

Audio Transcription

Season /Episode #:	Season 3 Episode 7
Guest:	Dr. Maia Carter
Title:	Embracing Fear in Leadership with Dr. Maia Carter

Dr. Shari Dade	You are now listening to The Audacity to Fail podcast, a podcast about misstepping into success. Get ready to dive into conversations and real stories from leaders as they share. How failure activates a growth mindset is an important part of learning and motivation for improvement. I'm your host, Dr. Shari Dade, psychologist with the National Center for Organizational Development.
Dr. Shari Dade	Thank you for tuning in. Let's get started.
Announcer	Support for this leadership podcast comes from the National Center for Organization Development. NCOD aims to increase the long term growth and performance of the Department of Veterans Affairs by collaboratively working with the leaders throughout the VA to improve organizational outcomes by supporting the development of an engaged workforce. For additional information on our services, click the link in the show notes.
Dr. Shari Dade	Many leaders are burdened by fear, and this is something we don't often shine a light on. Instead, we portray stories of fearless leaders who run first into the fray without the blink of an eye. These stories can lead us to believe great leaders live without fear. However, it's often irrational to believe that great leaders are the only people who have the privilege of bypassing this human experience.
Dr. Shari Dade	It sounds great to be fearless. However, it's impossible. In fact, some of the best professional development happens in the face of fear. For this episode, I'm happy to welcome to the show Dr. Maia Carter. Dr. Carter is the director of Virtual Care Integration in the Office of Primary Care. In this role, she works to help implement and expand virtual tools throughout primary care services through the nation.
Dr. Shari Dade	As a teller, primary care physician, Dr. Carter sees patients virtually throughout VISN 21. She is also the thought leader and host of the Dynamic VA blog entitled Let's Talk of Virtual Care, produced by the Office of Primary Care, a virtual integration care team. Get ready to join us as we explore the journey of Misstepping into success. This is The Audacity to Fail Podcast Episode 27 Embracing Fear and Leadership.
Dr. Shari Dade	Hi. Hello. How are you today?

Dr. Maia Carter	Hi Shari. How are you? I'm doing great, thank you. Thank you so much for having me on your show.
Dr. Shari Dade	Yes. Thank you for agreeing to be here. I'm so excited to dive into this episode for many reasons. One, because I just love having conversation with you, but also because I think this topic, fear is the driver of audacity. And without fear, whether it's fear of failure, fear of missteps, fear of fill in the blank, audacity wouldn't exist.
Dr. Shari Dade	People would it have to be audacious? Well, leaders wouldn't get the opportunity to be audacious. Fear is like the linchpin in to I see. And so I am so excited to jump in and talking about what does it look like to lead through the fear to be able to continue to push forward and continue to progress? And so I'm excited to talk about it more closely.
Dr. Maia Carter	Great. Yeah, It's just an honor to be here with you today. And I just have to say that introduction, like, almost brought tears to my eyes because first you said my name. When you when people say my name correctly, Maya, it's so affirming to me. And I was like, Oh, my gosh.
Dr. Shari Dade	Yes.
Dr. Maia Carter	And yeah, it's been quite a journey, you know? And every word that you said in the introduction just allowed me to reflect on the road to all those accomplishments. Right? And the journey through all of that. And we see the fruit of it and we see the episode. We see the presentation, we see the CV, right? But then the road to get there has its ups and downs and then the persistence to finally see it to fruition just brings tears to my eyes is just I'm just grateful.
Dr. Maia Carter	Grateful?
Dr. Shari Dade	Yeah. And as you were just talking and as we were preparing for this episode, you shared a little bit about the road to where you are today and how it has been filled with several instances where you've had to carry a great deal of tenacity because of the twists and turns. But ups and the downs, you face some challenges from criticism, some successes, some wins.
Dr. Shari Dade	Yet you persisted instead of backing down, even when feared, showed up for you. Can you share a little bit about your career journey and even how fear may have played a role throughout your career story?
Dr. Maia Carter	Sure, I can reflect back to kind of the beginning of my VA career. So back in 2010, I started with the VA as a locum physician, just was going to do three-month stint

