gotta gotta and brought it to their attention.

03:32.390 --> 03:34.950

Well, a couple of weeks went by and nothing has changed.

03:34.960 --> 03:37.610

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Right?

So the very next meeting, I was like,

03:37.610 --> 03:40.340

all right, well, I'm gonna do that again.

So this time I'm going to dial back the

03:40.340 --> 03:42.490

professionalism and I'm gonna increase the emotion.

03:42.500 --> 03:44.980

So maybe that maybe that will get it out of them and you know,

03:44.990 --> 03:47.150

fix it.

So I did the same thing.

03:47.150 --> 03:50.470

This is what we don't have yada yada yada.

This time a little bit more emotional emphasis

03:50.480 --> 03:53.570

and I had like one guy in the back, he was like,

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yeah, I agree with him,

03:53.580 --> 03:56.080

Right?

But again, nothing changed.

03:56.080 --> 03:58.890

Right?

So the third meeting came along a couple of

03:58.890 --> 04:01.180

weeks later, another meeting came and this time

I was like,

04:01.190 --> 04:03.870

all right, that's it.

Professionalism is going out the window and

04:03.880 --> 04:07.110

increasing the volume knob to 11 here on my
emotion.

04:07.120 --> 04:09.730

Oh yeah, and I'm gonna, I'm gonna let them have
it.

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04:09.730 --> 04:11.430

Right?

So I went in there and that's exactly what I

04:11.430 --> 04:13.630

did.

I was like, look, you don't understand, I said

04:13.640 --> 04:17.320

you're in a leadership role, you're in your
office, but you don't understand what the staff

04:17.320 --> 04:20.310

are doing, you know, on the floor here and this
is the challenges we're facing,

04:20.310 --> 04:22.740

we don't have the equipment and I went on and
on and on.

04:22.757 --> 04:27.247

Well in that moment I sat down and like
everybody had basically got riled up,

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04:27.257 --> 04:29.617

you know, and the other staff and they were,
they were like,

04:29.617 --> 04:34.107

yeah, exactly, right.

And a few weeks went by and still nothing

04:34.107 --> 04:38.127

changed.

So this time I was sitting in the meeting and I

04:38.137 --> 04:41.147

again went to start this process all over again.

Right?

04:41.157 --> 04:45.407

And before I did, I kind of took a, I leaned
back in my chair and I kind of took a look

04:45.407 --> 04:49.817

around and in that moment it was like, deja vu,
I knew the experience was about to happen again.

04:49.817 --> 04:51.764

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I was like, this is going to end, didn't I think occurring?

04:51.774 --> 04:55.324

And I was like, and who's to blame for this?

And it hit me like a ton of bricks.

04:55.334 --> 05:02.334

It was me, me, I was in the situation of influence here and instead of creating unity

05:02.344 --> 05:08.034

and alignment with leadership and staff, I utilized my ability to communicate my ability

05:08.034 --> 05:12.794

and my influence my, you know, EQ or emotional intelligence, I used it to try to create

05:12.794 --> 05:18.444

division and in that moment to, I found myself kind of re evaluating things and I had always

05:18.444 --> 05:22.411

been look, look at how the organization or how

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leaders had been failing me,

05:22.421 --> 05:24.921

but not looking at how I potentially could have been failing them,

05:24.921 --> 05:27.611

wow, okay.

Yeah, So it was extremely powerful moment and

05:27.611 --> 05:32.161

that was the very first, like aha moment that stemmed exactly from failure and like I said,

05:32.161 --> 05:37.131

just kind of segued into my career. Yeah.

And and looking at how you showed up then

05:37.131 --> 05:43.411

compared to the work that you do now, it's almost like a complete reversal as the

05:43.411 --> 05:46.910

workforce excellence facilitator.

I mean that's an impressive show.

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05:46.928 --> 05:50.968

What do you think helped you start to make that shift?

05:50.968 --> 05:56.868

Like after that point of realizing it, what helped you make the shift to begin to change

05:56.868 --> 05:59.588

and rebrand that failure?

Yeah, absolutely.

05:59.598 --> 06:04.618

It started with like just like I said this like epiphany or Aha moment and what it was is in

06:04.618 --> 06:07.178

that moment and many of us, you know, listeners right now,

06:07.178 --> 06:13.048

probably been in these situations as well is you have the ability to either derail delay or

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06:13.048 --> 06:19.475

destroy your career and one foul swoop and I almost did that and that's why that was the

06:19.475 --> 06:23.725

real, you know, kicking the tail to change and really shift the other direction was because I

06:23.725 --> 06:28.005

was like, look, I potentially have broken trust in this instance with staff members or in

06:28.005 --> 06:33.385

leadership and fortunately I had some really wonderful mentors in that area that saw my

06:33.385 --> 06:36.355

misdirected passion and like a little kid, they like, you know,

06:36.355 --> 06:38.925

picked me up by the nap of the neck and then they were like,

06:38.925 --> 06:42.595

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all right, let's let's redirect your passion
here, we can tell you you got some excitement,

06:42.595 --> 06:46.552

but let's let's show you, you know, kind of how
to utilize it and uh and that's actually led

06:46.552 --> 06:49.342

what led to the next step.
Some mentors brought me kind of behind the

06:49.342 --> 06:52.522

scenes and I got to start seeing like
operational state of the organization,

06:52.522 --> 06:57.192

strategic goals, a 30,000 ft view that only
management or leadership tends to see right,

06:57.202 --> 07:02.732

and that really just kind of ignited a passion
for how can I connect the dots between staff

07:02.732 --> 07:06.502

and leadership and that just, it starts with

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that everyone has to have that specific aha

07:06.502 --> 07:09.882

moment and that shift in mindset where it says,
alright, I'm not going to act this way,

07:09.892 --> 07:12.219

how can I help?

