

Audio Transcription

Season /Episode #:	Season 3 Episode 8
Guest:	Dr. Shari N. Dade
Title:	The Audacity to Be with Dr. Shari N. Dade

Dr. Shari N. Dade	You are now listening to The Audacity to Fail podcast, a podcast about mis stepping 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 N. 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 N. Dade	What does it mean to be audacious? You ask. It's about pushing boundaries and taking risks and embracing the exhilarating thrill of stepping out of your comfort zone. But it's not just about the big leaps. It's also about the small acts of audacity that can transform our daily lives. On this installment of the Consultant Connections, let's chat about how to begin becoming the audacious leader many of us hope to be.
Dr. Shari N. Dade	A little over two months ago, I was asked to be the opening keynote speaker at the VA Psychology Leadership Conference. This was such an incredible experience, but I must admit that it was also a huge stretch assignment for me. I really had to be audacious. So let's take a listen into the talk focused on helping leaders harness the audacity to be uncertain, relentless and authentic while on their leadership journeys.
Dr. Shari N. Dade	Get ready to join us as we explore the journey of stepping into success. This is the Audacity to Fail Podcast Episode 28 Consulted Corner. The Audacity to be with yours truly.

Dr. Shari N. Dade	I'd like to begin with an ask a simple question. When was the last time you were audacious? Think back to that moment. Now I know your thoughts may have traveled to the negative connotation the word audacity can carry. Like being overly confident or acting without regard for others. However, I'm going to redirect you. And because words mean something.
Dr. Shari N. Dade	Here are some other words that are aligned with the audacity I speak of. Bold. Daring. Nerve. Unconventional. Fearless. Courage. Spunk and bravery. When was the last time you existed in any of these spaces? I want you to travel back to that moment. Think back to that time. What was happening for you? What were the circumstances? How did you feel?
Dr. Shari N. Dade	And most importantly, what were you wearing? Now I really want you to capture that space in your mind, because we know that these life changing, transformative moments take audacity. But I would argue the everyday practice of audacity is what prepares us for the revolutionary moments of life. I would also argue that the everyday practice of identity is transformative for leaders, and it's going to allow each of us to shift the paradigm of our enterprise.
Dr. Shari N. Dade	Now, these are big words to try to emphasize, but they're not too big for any of us here to conquer. Now, don't worry. I ask myself the same question, and I really want to share this with you guys. I was an audacious I couldn't picture myself here, literally here on this stage, no matter how confident I thought myself to be.
Dr. Shari N. Dade	I wasn't audacious enough to believe that I could be here. So when I was asked to kick off our time together, I froze and I made up some excuse that would give me more time to be certain that this was the right thing to do, that I was the right person for this thing to do. But then I thought, Sorry, this could be the perfect opportunity to practice audacity.
Dr. Shari N. Dade	You see, I'd been at this crossroad before. The space between audaciousness and comfort. And as a black woman raised in a village in Louisiana. Yes, You heard that right? A village. I'm had to practice audacity on more occasions than I can recount to even have the slightest opportunity to stand before you today. So I reminded myself, Sorry. If you never practice your audacity, you'll never know how brave, how bold, how daring, how full of spunk you could be.

Dr. Shari N. Dade	So here I am today, practicing audacity. Once again, Thank you. All for the opportunity. One thing I've learned about practicing audacity over the years is that practice doesn't make perfect practicing audacity does not lead to perfection. But the practice of audacity does lead to possibility. For me, operating with audacity is commanding the world around me to bend and let it be possible.
Dr. Shari N. Dade	Let growth, let success, opportunities and progress be possible. Now, let me tell you, I'm good at reading the room, and I can tell that some of you here today are thinking I can't operate on possibility because possibility is a risk and risks sometimes lead to missteps and failures. And you're right. But failure is real, and the outcomes of failure is real scary.
Dr. Shari N. Dade	But so are the impacts of ignoring that reality. In fact, we know and understand and a high reliability organization, the preoccupation with failure can help create better practices across the entire organization. Error avoidance limits our ability to problem solve. If we can admit that in embracing the possibility of failure lies the opportunity for failure. We can better prepare ourselves for any contingency plans that may be needed.
Dr. Shari N. Dade	Once a month, I sit down with one of our own leaders and I create a podcast episode on The Audacity to Fail, Stepping into success. I've been fortunate to have the opportunity to cultivate conversations with leaders who bravely share their lived experiences with failures and missteps. Every episode is like having a front row seat to audacity and action.
Dr. Shari N. Dade	These leaders, they sit with me to share their stories. I'm being. And over the past three seasons. Each leader I've interviewed has given me lessons and audaciousness for keeping in line with our theme better together. I'm thrilled to share some of these lessons with you, and I hope that today, at this moment, during our time, we will start to imagine how each of us can begin practicing everyday audacity as leaders, as psychologists, as coworkers, as peers and friends.
Dr. Shari N. Dade	The audacity to be uncertain. I'm in a room full of leaders and aspiring leaders so I can keep it real with you all. There is so much uncertainty in leadership. Did you all know this? I mean, before becoming a leader, did you know that leaders are often uncertain? Well, I did it. And much like a child that thinks that your parents know the right thing to do.