	and fell in love with the VA after three months fell out with my patients. The primary care model, the team-based model, the integrated health system, and signing on permanently after that three months.
Dr. Maia Carter	And that was January of 2011. And then shortly after that, I, I got divorced. So getting divorced and having to relocate to Las Vegas and kind of restart again. So I had to regroup, figure out where do I go from my whole life had shifted. Up until that point, I felt like I had good control over my life.
Dr. Maia Carter	I felt like, okay, I studied it, took the test, has the test I wanted to go to, you know, I wanted to start applying for the job, got the job, you know, And so everything kind of went right. And so, you know, I thought, you know, same thing for my marriage. Found this person got married, it's going to work.
Dr. Maia Carter	And so when it didn't work and things started to shift, I had to surrender myself to add new thought process at a new mindset. So coming to Las Vegas and understanding my new operation was going to be myself, my two babies, five months and 18 months, and my parents, thank God for them to kind of help me through this transition, having to understand my new operation, understanding how to reemerge at the VA in Las Vegas with a whole new perspective on life and understanding that there are some things out of my control.
Dr. Maia Carter	There are some things that happen to me just because life is happening now to me and having to navigate that and accept myself in that. So it's like almost like a self-love journey through this. And then coming to this VA in Las Vegas, you know, I'm a worker bee, so I've got my black and brown on and my exam room saying patients, that's what I do.
Dr. Shari Dade	I think, let's go.
Dr. Maia Carter	You know, I remember one day when my chief at the time, he he pulled me out of the exam room, I said, hey, I got paced to see what's going on. He's a you know, you should consider applying for a position as assistant chief of primary care. I'm going to create that. He said you should apply for it.
Dr. Maia Carter	And I said, Oh, that sounds like a lot.
Announcer	Because.
Dr. Maia Carter	I don't know if I want to carry that way. He said, No, you should consider it. So I went home and talked to my parents about it and they're like, Yeah, go ahead and apply for it, you know, Wow, we're here to help you with these children. And so I did that. That was kind of my first leap of faith in my career and just being able to

	go through that interview.
Dr. Maia Carter	And it was all these other chiefs in the room at this table and then me and throughout my whole journey as just a worker bee doing my job, I was always trying to figure out ways to make things better. How could we improve patient process? How could we improve the veteran experience? How could we how did I how could I help my chief?
Dr. Maia Carter	What did he need? How could I support? So I presented all the different things I had done over the years. And sure enough, I landed the position. And so here I am coming from the front line and I was competing with other managers. Well, yeah, so folks had already been in leadership. I wasn't I had not been in leadership.
Dr. Maia Carter	And because of my interview and of course I'm going back to my car and I'm thinking, Oh, I should have answered that question better. You know, very I'm very on my worst critic. Oh, Oh, I could have said that. You know, And so that was just really amazing, having to come from the front line to a management position.
Dr. Maia Carter	And so, you know, as I emerged into this leadership role, here comes different commentary. So I, you know, having to navigate comments from folks who had well-established in leadership in the VA, not quite sure about this one coming from the front line data has let you know how long is she going to last. Right and and kind of some naysayers, some just didn't know what to think and just kind of still learning and understanding.
Dr. Maia Carter	I had to pull my resources and understanding, okay, I'm going to study leadership and management just like I study internal medicine, primary care and public health. Right. And so and that's what I did as surrounded myself with a success team. I surrounded myself with resources like American College of Healthcare executives and tapped into their webinars and understand their language management language and gave my presentations and did what I needed to do.
Dr. Maia Carter	And slowly I was able to become a member of this world and people started to see my competence. And I remember there was one leader who said to me, Dr. Carter, you're a new chief here. Don't worry, you're going to learn all the technical skills, but you've got what it takes to be a leader. You've got those. You've got those talents and gifts in you.
Dr. Maia Carter	The technical stuff will come. And I kept that with me for like years. I think I still hold onto that. And so I was so grateful when I saw him again, I said, Oh my goodness, you know what you said to me? Three years ago after holding out? Thank you for giving me that. Right. Because it was it was scary.