Yeah, it's almost like your,

07:12.219 --> 07:17.609

your mindset went from me, me, me and what do I
need to,

07:17.619 --> 07:22.989

as you said, being able to see more of the
operational side and being able to see what is

07:22.989 --> 07:26.169

influencing the decisions and things of that
nature.

07:26.179 --> 07:32.319

And that mindset shift that came along with
that before you mentioned the importance of

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07:32.319 --> 07:35.419

shifting your mindset from inward to outward,
right?

07:35.429 --> 07:40.476

And can you speak to what this means?

Absolutely, So I have the opportunity a lot as

07:40.476 --> 07:44.606

an arbiter facilitator to be able to speak
specifically to this content inward versus

07:44.606 --> 07:47.506

outward and inward mindset is just exactly what
it sounds,

07:47.506 --> 07:52.226

very ego driven, right, what's in it for me
type of personality hands always held out,

07:52.236 --> 07:55.916

whereas an hour mindset is like Simon Sinek
says meat to give right,

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07:55.926 --> 07:58.446

how do you acknowledge or learn about other people?

07:58.456 --> 08:03.966

How do you align your skill sets and values to theirs and then become more valuable for the

08:03.966 --> 08:08.733

unit or the service itself or the organization?
So that's really key when you're talking about

08:08.733 --> 08:11.553

an inward versus an outward shift in mindset,
for sure.

08:11.563 --> 08:15.063

Another thing that's really interesting too is
they actually show that you have on average

08:15.063 --> 08:20.843

about 50,000 thoughts a day and of those 40,000,
about 80% are negative.

08:20.853 --> 08:25.113

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So so I teach staff all the time.

If you want to instantaneously become more

08:25.113 --> 08:29.323

valuable, the only thing you have to do is just be a positive influence in person.

08:29.333 --> 08:34.033

That is literally the instant only I can as seen on tv type approach I can give you but

08:34.033 --> 08:39.240

guaranteed results is if you shift your mindset and you shift from that inward thinking to an

08:39.250 --> 08:43.880

outward mindset and one of a positive point, you will inherently become more value to your

08:43.880 --> 08:46.660

group and I can promise you your career will take off at that moment.

08:46.660 --> 08:50.740

So this ability to move from, you know what's

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going wrong,

08:50.740 --> 08:55.280

whats going wrong into looking at, what other factors can you influence to,

08:55.280 --> 08:58.440

to move things into a direction of things that could go,

08:58.450 --> 09:00.110

right?

Absolutely, yeah.

09:00.120 --> 09:04.097

One of the words that you mentioned when describing this was emotional intelligence.

09:04.097 --> 09:09.737

And so I want to take a deep dive into that. Can you tell me a little bit about when you

09:09.737 --> 09:15.217

speak of emotional intelligence and maybe our listeners who may have heard the word but never

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09:15.217 --> 09:20.877

dived into it, What does that mean for for you
as you're teaching and talking about it to the

09:20.877 --> 09:24.167

workforce? Absolutely.

So I love comparing EQ to I.

09:24.167 --> 09:24.907

Q.

Right?

09:24.917 --> 09:26.767

Because everybody's more familiar typically
with I.

09:26.767 --> 09:27.727

Q.

Which I. Q.

09:27.727 --> 09:30.087

Is your ability to actually process the
information, right?

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09:30.087 --> 09:32.344

How effective you are doing that.

So from an I.

09:32.344 --> 09:36.314

Q perspective, they say that you're basically

born with it or it's it's stationary,

09:36.314 --> 09:39.304

like it doesn't normally develop.

It can, but it's very small.

09:39.314 --> 09:43.474

EQ is something though, that regardless of

where you're out in the organization,

09:43.474 --> 09:46.324

what, regardless of scope of practice or what

industry you're in,

09:46.334 --> 09:48.804

EQ can grow and expand as you continue to

practice it.

09:48.804 --> 09:52.474

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Right?

So it's what they've also showcase too is that

09:52.474 --> 09:56.204

your top leaders of your organizations have
high levels of EQ,

09:56.214 --> 09:58.654

high levels of EQ.

It's the reason why they got into the position

09:58.654 --> 10:01.920

in the first place, They've gone from a staff
too and now they're like,

10:01.930 --> 10:05.610

oh you're really good with people.

So let's get you into a management role and wow,

10:05.610 --> 10:09.310

you're even better with people in a much larger
scale, let's get you an executive role.

10:09.320 --> 10:12.810

So you find that EQ follows that type of

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pattern.

10:12.820 --> 10:17.170

So again, if you want to increase your value as well and from a monetary perspective,

10:17.170 --> 10:20.910

they've actually shown that there's a direct correlation between the money you make and the

10:20.910 --> 10:24.330

amount of EQ that you have your emotional intelligence. Yes.

10:24.690 --> 10:29.040

So you hear like success breeds success or those types of things that's kind of where that

10:29.040 --> 10:34.800

comes from, What advice would you give to leaders who may have escalated to the top of

10:34.810 --> 10:38.380

the role?

But their emotional intelligence is still kind

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10:38.380 --> 10:43.830

of rocky, they're still working on building it.

What advice would you say to a leader that is

10:43.830 --> 10:47.350

still trying to hone that muscle?

Yeah, So it's actually funny,

10:47.350 --> 10:52.740

they show that your highest EQ level is

normally middle management because they have to

10:52.740 --> 10:56.580

deal with both relations from top to bottom,

right from staff and executives.

10:56.590 --> 11:00.180

And they actually show that typically will

trend down a little bit when you get into an

11:00.180 --> 11:02.560

executive role.

And the reason why they say this is because

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11:02.570 --> 11:05.990

once you get to that state, you're really looking at the vision and operational goals of

11:05.990 --> 11:08.020

the, of the unit from an executive role.

Right?