Dr. Shari N. Dade	I actually thought that leaders, not all leaders, but certain leaders were certain all of the time, or at least most of the time. And I know I'm not the only person that's carried this perception because I can't tell you how often I've worked with leaders who are frozen because of uncertainty. And they say things like my team, my director, my folks, they're expecting me to know.
Dr. Shari N. Dade	So I want to be certain. I know those aren't the words of anyone in this room, so I'm not bursting any bubbles when I say there will be moments when you will be called to make uncertain decisions. Yes, uncertain decisions. And this probably sounds like an oxymoron for some of us, because if you're anything like me, I prefer to know that the path that I'm taking will lead to the outcomes I'm hoping to achieve.
Dr. Shari N. Dade	But as luck would have it, the complicated thing about uncertainty is that it shows up as an uninvited guest that arrives at the doorstep moments before the biggest party, regardless of the welcome. And in these moments, no matter how much information you find and no matter how long you take it away, the options, the uncertainty will be waiting for insurance.
Dr. Shari N. Dade	I'm sure I'm not telling any of you anything you aren't aware of. In fact, there are likely a few of you, a few of us in this room today that still have passing worries or thoughts because of some distant or not so distant uncertainty in the past few days, weeks or months. Let's take a listen to one of the lessons from season two Episode four, Dr. Shabnam
Dr. Shari N. Dade	"Shabi" Showell an Associate Chief of Staff of Primary Care West at the North Florida South Georgia Health care system and a leadership coach.
Dr. Shabnam "Shabi" Showell	We've cultivated this identity in ourselves that we are the front of the pack, that we're here to be an example, to lead the way. And in order to be an example, in some ways, we feel like it has to be perfect. And when we set up ourselves for a situation where perfection prevents us from taking a leap of faith, trying to do what's best, then we can oftentimes fail before we begin, because we don't ever create a product or put our name out in the world when we're not engaging in taking those steps to lead, even in the risk of potentially failing.

Dr. Shabnam "Shabi" Showell	We are manufacturing smallness for ourselves. We have so much that we can offer the world, but we can strain ourselves into this tiny little portion that we're willing to share. And that's not helping us get to our goal, whatever our mission might be in our leadership role. Yeah.
Dr. Shari N. Dade	The words that really stood out for me, and that is manufacturing smallness. And that is powerful because we are we are creating our own small spaces to exist in without realizing how expansive this journey could be. From your own experience, are there spaces where you've manufactured your own smallness?
Dr. Shabnam "Shabi" Showell	Absolutely. I you know, I feel like I've changed in those ways over time. The first one I can remember, honestly, was when I was applying to medical school. And as I mentioned before, I knew I had wanted to be a doctor for a very long time. And I remember getting ready to apply to medical school. I was writing some of the essays for my applications and I went to my father, who's been just my rock over time and helped me really work through my own concerns and my issues regarding, you know, should I put myself out in these in these situations where I can try to to expand my horizons in my world, such as
Dr. Shabnam "Shabi" Showell	applying to medical school? I remember telling him, I said, you know, dad, I'm I'm wondering if I should if I should do this, because I'm really scared that if I become a doctor, I might actually lose a patient someday. And to me, that was so frightening, because this is somebody's friend, sister, daughter, mother. And that is a very significant thing to hold in your heart as he as a young person applying to medical school.
Dr. Shabnam "Shabi" Showell	And I remember being being afraid and thinking, should I do this? And my dad said to me, he's like, you know what? They're going to be times where you might lose a patient, but if nobody became a doctor, then all of the patients would be lost. Wow. And that was my first experience, as you know, a young adolescent applying to medical school, thinking to myself, I am creating a smaller space for myself to exist.
Dr. Shabnam "Shabi" Showell	And I'm not putting myself out there if I don't take this leap of faith and apply and go through this because people need us. And there might be times where you have an outcome that you weren't anticipating or that clearly you didn't want. But 100% of the time you'll fail if you don't take that step. That was my first.