Dr. Maia Carter	And I said, now I'm going to press through this because I knew it was it was good. It felt good. I was like, ooh, I like the idea of having been from the front line and now a leader and being able to give folks the experience. I wish I would have had how to make things better. I like the idea of improving health and wellness of people.
Dr. Maia Carter	That was kind of incorporating all my gifts and talents and still knowing that moving forward, even though I didn't have all the pieces yet, I was still learning as I went and I and he had to still go while I was learning. And so as I went and I presented and I led and I decided where a gaps were, and I worked with other people to create a strategy to move forward, I'm still I'm still learning as I go.
Dr. Maia Carter	So I was like, okay, how can we do that better? Oh, how could I add to my I've kept adding to my wheelhouse of tools to help me to grow. And so I had to learn how to accept myself in my imperfections because it wasn't perfect and it wasn't where. So I had to learn how to lead meetings with lots of different leaders and collaborators and how to be efficient about that.
Dr. Maia Carter	So the first few meetings didn't quite they worked, but they weren't as worked as well as they could have been. And so I had a session. How can we make that better? So refining myself through this journey and giving myself grace through that was the big step.
Dr. Shari Dade	So huge part of that.
Dr. Maia Carter	Yeah. So after Assistant Chief of Primary care, then chief of primary care, I got promoted again. And so then, you know, and I was chief of primary care for six years. So I was in this role for six years. And most people are in that role for about two years and move on to something else. And so that was that was a huge pivotal moment.
Dr. Maia Carter	Yeah. And then being able to still see patients and with this leadership role was something that's always been very important to me. So all of that leadership management to make that 30 minutes or that 60 minutes, the most awesome 30 minutes of 60 minutes possible for the veteran. Right. And so it made it all worth it.
Dr. Shari Dade	Yeah. No, I love how in your story you talked about these really big leaps and even in those big leaps, in those moments, having a little bit of uncertainty like, oh, this seems big like that awareness that this is going to be a big thing. And one of the truths that I've learned about taking on big leadership roles is that there is often so much fear involved when you step into these projects and you make these leaps and then it does come with that side of uncertainty, that side of

	hesitancy and fear at times.
Dr. Shari Dade	How can we get a bit more comfortable with feeling some of that? Like what have you found useful in helping you lean into the fear?
Dr. Maia Carter	Well, affirming myself so being confident in who I am, being clear about this task in front of me and reflecting on my own journey, my own accomplishments, knowing that a lot of people around me to help support me with saying, Wait, I've been through this and this and that, I can get through this.
Dr. Shari Dade	Too, for sure.
Dr. Maia Carter	And understanding that the last task I had to accomplish was scary. But I got through that and it allowed me to grow and develop in ways that I needed to. And so this one in front of me now will do the same. And so just trusting that and then preparing for that. So it's scary. Here it is, another stretch assignment.
Dr. Maia Carter	How do I be resourceful? How can I best prepare for this? Yeah. And so I'm constantly reevaluating my success circle, who's in my circle to help me develop and grow, to support, to encourage, to cheerlead, to pray with, to provide me with tools or links or resources to help me to be successful in the next task. And so with all that, and then also my own personal faith, you just you just move right through it and you trust, right?
Dr. Shari Dade	Yeah, Yeah. One step at a time. And I don't think you really overcome the fear because it's like, how do you overcome the fear, Right? I think you get more familiar with it. Like you're saying, like, I've experienced this fear before. I stepped into these roles before I've done the big things where the fear is accompanying that before, and this is how I made success happen.
Dr. Shari Dade	This is where I stumbled. This is where I failed. This is what I'm going to try to avoid this go round. Yeah, but the familiarity of the fear becomes the thing. And even in what you just said, you, like many other guests on the show, you've spoken about the power of your success. Circle your support circle. You and I have spoken about the power of mentorship and how important that is to you.
Dr. Shari Dade	How has being and even having a mentor helped you remain audacious and embrace fear and leadership.
Dr. Maia Carter	Of interests are so critical and mentors can come in so many different ways, shapes and forms. And I believe that through my entire career journey, an early careerist mid-career is now where I'm at, and then later on in life, I feel like I will