11:08.030 --> 11:12.900

So my tip here would be, is if you are an executive role and you're in that type of

11:12.900 --> 11:16.920

position is to continue to be aware that yes, operational details are incredibly,

11:17.260 --> 11:22.380

but there is that people element that we have to continue to focus on and then for the new

11:22.420 --> 11:25.930

person like you said, that's exercising this muscle and trying to develop it.

11:25.940 --> 11:28.550

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The main thing is, is practice it essentially on yourself first.

11:28.560 --> 11:32.190

That's a great way to get really good at emotional intelligence is how good you're

11:32.200 --> 11:35.730

looking in the mirror and I mean that figuratively, but you know,

11:35.740 --> 11:39.570

evaluating like how effective you are communicating the information just in your

11:39.570 --> 11:41.870

daily huddles day to day conversations.

11:42.160 --> 11:45.480

Another thing that I found is acknowledgement, right?

11:45.480 --> 11:49.420

So when you're looking at the all employee survey results and you and I have discussed

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11:49.420 --> 11:53.180

this before, but your top three things you normally see across the board.

11:53.190 --> 11:55.520

However, every via and I've seen this for almost a decade,

11:55.530 --> 11:59.050

almost every time they're going to be like communication, acknowledgement,

11:59.060 --> 12:04.110

accountability, civility and what those all have in common is they're all soft skill based,

12:04.120 --> 12:06.330

very rare.

Do you find somebody who says, I don't have the

12:06.330 --> 12:08.400

equipment, I don't have this, I don't have that.

12:08.620 --> 12:13.060

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It's normally not those things, it's all soft skills, it's all emotional responses right?

12:13.070 --> 12:18.270

So that's incredibly important to remember that you need to prioritize that and place emphasis

12:18.270 --> 12:22.700

on that when you're developing that portion out, it's just if you if you literally could find

12:22.700 --> 12:27.650

the silver bullet solution for soft skill based, that is what people are desperately seeking

12:27.650 --> 12:32.356

because we are literally creatures of emotion rather than logic and I've talked about this

12:32.356 --> 12:34.376

before with you.

But yeah, it's the reason why if you get an

12:34.376 --> 12:37.156

argument with your spouse, they'll be like, you

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didn't hold the door open for me,

12:37.166 --> 12:44.096

you know, in 1972 you know, we we tossed logic out the window and we emphasize emotion.

12:44.096 --> 12:48.726

So being able to know when to use that is incredibly important for navigating the waters

12:48.726 --> 12:54.526

of leadership. Absolutely.

And this is using or acknowledging emotion in a

12:54.526 --> 12:58.462

way that that allows for there to be positive progression. Absolutely.

12:58.472 --> 13:04.372

And so when you think about staff or when you think about those individuals who are working

13:04.372 --> 13:10.522

towards maybe shifting their mindset, like you mentioned at the beginning in your story,

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13:10.532 --> 13:14.062

what are some of the things that you think they could do first?

13:14.062 --> 13:18.000

What are some of the first steps that they could take from a staff perspective?

13:18.190 --> 13:22.750

Yeah, yeah.

The first thing I would say is close your hand

13:22.760 --> 13:25.230

and what I mean by that is this, I and I've done it,

13:25.230 --> 13:27.890

I've been the worst at it.

Typically we, you go into a meeting,

13:27.890 --> 13:31.630

you go into, you know, something and you got your hand up and you're looking for again,

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13:31.630 --> 13:35.930

what can be given to me or what's in it for me,
If you can shift your mindset right off the bat

13:35.940 --> 13:40.660

to meet, to give, what value can I provide
those types of that mindset alone is going to

13:40.660 --> 13:45.480

make you extremely rare and when things are
rare, they're very valuable and people can see

13:45.480 --> 13:49.150

that a mile away.

So it's very common to say what's in it.

13:49.150 --> 13:52.900

For me, it's extremely common.

It's very, very rare to say I'm here to give

13:52.910 --> 13:57.830

and this is what I have to give and let me, you
know, let me couple my passions with my actions,

13:57.840 --> 13:59.630

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right?

I tell staff all that all the time.

13:59.640 --> 14:03.270

Use your individualism.

Like we get people from all over the world that

14:03.270 --> 14:05.760

come in, right?

We get people from all walks of life from

14:05.770 --> 14:08.620

magnet level facilities to pathway excellence,
you know,

14:08.620 --> 14:10.530

from private practice, federal employees.

14:10.770 --> 14:15.360

And I tell them all the time, we're not here to
strip you from your individualism.

14:15.360 --> 14:20.100

We want you to bring that to the table, couple
your passion with your action and create unity

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14:20.100 --> 14:22.550

at the same time with what we're trying to achieve in the V.

14:22.550 --> 14:24.950

A.

And that's that's a beautiful thing when you

14:24.950 --> 14:28.450

see that happen.

Certainly I love this idea of coupling your

14:28.450 --> 14:32.710

passion and your action one.

I just like the sayings right,

14:32.720 --> 14:36.420

it could definitely be, you could be on a mug or something or a T shirt or something,

14:36.430 --> 14:43.273

but I just love this thought of saying what is driving you and because whatever is driving us,

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14:43.273 --> 14:48.963

whatever is motivating us, that's the thing
that is going to get us out of bed in the

14:48.963 --> 14:51.673

morning.

That's the thing that's going to help us to do

14:51.673 --> 14:56.083

those really hard things that we have to do
each and every day when we walk into our work

14:56.083 --> 15:01.853

facility, how do you take that and how do you
allow that to motivate you to move into action?

15:01.863 --> 15:08.593

So I love that idea of coupling those two
things together for a staff member who is in

15:08.636 --> 15:12.666

interested in a couple in their passion to
their, with their actions.