Dr. Shari N. Dade	Shabi said it. Best moments of uncertainty are the best times to practice adversity. It's the best time to take the reins and decide against manufacturing your own smallness. This should come with a warning label. This is easier said than done every day of the week because uncertainty can breed fear, anxiety and leave you feeling like an imposter. Deciding to leave clinical work was the epitome of uncertainty for me.
Dr. Shari N. Dade	Before coming over to NCOD I worked in the facility in primary care mental health integration for five years. I loved the work, so deciding to go a different direction was tough to say the least. And if you and I have ever had conversation about that period of my life, you'd know I stumble over questions like, How did you know it was time for you to walk away from clinical work?
Dr. Shari N. Dade	How did you know taking a different direction was the right decision? How did you know consulting would be your next move? How did you know? How did you know? Well, my truth is, I didn't know and I didn't know when I made the decision. I didn't know on my first day at NCOD and I didn't even know after my first month and if I'm really certain, I'm not completely sure when I started to know you may be asking these questions or some variation of these questions to others, or maybe even yourself, or maybe you even came to today's talk with the hopes that I give you the answer to those questions.
Dr. Shari N. Dade	But I often say in those spaces, when you're met with uncertainty instead of answers, you freeze and you think, Well, maybe I shouldn't make that move or make that decision. You know, an answered questions can be frightening, especially those that linger too long. Maybe, just maybe, we get so wrapped up in having the answers and in knowing. But what would happen if in those moments we practiced audacity?
Dr. Shari N. Dade	So because I didn't know what the right decision was in that moment, I focus on the information I did have. What I understood was the leadership systems around me were desperate for growth and development, and the care of our veterans depended on this. I was also very certain that my human purpose is joining people on their journeys of development and discovery.
Dr. Shari N. Dade	This is what brings us joy. This is what brings me joy and energizes me. And it turned out, knowing that if this was the right or best decision, was it as important as knowing that this was the decision for me and having the audacity to be aligned with my purpose and

	how it fills the gaps around me? And even with that, I didn't have a clear answer of how this would work out.
Dr. Shari N. Dade	But instead of becoming frozen by the ambiguity of the situation or by the lack of answers in the situation, I consciously chose to use this point of uncertainty to practice audacity. And because of that, I learned two things. Lesson one it's important to remember the beauty of uncertainty is infinite possibility. Now, I know some of you may be sitting and you're thinking possibility.
Dr. Shari N. Dade	There's that word again. The possibility is not enough. I need to know, and I would argue that possibility is truly all there is. It travels beyond the limits we place on our ideas, our choices and our lives. Possibility is expansive. It lives in hope. The hope that we truly have the power to engineer our own lives. That's what I had intended to leave with each of my clients during clinical care.
Dr. Shari N. Dade	And so I decided to try some possibility on for myself. Lesson to audacious living can transform panic into purpose. During periods of uncertainty. I find it imperative that I check in with my purpose. Aligning my decisions with my purpose often allows me to refocus on the process. It takes me out of panic mode and I immediately begin to offer myself grace regardless of the outcome, whether I think or say I'll win or lose progress or fail.
Dr. Shari N. Dade	Sitting with these two lessons, leaving clinical work to develop leaders seem to be the only journey for me. But trust me, uncertainty was there. Standing on my doorstep with a multitude of lessons, I'm reminded of one of my favorite passages is to reflect on when I start to demand the answers because the uncertainty is uncomfortable. This quote is from letters to a young poet by Rainier Maria Rilke.
Dr. Shari N. Dade	Be patient toward all that is unsolved in your heart and try to love the questions themselves. Like locked doors and like books that are written in a very foreign tongue. Do not now seek the answers which cannot be given you because you would not be able to live them. And the point is to live everything. Live the questions.
Dr. Shari N. Dade	Now, perhaps you will then gradually, without noticing it, live a long, some distant day into the answer. If you desire to practice audacity in periods of uncertainty, ask yourself these questions. Where are the gaps around me? This might be a good time for a gap analysis question too. How might you fill these gaps in question three? Does this align with your purpose?