	always have a mentor because I'm always going to want to grow and develop and learn something new and different or offer, accept and hear another perspective.
Dr. Maia Carter	Yeah, even if I don't agree on that perspective, just to understand that there is another perspective out there and being aware of that. And I've learned over the years that mentors can come differently. So, so one person may not be everything that I need, right? And so I might have one little piece of this person X to say, okay, this is the one that is ready to send me a resource on or the latest article on this or that.
Dr. Maia Carter	You know, someone else might be the one to remind me of my own accomplishments, right? Or, you know, like I say, sometimes I got to pull out my own CV and encourage myself to say, okay, okay, girl. Yeah, you got this here. Yeah, Yeah. So I think it's critical. So I see myself as a, as forever mentee, learning like a sponge from everybody.
Dr. Maia Carter	And not only folks in my discipline. So I had, I learned that maybe, I don't know, three or four years ago, that's not even in my discipline as a primary care physician. But there are so many folks outside of my discipline or outside of medicine that I can learn from and need to grow from to develop me as a person and as a whole person and embrace myself so I can go out there and give everything and I think even through this fear and I'm leading with love.
Dr. Maia Carter	With a good heart. Yeah, with a good intention with the you know, my intent is to serve. My intent is to provide good things. And so that's that's what I'm leading with. So I'm.
Dr. Shari Dade	Certainly.
Dr. Maia Carter	Coming from a good place, and that helps me too. So am I. Conscious is clear. You know, when I go out there, I always then I became a mentor. And that's been a whole journey.
Dr. Shari Dade	To you.
Dr. Maia Carter	Again, I'm always I'm trying to learn. But then I realize now about people coming to me, asking for advice and suggestions. I'm sharing things that I've learned along the way that we we all don't have to make the same mistakes now. So let me just tell you.
Dr. Shari Dade	To help someone else navigate through their own fear, uncertainty, all of those.

Dr. Maia Carter	Yeah. Yeah. And so that's been quite a journey for me as well, being a mentor and sharing with others and realizing, wow, you know, over the years I have acquired quite a bit of information, knowledge, experience, so I can, I can share in learning how to be transparent with people so that they can learn from these, these things that I've been through.
Dr. Maia Carter	So it's been awesome. Yeah.
Dr. Shari Dade	One thing my that I think we connect on and I appreciate about that connection is that you're such a dynamic leader that sits in the pocket of innovation and creativity. And this is apparent with the blog that you created in your office. I understand all too well the process of moving something from an idea into something actual, and some of the fear, the reservations that can creep up at that time.
Dr. Shari Dade	One part of the process that you mentioned that stands out to me was when you took the space to share this idea with your team and you said they scheduled my journey. Yeah.
Dr. Maia Carter	I have you there.
Dr. Shari Dade	What that felt like what did that feel like.
Dr. Maia Carter	Over the years? I just have to be so grateful because I've attracted really great people around me, and my teams have been wonderful. I have different teams throughout the years, but my teams have been really great and I really strive to build a team that is there's different thought processes there are very diverse and how they think, what they bring and they complement my strengths and my best are strengths.
Dr. Maia Carter	And so we're all very different. We come together and what we've produced is amazing. And so we take risks with each other because we think differently and we say, okay, let's all come together and do this. So I'm just talking and I, you know, I have my bucket list, but I've privately I've always wanted to do some sort of podcast.
Dr. Maia Carter	I've always seen myself and pictured like just glimpses of myself doing podcasts, some kind of show. And I just mentioned this casually in one of our huddles. And then next thing I know, one of my teammates, she just scheduled it. She just put it right there on the calendar, you know, Dr. Carter's podcast. And I'm like, Oh, wow, I'm not ready for this.