15:12.676 --> 15:17.536

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Are there any tips that you could give to how they could communicate that to their leader to

15:17.536 --> 15:20.136

partner in doing some of that?

Yeah, absolutely.

15:20.146 --> 15:22.656

The first thing is to literally talk to them, you have to,

15:22.666 --> 15:27.336

you have to develop a relationship and, and it goes both ways right?

15:27.346 --> 15:30.966

You have to develop those conversations and if that means you'd be proactive in your

15:30.966 --> 15:34.026

conversations with your leaders, you absolutely need to do that.

15:34.036 --> 15:37.556

Take the time to go utilize that open door

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policy right?

15:37.810 --> 15:41.800

And to go in there and, and, and to say, hey
look, these are the things that I'm passionate

15:41.800 --> 15:45.350

about and some people too, you may think that
it's not something that would align,

15:45.350 --> 15:46.940

right?

So I'll give you a great example.

15:46.940 --> 15:52.000

There was a gentleman I worked with years ago
who was an incredible runner and he literally

15:52.010 --> 15:54.900

just would, you know, compete and travel and
all that kind of stuff to run.

15:54.910 --> 15:58.475

Well he helped host some of the things that
they like almost like getting,

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15:58.485 --> 16:03.715

you know up and moving type of stuff right?

And motivating morale for the workforce and for

16:03.715 --> 16:06.475

the employees and that right there goes to show
that his,

16:06.485 --> 16:10.245

you know, passion was for running and to stay
in shape and uh,

16:10.255 --> 16:13.765

and he coupled that with the action and the
goal of well being and whole health man,

16:13.765 --> 16:19.120

it's just the rest is history.

Yeah, and that's a better sales tactic to so,

16:19.120 --> 16:25.180

and what I mean by that is this buy in is a
transfer of conviction and trust completes that

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16:25.190 --> 16:28.240

transfer.

If somebody's really convicted and excited

16:28.240 --> 16:32.030

about something, I mean, you and I both seen
this and everybody who's listening when

16:32.030 --> 16:35.750

somebody's really passionate, you're like, oh
man, I'm I'm passionate just listening to them,

16:35.760 --> 16:37.590

right?

Well that's what you need.

16:37.590 --> 16:40.370

So when you're trying to get buy in, you have
to have conviction,

16:40.370 --> 16:44.140

you have to have that excitement, you have to
have the enthusiasm and that's not something

16:44.320 --> 16:48.280

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that you can just generate out of nowhere.

It's got to be authentic and that's when it's

16:48.280 --> 16:50.140

authentic.

It's aligned to who you are.

16:50.150 --> 16:54.980

And another thing too, I teach all at the time.

It comes from a principle that Liz Jazz talks

16:54.980 --> 16:58.970

about that buy in is just equal to hope.

And let me explain that.

16:58.970 --> 17:03.480

So I had a scenario Where I was teaching a class that had about 10 people in the class and

17:03.490 --> 17:08.210

we were talking about shifting, you know, our mindsets and going from inward to outward and

17:08.220 --> 17:10.980

uh, you know, engaging into a positive work

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environment.

17:10.990 --> 17:14.810

So I asked that question, I said, who in here really wants to shift from an inward mindsets

17:14.810 --> 17:18.020

in our mindset, you know, and who wants to have a greater place to work.

17:18.030 --> 17:21.800

And I mean without missing a beat, 10 hands went in the air as fast as they could raise

17:21.800 --> 17:25.590

them.

And uh, so 100% of the audience, the room was

17:25.590 --> 17:28.380

like, absolutely right.

And then I asked another question,

17:28.390 --> 17:33.670

I said, do you believe this is going to work?

And that response was a lot more delayed.

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17:33.680 --> 17:38.950

And I only had three hands kind of like half heartedly raised into the air and then the rest

17:38.950 --> 17:41.180

that didn't raise their hands were like, well it may work.

17:41.190 --> 17:44.740

We'll see, uh, you know, we need more of this, we need more of that.

17:44.750 --> 17:49.060

And what I found right there is that really drove home to me that you can have a 100% of

17:49.060 --> 17:53.360

people bought in on the idea, but that doesn't mean that you're going to change the behavior.

17:53.360 --> 17:59.040

So don't shoot for buy in shoot for behavioral modification and you modify people's behavior

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17:59.040 --> 18:01.490

by being convicted about what you're doing,
excited about,

18:01.490 --> 18:05.240

you're doing passionate about what you're doing
and then developing trust with that audience

18:05.260 --> 18:08.060

and then helping them see that vision that
you're trying to achieve,

18:08.070 --> 18:12.850

that's huge, So big. Absolutely.
And that speaks to because that was going to be

18:12.850 --> 18:17.490

my next question, right?
So if staff or employees go to leaders and they

18:17.490 --> 18:21.640

say, hey, this is my passion.
I'm really wanting to work out of that passion

18:21.640 --> 18:26.110

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and align it with my actions.

Well, how do leaders prepare themselves to

18:26.110 --> 18:29.050

partner?

Yeah, there is actually Simon Sinek says it

18:29.060 --> 18:32.880

really well and the quote is, is leadership is

not about being in charge,

18:32.890 --> 18:35.210

it's about taking care of the people in your

charge.

18:35.220 --> 18:38.130

If if I can give any piece of advice to anybody

in leadership,

18:38.140 --> 18:42.450

specifically middle management to deal directly

with front line staff is how do you prepare as

18:42.450 --> 18:44.570

a leader for that type of interaction with your

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staff?

18:44.580 --> 18:48.840

And how do you continue to encourage that, that philosophy where you're taking care of the

18:48.840 --> 18:51.700

people in your charge not being in charge of them?

18:51.710 --> 18:55.710

Because when you're doing it that way, what's beautiful is you're going to find out more

18:55.710 --> 18:58.950

about them as a person which is going to help you in the future.