Dr. Maia Carter	Yeah, that was that was okay. She just made it real. She settled it. So that means that's a goal. Now that means we're going to she's like, now we're going to do this and that. Really? Okay. And so, you know, am I ready for this? Right for this attention? Because I am an introvert. I am a I'm an introvert.
Dr. Maia Carter	I'm very comfortable. I don't need to speak. I can sit right there with my notebook and take notes and go home.
Dr. Shari Dade	We are twin flame.
Dr. Maia Carter	Yes. And so over the years, because of my leadership journey and I have learned how to and practiced being more extroverted and I'm getting more comfortable knowing I still need to go fill my tank. And so, yeah, so she's scheduled that. And so that was quite a journey, just just to pitch this idea to my leadership, my boss, you know, and say, Hey, I have this idea, I want to do that.
Dr. Maia Carter	And we have a first guess for our first episode and being able to create something and say, okay, this is our pilot, What do you think? And and figuring out how we're going to create a script and how are we going to do an intro and the outro and all that is just new territory. This could be a success.
Dr. Maia Carter	This could be a complete failure. This could be fun. But some people can say, Oh my gosh, because with virtual care we are trail blazers in the sense of a lot of times we walk in roads that have been walked before. We can see things. We're visionary, so we can see how we can have so much opportunity with these virtual tools with our veterans.
Dr. Maia Carter	And a lot of folks haven't quite seen that yet or can appreciate that yet or not quite on board yet. And that's okay. And so now here I am creating a whole show dedicated to virtual care and really wanted to create something that presents information and ideas in a different way and having good conversations with people who have used the tool a bit successful with the tools and that they're that they're tangible.
Dr. Maia Carter	You can touch them, you can see them and and they can get excited about it. And so that was the intent of the show. And so I'm grateful for we've been through ten episodes now, Season one.
Dr. Shari Dade	Yes.
Dr. Maia Carter	With Dr. Clancy and our grand finale episode of Season ten. So that was awesome. Just speaking with her about virtual care. She is amazing, amazing leader Doctor Clancy. So thank you for that.

Dr. Shari Dade	Now, perfect. Perfect. And I really can connect with this idea of the importance of having the support of a team that says, Hey, you're ready, right? Even when you're in that space of like.
Dr. Maia Carter	No, I'm not ready.
Dr. Shari Dade	Like, what were you all thinking? You know, being able to have others in your space, in your orbit that will say like, No, we kind of think you are like, I think you're ready.
Dr. Maia Carter	Yes. And then I have to say sorry that it's been interesting. So the critique. So then, you know, my boss said, yes, let's move forward. The pilot looks good. And so I said, okay, we're moving. On the episode to episode three, and then the critique will come, right? And so, okay, you know, it's too long or, you know, I had to get a special microphone or, you know, and just being able to continue with the growth mindset.
Dr. Maia Carter	And my worst critic, remember. So I'm already saying, Oh, I need to fix this fix that, fix that, and then to start to have the wits about me to receive constructively others feedback and say, okay, that's things a little bit, huh? You know how long I worked on that. But okay, I got to, you know, and then this kind of again, reemerging.
Dr. Maia Carter	Okay, so the next episode I've learned this, these different things. So not taking it personal, keeping it objective, swallow the facts, develop yourself.
Dr. Shari Dade	To.
Dr. Maia Carter	Move to the next thing. And again, I'm still embracing myself through this whole journey, right?
Dr. Shari Dade	Absolutely.
Dr. Maia Carter	And so, yeah, that's another another exciting, pivotal moment.
Dr. Shari Dade	Yeah, huge, huge, pivotal moment and an amazing blog as well. And so thank you. Yeah, absolutely Amazing blog with some amazing information that I think is really, really important and vital for our workforce as we continue to take on different innovative ways to care for our veterans virtually. So one of the things that is important to mention about fear, especially for leaders, is that it is uncomfortable for so many people.