18:58.950 --> 19:02.670

And what I mean by that is this, there's plenty of data that shows organizations that have high

19:02.670 --> 19:06.450

level of trust between frontline staff and their leaders will move at a rate that's four

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19:06.450 --> 19:10.510

times faster than that of other ones.

So when you're trying to get that next project

19:10.510 --> 19:14.230

off the ground, you're trying to get the next X

S O P up and rolling again,

19:14.230 --> 19:16.980

you know, modification to this or, you know, a new product.

19:16.990 --> 19:21.450

The reality is, is you're going to know how good you were at developing relationships and

19:21.450 --> 19:24.340

how much people trust you by the amount of time it takes to get it done.

19:24.500 --> 19:29.030

Certainly how should leaders start to build some of that trust or you know,

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19:29.030 --> 19:32.090

gain some of that trust as well.

Yeah, absolutely.

19:32.230 --> 19:35.450

The first thing you can do is take a walk.

I keep it simple and that's what I tell people

19:35.450 --> 19:39.860

all the time to take a walk open the door and
get out there and get to know your people and a

19:39.860 --> 19:41.800

lot of people will say, well, I don't have time
for that.

19:41.810 --> 19:44.690

You know, I got a lot going on and that's
absolutely true middle management,

19:44.690 --> 19:48.700

like I told you when I saw behind the curtain,
it was an eye opening experience to how much

19:48.710 --> 19:53.260

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effort is really going on, you know, in that role, it's the reason why most people will tell

19:53.260 --> 19:56.670

you, no, I do not want to take that position because it is a very challenging one.

19:56.680 --> 20:00.120

So that being said though, when you're prioritizing things,

20:00.130 --> 20:02.110

people need to be at the top of your price.

20:02.520 --> 20:06.880

And what I mean by that is, you need to prioritize people over performance because

20:06.880 --> 20:09.730

where they go where their mindset goes, where the behaviors go,

20:09.730 --> 20:14.670

your results will follow.

So take the time to take a walk and uh,

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20:14.680 --> 20:18.640

I actually had another class and maybe this will resonate with some of the audience because

20:18.640 --> 20:24.150

I know it does for, for me, she said, eric when I come out into the hallway and I go walking

20:24.150 --> 20:29.320

down the hall, she said, my staff members like dive into rooms and they jump into the bathroom

20:29.320 --> 20:31.590

and they get out of like, they're like hiding from me.

20:31.600 --> 20:33.940

And she's, I said, I just feel like they always see me as a task.

20:33.950 --> 20:36.630

So I went up to a dry erase board and I drew a little stick figure,

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20:36.630 --> 20:39.790

I drew an equal sign and then I said, I wrote
the word task and I said,

20:39.790 --> 20:42.480

okay, so you're telling me that they see you
like this?

20:42.490 --> 20:44.660

And she said, yes, absolutely.

I said, well,

20:44.660 --> 20:46.760

I'm about to ask you a question, I want to be
really honest with me.

20:46.760 --> 20:48.980

She said, absolutely, I'll be honest with you.

And I said,

20:48.980 --> 20:52.050

when was the last time you walked down the hall
and you didn't deliver a task?

20:52.060 --> 20:56.500

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And she kind of was like, well, um, I'm not real sure.

20:56.510 --> 21:01.520

And I told her, I said, what you've done is you've conditioned your staff to associate you

21:01.530 --> 21:04.640

with being a task?

I said, you've got to take the time to be able

21:04.640 --> 21:07.270

to come down the hall every now and then and say, how's your day going?

21:07.280 --> 21:08.700

How's your wife?

How's your kids?

21:08.700 --> 21:10.810

How's this going?

How's your cat? Right.

21:10.820 --> 21:14.020

Tell me more about, you know, you're running

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that you got going on this weekend,

21:14.020 --> 21:16.020

I heard you're doing a marathon, that's incredible.

21:16.030 --> 21:19.770

You know, because in that moment, not only do you show authenticity as a leader,

21:19.770 --> 21:23.600

but you have the ability to acknowledge what they're accomplishing and you can drive that

21:23.600 --> 21:26.770

into your own strategic goals too.

And what I mean by that is like if you're

21:26.770 --> 21:29.840

pushing for a magnet level facility, you can complement and checking on your,

21:29.850 --> 21:34.050

hey, are you still working on your BSN?

Absolutely, I'm working on that and I'm gonna

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21:34.050 --> 21:38.920

do my Mp next and you can encourage acknowledge
and you can create an engaging workforce.

21:38.930 --> 21:44.080

So gallup shows that 70% of engagement from
frontline staff come from middle management and

21:44.080 --> 21:46.640

how they feel about things.
I tell leaders all the time.

21:46.640 --> 21:49.130

Please don't become a check the box leader,
right?

21:49.140 --> 21:53.150

You're on stage constantly.
If you, if you come into a huddle and drop down

21:53.150 --> 21:55.250

the objectives and goals on the, on the table
and you're like,

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21:55.250 --> 21:57.000

all right guys, let's get it done.

We'll just figure it out.

21:57.000 --> 21:58.150

But we'll get it done.

I don't know.

21:58.150 --> 22:00.950

Somebody told us we got to do this.

If you, if you take that approach,

22:00.960 --> 22:04.430

you're gonna condition staff to take that
approach and that mindset into everything that

22:04.430 --> 22:07.320

they do.

Certainly, and I love that story because we've

22:07.320 --> 22:11.740

all been in those situations where we see
someone coming and we're like already they're

22:11.740 --> 22:15.310

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going to ask me to do something, they're going to pile something else on the plate,

22:15.320 --> 22:19.990

they're going to give me another task and when we do have that relationship with our leaders

22:19.990 --> 22:24.420

and we see them coming in, they bring in the task and we've gotten to know each other past

22:24.420 --> 22:28.080

the transaction.