Dr. Shari Dade	It's one of those emotions that we instinctually try to avoid in our everyday lives. Yet ironically, we you know, we're talking about it today and just kind of the existence of it and what it feels like. And that can be really rough, especially for leaders, because leaders are painted as these fearless beings. They're painted as these people who know what to do.
Dr. Shari Dade	They're not afraid to take the next step. How can ignoring fear or acting as though it doesn't exist lead to or contribute to missteps?
Dr. Maia Carter	Oh, that's an awesome question. I think if we ignore it or avoid the fear, we become stagnant. We make a decision consciously or unconsciously, to stay exactly where we are and get exactly what we're getting. Yeah, yeah. So when we say no, I want a better life, I want more love in my home. I want to be in the C-suite one day.
Dr. Maia Carter	I would like to do something else one day or, you know, then you've got to do something differently and kind of allow yourself to be uncomfortable. And so when we the instinct is to do that sounds like a lot. Or what if this happens or we would have ourselves to death, and then we become stagnant and we we decide that we'll just stay right.
Dr. Shari Dade	Here where it.
Dr. Maia Carter	Seems to be safe. But, you know, perhaps it's not really what we want. And so.
Dr. Shari Dade	Yeah, yeah.
Dr. Maia Carter	You kind of have to and then for me, it's again, once I'm clear, I kind of sit with myself and be still and be clear with myself about what my priorities are, where my goals are, underneath those priorities and these, those objectives underneath those goals. And then, okay, I have a pathway. Yeah. So even if that pathway is fearful, I've made a decision that I want certain things to be different in my life or I want to achieve certain things.
Dr. Maia Carter	And so I'm still going to go because I'm clear now. So I've got to get there. Right. And so that's what helps me to not be stagnant and not to run away because I thought it through my soul and my spirit is clear. And so that that that that that means a lot for me to help me to continue to walk and versus run away.
Dr. Maia Carter	Right.

Dr. Shari Dade	Easy to do that, right? Yeah. Wait a minute. That pathway has too much there's too many unknowns. There's too many uncertainty. TS There is a lot of fear down that pathway. It's very easy to turn back and to say like, Nope, that's not for me or that's not for me, right now. Maybe I'll do that later. I need to get I need to learn a little bit more.
Dr. Shari Dade	I need more training. I mean, and there's definitely power in understanding where your limitations are. But if those limitations are inflated by fear, then it causes us to be able to say, Let me take a pause. Let me take a beat, and let me really sit and say, okay, can I move through this? Do I have the support?
Dr. Shari Dade	Do I have the resources? Is it possible? And being able to continue to move forward and make that choice to do so is really important.
Dr. Maia Carter	Yes. Yes. And even if I might even tell myself maybe right now at this moment, I will move on that. But I write down when. So again, scheduling my dream site or Yeah, when I was in the health care development leadership program, they had us write out our one year plan, three year plan, a five year plan of what we wanted to accomplish and having to write those things down and then discuss it with my mentor.
Dr. Maia Carter	That was pretty powerful. And I and I was able to accomplish all those things. And so when I formalized it and I kind of made it tangible, that really made a difference. Still afraid. And I can remember when I first made my first attempt to become a fellow with the American College of Health Care executive. So I had this big test, your take to really show that you have a good business acumen and fundamentals of health care, leadership and administration.
Dr. Maia Carter	And I did not pass the test. And so that was something where, you know, of course, I'm driving home from the test. I'm like shaking still. Oh, my goodness. I studied and I passed, got all these phone calls. Well, how did it go? What happened?
Announcer	Yeah.
Dr. Maia Carter	The peanut gallery. What about what's going on? What did you pass away? Do you know? No, I didn't. Well, what do you think happened? Why did you pass? And what do you think happened? Well, what did we get out of? Like, I have to digest this outlet, you know, And so having to not be afraid to share that with people and say, you know, it didn't go so well for me.
Dr. Maia Carter	And they gave you my say self another time line. By now I'm really scared. I didn't pass it. What is this me? And I'm saying all these you know, so this, this