It allows for us to say like yeah eric's going

22:28.080 --> 22:31.640

to bring me a task but I understand that it's connected to my mission,

22:31.650 --> 22:37.040

I understand that my mission is connected to my values and I know that he knows that too right.

22:37.040 --> 22:43.140

And so it really does motivate you to move and

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to want to engage in some of that.

22:43.140 --> 22:48.230

And I think the word that stood out for me is engagement when we are creating an engaged

22:48.240 --> 22:54.880

workforce, not just a workforce that gets done but an engaged workforce that also meets the

22:54.880 --> 22:58.970

task that meets the mission.

So yeah that's a huge distinction.

22:58.980 --> 23:03.050

And another thing I get from leaders a lot is there like they start down this they're like

23:03.050 --> 23:05.570

they change their mindset, they change their philosophy and now they're going to try to

23:05.570 --> 23:08.890

approach it the right way and they come back to me like 2 to 3 weeks later and they're like

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23:08.900 --> 23:11.900

eric I've tried everything, it's not working.
You know I've already made the mistakes,

23:11.900 --> 23:13.990

I've already broken trust me, I've been here
for a long time.

23:13.990 --> 23:18.050

So you know what do we need to do and I tell
them this there's actually data that things

23:18.050 --> 23:22.200

from a Harvard business journal that shows this
that if you land flat as a leader or if you

23:22.200 --> 23:26.880

essentially come off negative, you know, in a
setting it takes seven subsequent times,

23:26.880 --> 23:30.330

meeting with the audience to potentially change
their mind.

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23:30.340 --> 23:33.080

Right?

So what tell them is is keep going a lot of

23:33.080 --> 23:37.250

times you just have to keep going.

So because they're still trying to figure out

23:37.260 --> 23:39.930

is this authentic?

Like are you being real with this or is this

23:39.940 --> 23:43.820

another check the box thing that you go to a
two day class and now you feel better about

23:43.820 --> 23:45.320

yourself.

Right?

23:45.330 --> 23:49.970

But no, they're looking for that authenticity.

So if you continue to just show up with that

23:49.970 --> 23:54.520

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mentality and where after a while it it's not just your mood but becomes a part of your

23:54.520 --> 23:59.410

personality that's a lot different.

A mood is very temporary a personality or a

23:59.410 --> 24:03.560

habit, you know, can last a lifetime as you're describing this.

24:03.560 --> 24:09.440

The word that continues to pop up in my mind is wholeness and the ability for leaders and

24:09.440 --> 24:15.260

employees to show up as whole in their work relationships and being able to bring their

24:15.260 --> 24:19.430

whole selves to work.

You know, we have an episode from season one

24:19.440 --> 24:24.000

about whole health and we talk a lot about what

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does that mean to be able to bring your whole

24:24.000 --> 24:27.640

self to work?

And often times it really does start with the

24:27.640 --> 24:31.240

relationships that we cultivate and the ways
that we do that.

24:31.260 --> 24:37.720

So I think this speaks so much to that
importance of not just showing up and

24:37.720 --> 24:41.700

completing the transaction.

Not just showing up with the mindset of what's

24:41.700 --> 24:45.640

in it for me.

How can I go home with my needs met and my

24:45.640 --> 24:49.930

needs met only.

But thinking about how can we create in a sense

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24:49.930 --> 24:55.750

this community of working relationships that allows for all of us to be whole and to move

24:55.750 --> 24:57.520

towards the mission.

Yes, absolutely.

24:57.520 --> 25:01.370

I agree with you 100%.

I've actually wrote a little quote that's self

25:01.370 --> 25:04.000

care is at the center of quality care and healthcare.

25:04.010 --> 25:07.500

That's exactly accurate.

You know, because you look at most health care

25:07.500 --> 25:11.160

models, models in general.

You know the patient or the customers normally

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25:11.160 --> 25:14.280

at the center.

But covid is really kind of like open our eyes,

25:14.290 --> 25:18.710

you know to the fact is if you have a miss

balance in your own life essentially if you've

25:18.720 --> 25:21.760

emptied your cup and you have nothing else to

give your going,

25:21.760 --> 25:24.750

it's going to impact the patient care.

And what I mean by that is this you could be

25:24.750 --> 25:28.150

the best doctor on the planet, right?

But if you have a bad day and you enter the O.

25:28.150 --> 25:30.240

R.

It could definitely obviously potentially

25:30.240 --> 25:32.000

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negatively affect your patient.

Right?

25:32.010 --> 25:36.010

Same thing as a, you know, if you're in valley parking, if you're having a bad day you can be

25:36.010 --> 25:39.390

the best valley park on the planet.

But if that bad day and that chance moment that

25:39.390 --> 25:43.280

you passed with that patient went poorly.

well again it can impact the patient.

25:43.290 --> 25:47.920

So your mindset of how you approach the day and then absolutely your balance in your own life

25:47.930 --> 25:51.190

is incredibly important for how you conduct business.

25:51.200 --> 25:55.090

So you have to polish both sides of that coin.

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So we talked about it before,

25:55.090 --> 25:58.700

it's like the yin and the yang, A lot of leaders are incredibly good at looking and

25:58.700 --> 26:01.950

focusing on the operational state of their units, right or their services.

26:01.960 --> 26:04.400

So falls those types of things incredibly important.

26:04.400 --> 26:07.180

But on the other side of that, that balance is the, you know,

26:07.180 --> 26:12.110

the personal relationships and the emotional that Eq that we're talking about today awesome.

26:12.110 --> 26:17.140

Well eric this has been amazing to think about how do you shift your mindset?

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26:17.150 --> 26:22.370

Like I said, just hearing from the beginning of your career kind of how you influenced right?