	conversation I'm having with myself, maybe they were right. I'm a physician, so I'm not able to do I'm not really going to be able to do health care leadership and be to that extent.
Dr. Maia Carter	Right. And because I'm a physician, you know, and somehow there's that stereotype out there. And so all these things were coming to my mind. Right. And so I said, wait a minute, now let me do what I know how to do. And so as I reemerged again and figured out how to do this differently and do the test differently and reach out to different folks, that was scary that I had not reached out to before.
Dr. Maia Carter	So when I was doing review courses and the finance person would get up and say, if you need any help on, you know, something, let me know if you have any questions when you're studying. So let me dig out his number. Let me dig. If I was reaching out like I need help with these word problems and stuff.
Dr. Maia Carter	And so, you know, through all of that vulnerability and transparency and receiving the help, I needed to figure out what I did the next time I took the test, I passed it with flying colors. And so I'm grateful for that, that whole journey as well.
Dr. Shari Dade	Yeah, most certainly that story gets a great finale to the episode around the importance of being able to make that choice, make that decision of, okay, if now isn't the time, when is the time? Let me schedule that out with myself. Let me make sure that I don't allow fear to prevent me from the expansiveness that is within me.
Dr. Shari Dade	Right. And I think the conversation that leaders have to have with themselves around that and have with others, kind of those frank conversations are really important to be able to think about how can I embrace the fear? How can I allow it to be my linchpin, allow for it to push me into audaciousness, to push me into expansiveness, as opposed to limiting me into what one of our other guests have said on the show into manufacturing mound small this right?
Dr. Maia Carter	So that's good. Wow. Oh, yeah.
Dr. Shari Dade	So I think that that's a great overarching thought for today's episode. So, Dr. Carter, it's been amazing chatting with you today. It's been great to get some really candid conversation around what it feels like to experience failure and to embrace it and all of the amazing things that you've been able to do within our enterprise, you know, the things that you've been able to do for our veterans.
Dr. Shari Dade	And so I really appreciate you showing up and being authentic in this conversation. But before we leave, I am wanting to play a game of word association here where I just give a word or give a phrase. I want to hear your

	thoughts on those phrases. Okay.
Dr. Maia Carter	Okay, let's go.
Dr. Shari Dade	Right. First phrase is tenacious leader.
Dr. Maia Carter	Relentless.
Dr. Shari Dade	Yeah.
Dr. Maia Carter	Unstoppable.
Dr. Shari Dade	Mhm. Yeah, absolutely. Next phrase is leading through fear.
Dr. Maia Carter	Doing it anyway.
Dr. Shari Dade	Keeping steady. Right. Doing it anyway. Yes. And lastly, we've got audacity to fail.
Dr. Maia Carter	Focus on your get up.
Dr. Shari Dade	Forget that. Say that again. Yes, I love that focus. I get.
Dr. Maia Carter	Yeah. I get up. Yeah.
Dr. Shari Dade	Matter if that is a word. I love it. I love it. Well thank you so much.
Dr. Maia Carter	Thank you. Sorry this has been so much fun. And I am I feel very blessed to share this space with you and for you to have me on and to share some things. And so thank you. This has been a great experience for me.
Dr. Shari Dade	Saying likewise. I appreciate it. Thank you. So we've come to the end of another great episode of The Audacity to Fail podcast. Thank you for tuning in to learn how missteps can lead to growth and success, Be sure to check out the key lessons in the show notes for a refresher. To request services from the National Center for Organization Development, check out our Web site also linked in the show notes.