26:22.380 --> 26:29.300

Because it's about influencing and how you influenced your team to kind of hardened

26:29.310 --> 26:34.990

to the organization and and shifting into a space where you're influencing your teams,

26:34.990 --> 26:39.220

you're influencing leaders, you're influencing individuals to open in a sense to the

26:39.220 --> 26:42.900

organization.

That that radical shift, It's just been amazing

26:42.900 --> 26:47.630

hearing some tips on how to do that.

Are there any last tips that you would leave

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26:47.640 --> 26:54.110

for leaders for staff, for our workforce on how
to move into a more connective

26:54.120 --> 26:57.710

mindset. Absolutely.

Les Brown has one of my favorite quotes of all

26:57.710 --> 27:00.430

time.

He says when you open your mouth, you tell the

27:00.430 --> 27:05.210

world who you are and the other side of that
actually modified it slightly is when you open

27:05.210 --> 27:10.340

your mouth you reinforce who you are and what I
mean by that is you know my little bit of

27:10.340 --> 27:13.710

background and nonverbal communication right?

And nonverbal behavior,

27:13.710 --> 27:16.490

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your demeanor, how you approach, how you walk,
how you stand,

27:16.490 --> 27:20.470

how you talk right?

It's just like just like anything and they say

27:20.470 --> 27:23.280

that about 90% of communication is nonverbal
right?

27:23.290 --> 27:26.620

So it's incredibly important if you are a
leader in the organization,

27:26.620 --> 27:30.660

if your staff member in the organization it
starts with just your mannerisms alone right?

27:30.680 --> 27:35.360

It's the reason why you can look across a room
and you know when your friends having a bad day

27:35.370 --> 27:39.020

they don't have to say a word about it.

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Effective leaders in this organization are that

27:39.020 --> 27:41.480

good with their people.

They can look across the room,

27:41.480 --> 27:43.730

they can look across the unit, they can look
across the service,

27:43.730 --> 27:46.740

some of them can read it in their email, you
know just even out of character of their

27:46.740 --> 27:51.530

vocabulary and they know and they can empathize
with those people so highly highly recommend

27:51.530 --> 27:54.760

you do that.

Another thing would be checking your vocabulary

27:54.760 --> 27:58.800

of your unit or your area and what I mean by
that is this if you're hearing things like

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27:58.810 --> 28:02.540

that's just the V.

A way or I'm here for a paycheck that's it.

28:02.540 --> 28:05.530

I'm just here to get a paycheck that is such an empty comment?

28:05.540 --> 28:10.030

And what I mean by that is this um If you could fast forward and visualize right now,

28:10.040 --> 28:13.550

think of you fast forward in time and you're 85 years old.

28:13.560 --> 28:17.090

If somebody came to you and you had all the wealth from your entire lifetime,

28:17.100 --> 28:19.970

you know, in the bank and they said, all right, you can,

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28:19.980 --> 28:23.240

you can exchange this.

You're gonna, I'm gonna take every all of every

28:23.240 --> 28:25.880

dime you got.

But I'm gonna allow you to go back to any point

28:25.880 --> 28:28.590

in time you want with any person that you want
to, you know,

28:28.590 --> 28:31.180

to have that moment again with your family
member For your wife,

28:31.180 --> 28:33.730

your kid, you know to be 20 years old again,
whatever it may be,

28:33.740 --> 28:37.310

many of us would absolutely, we would trade
every dollar to have that moment.

28:37.320 --> 28:40.810

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And that's why I know that it's such, you're not here for a paycheck.

28:40.820 --> 28:45.020

You're here for moments.

And the only thing that those paychecks by you

28:45.020 --> 28:48.150

are moments.

So if you hear that type of vocabulary on your

28:48.150 --> 28:52.940

units just understand and empathize with your staff that they might not have seen that yet.

28:52.950 --> 28:55.600

So cultivate those types of moments acknowledgement.

28:55.790 --> 29:00.380

That recognition is so important. Yes.

I had a class.

29:00.390 --> 29:04.630

I had some staff members one time they were

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telling me how staffing is a major issue and

29:04.630 --> 29:06.930

we're all experiencing that right now across
the planet,

29:06.940 --> 29:11.190

especially in nursing right?

So I told them, I was like well how do you talk

29:11.190 --> 29:13.340

on your unit?

And you know, and they were like what do you

29:13.340 --> 29:15.010

mean?

Well how do you greet new people that are

29:15.010 --> 29:19.790

coming on in the unit and they will say well
we'll see how long that smile last or you know

29:19.800 --> 29:22.770

are you must not have been here for very long
and I told them,

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29:22.770 --> 29:25.660

I said well what you're doing right there is
you're cutting the legs out from underneath the

29:25.660 --> 29:28.910

people that are coming in the on boarding
process takes a long time.

29:28.910 --> 29:33.580

And then now when you get them here, you're not
cultivating the vocabulary to keep them here.

29:33.590 --> 29:39.780

So in the example in my class one day I had one
of the staff members stand up and walk outside

29:39.780 --> 29:43.000

the door and it was probably 20 people in the
room in this class,

29:43.010 --> 29:47.410

I said when this staff member comes back in, I
want you to clap and hoot and holler like she

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29:47.410 --> 29:52.150

just won the lottery, she comes back in the room and as soon as she lands in the room man,

29:52.150 --> 29:54.350

everybody hoots and hollers and everything like that.

29:54.360 --> 29:57.900

Well it was so like emotional and actually you know, a couple of people kind of teared up in

29:57.900 --> 29:59.800

the audience and stuff and I was like and I asked her,

29:59.800 --> 30:02.300

I said, well how did that feel?

She said I was real nervous but when I came in,

30:02.300 --> 30:04.620

she was like, it felt amazing and then I asked the audience,

30:04.620 --> 30:09.630

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I said how did it feel for you to do that and they were like it felt great and uh and I told

30:09.630 --> 30:12.730

her I said you know it wasn't for you, I said it was for them,

30:12.740 --> 30:17.100

for us when we're acknowledging people like that, embracing people like that,

30:17.110 --> 30:19.880

that's where people's vocabulary shifts from. I like my job too,

30:19.880 --> 30:23.170

I love my job and I'm here for a paycheck rather than that.

30:23.180 --> 30:25.480

I'm here for the people. Excellent story,

30:25.490 --> 30:29.420

excellent story.

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Eric I think it really does allow us to see the

30:29.420 --> 30:36.410

importance of Mindset shifts for ourselves.

But then how do we create an environment of

30:36.420 --> 30:40.570

shifting the mindset, a culture of a mindset shift.

30:40.570 --> 30:47.340

And so I think that's an amazing way for us to think about the work that we can

30:47.340 --> 30:52.760

do to make this a better place for all of us so that we are motivated to move forward.

30:52.770 --> 30:56.770

So thank you so much.

Well we've come to the end of this episode,

30:56.770 --> 31:01.220

I feel like 30 minutes goes by so quickly, so quickly.

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31:01.220 --> 31:05.270

But before we head out I want to play this game of word association,

31:05.280 --> 31:10.540

going to give you a word or phrase and I just want to hear what pops up for you.

31:10.540 --> 31:13.330

What comes to your mind.
Okay, alright here we go.

31:13.340 --> 31:20.090

So the first word is mindset shift Yeah, yeah, you starts with

31:20.090 --> 31:26.210

you, the next word is connection yeah, then it goes to others.

31:26.210 --> 31:31.410

So I'm liking the way that this, this little thing is going and then lastly we've got the

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31:31.410 --> 31:35.870

audacity to fail.

Yes and uh Doctor did for the sake of time.

31:35.870 --> 31:39.800

I wish I could answer this one word but I can't,

I have to give you a quick example.

31:39.800 --> 31:44.960

So yeah, so I have a seven month old son named

Saxon and even at seven months he's taught me

31:44.960 --> 31:46.530

some incredibly valuable lessons.

31:46.750 --> 31:51.610

And what what he's taught me already is that

you've got to fail fast in order to have

31:51.610 --> 31:57.260

success fast. Yeah.

And uh yeah what I mean by that is every single

31:57.260 --> 32:01.290

day he's got this little thing, this little

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push cart thing he tries to climb up on right

32:01.300 --> 32:04.720

and every single day he falls down every single day he falls down.

32:05.440 --> 32:11.010

So if he has the same mindset as many of us do, he would fall down once and never get back up

32:11.010 --> 32:13.260

again.

He would never learn to walk.

32:13.260 --> 32:18.460

He would never learn to run right.

So it's an incredibly valuable lesson that in

32:18.460 --> 32:24.540

life we have to redefine what it means to fail and on your units and in your operations and

32:24.540 --> 32:29.080

your facilities you have to think that way, redefine what failure is it's an opportunity

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32:29.080 --> 32:33.170

for you to have success and when you don't have it maybe and don't capture the overall goal.

32:33.180 --> 32:37.540

I guarantee if you look at the details, you probably captured a lot of individual small

32:37.540 --> 32:40.530

goals in between you, lessons learned is what they're called most of the time.

32:40.540 --> 32:46.970

So I highly encourage people to, to create that redefined look on failure and view it from a

32:46.970 --> 32:51.300

child's eyes if you will.

The other thing is for tips for leaders is

32:51.320 --> 32:54.910

emotional intelligence is incredibly difficult to talk about because it's not,

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32:54.920 --> 32:59.170

it's difficult to measure, it's not tangible.

So a lot of people will come from a very

32:59.170 --> 33:03.560

pessimistic style of, you know, view if you do

run into that,

33:03.560 --> 33:06.990

just remember this quote and I heard it years

ago, but I think it's super powerful.

33:07.000 --> 33:11.930

Optimism will not guarantee your success, but

pessimism will guarantee your failure.

33:12.960 --> 33:17.040

Yes.

So the first step and possibility to continue

33:17.040 --> 33:21.250

to fail forward and have the audacity to fail

starts with the optimism with failure itself.

33:21.400 --> 33:25.030

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Yeah, no, I love that thought about rebranding failure.

33:25.030 --> 33:29.120

That is one of my biggest goals when it comes to this podcast,

33:29.120 --> 33:33.240

how can we rebrand failure?

How can we make sure that people have the

33:33.240 --> 33:38.590

audacity to fail and to get up again and to fail and to get up again and so forth.

33:38.590 --> 33:44.740

So great example eric it's been a pleasure having you on today's episode and show sharing

33:44.740 --> 33:49.470

some of your lessons learned throughout your career and I appreciate the work that you're

33:49.470 --> 33:53.010

doing with the workforce down there in north

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texas healthcare system.

33:53.020 --> 33:55.750

Oh yes, absolutely.

It's a it's a pleasure and it's,

33:55.760 --> 33:58.720

it's great to see that people are creating like
you all dr dave,

33:58.720 --> 34:01.970

creating a platform like this for people to
share these stories and it's incredibly

34:01.970 --> 34:04.380

powerful, awesome.

Well, thank you, thank you.

34:04.380 --> 34:07.540

And until next time.

Absolutely sounds great.

34:08.150 --> 34:13.530

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

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34:13.540 --> 34:18.100

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

34:18.110 --> 34:23.000

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

34:23.000 --> 34:25.810

from the National Center for Organization Development.

34:25.820 --> 34:28.490

Check out our website also linked in the show notes.

34:28.500 --> 34:32.880

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

34:32.890 --> 34:37.340

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

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34:37.350 --> 34:40.970

be well and continue to fail forward until next
time.

34:40.980 --> 34:41.820

Thank you.