Dr. Shari N. Dade	This might be your Marie Kondo moment. With this bring you joy. If you made this decision, if you made this change. If you made this move. The audacity to be relentless. If you missed the target 100 times, you have that fail. You've simply discovered 100 strategies that don't work for this scenario. And you are 100 steps closer to finding out what will.
Dr. Shari N. Dade	This statement means so much to me. It's how I end every single podcast episode. I heard that Benjamin Franklin said something similar when he created the light bulb, but it means the world to me because of a different reason. It's one of the memories I still have of my late father. I have fond recollections of him sharing this with me and my siblings.
Dr. Shari N. Dade	Any time we believe the sky was falling because of a failure. At the time when I was younger, it didn't make much sense. What could he possibly mean? That missing the target wasn't failure? I was aiming for something. I wanted to hit it and I did it. That failure right now, I can understand that. My dad was teaching me the lesson that the world would teach me over and over again.
Dr. Shari N. Dade	Success is going from failure to failure without loss of enthusiasm. Winston Churchill sounds easy enough, right? Getting back on the saddle after you've been tossed around by rejection or failure can be one of the most difficult parts of the success process. It takes grit. It's audacious to stumble, to trip and even fall, but then also realize that it's not the end of the story.
Dr. Shari N. Dade	Showing up time and time again is integral in raising your floor and expanding your ceiling. In season two, Episode one, Amjed Baghdadi, the associate director of High Reliability Infrastructure and the Office of Quality Management. Had a lesson to share.
Amjed Baghdadi	I think it's and to me it's a synonym for resilience. And, you know, I think of the analogy of the palm tree that you know in the middle of a hurricane can do like almost 90 degrees to touch the ground and then come straight back up and not break and not get permanently altered as a result of that experience going through that hurricane or that tremendous storm.
Amjed Baghdadi	And so when I think about audacity or it reminds me of resilience and that ability to just be almost stubborn enough to say, I'm not going to let this keep me down and and focusing on the journey

	<p>ahead rather than the journey backwards, because it's so easy. And I know in my story it was just there were many opportunities, one in particular where there was just a real opportunity to focus on this is, you know, I can't believe this is being done to me and this is wrong.</p>
Amjed Baghdadi	<p>And just kind of dig my heels in and look backwards and instead, you know, just having the audacity like that, you know, how dare I look forward and let go of my ego and let go of my desire and need to protect my reputation and instead just focus on the journey ahead?</p>
Dr. Shari N. Dade	<p>How dare you get back up? The audacity of you to be resilient, to be relentless. I intentionally use those words separately and not interchangeably again, because words mean something. So let's take a moment to think about the two. Let's think about resilience and relentlessness. Resilience is often captured as the ability to bounce back from adversity. It's the human capacity to meet adversity, setbacks and trauma and then recover from them in order to live a life fully.</p>
Dr. Shari N. Dade	<p>Resilient leaders have the ability to sustain their level under pressure to cope with disruptive changes and to adapt. They bounce back from setbacks. When I think about resilience, I think about a punching bag. It takes the blows and it bounce back. It takes the hits and it comes right back to where it started. When I think about relentless leaders, I think about a boxer relentless is the act of not giving up and trying harder despite failure or the possibility of failure and pursuing a course of action.</p>
Dr. Shari N. Dade	<p>Relentless leaders are willing to keep switching up the process and striving to reach their target. Much like a boxer, these folks can withstand the punches. They can withstand the hits, but they learn from each and every one of them. Each and every time they learn their opponent, they learn their challenges. They are the folks who believe just withstanding adversity is not enough.</p>
Dr. Shari N. Dade	<p>They learn from each rebound and they strive to create a new way or new method forward. They can admit when their method isn't working. You don't often hear them saying things like, Well, we've always done it this way, so why should we change the game? Having the audacity to be relentless may look like going back to the drawing board to re-imagine a strategy when a roadblock halts you in in your tracks.</p>

Dr. Shari N. Dade	Or it may look like realizing you don't have all the answers and it would benefit you to defer to someone else with greater expertise. Now, don't get me wrong, resilience is a must. I'm not bashing resilience. In fact, I believe resilience must exist before you can even begin to become relentless. If you're wondering what helps to create relentless leaders, here are some tips.
Dr. Shari N. Dade	Tip one Understand your mission are new. Be a mission to fulfill President Lincoln's promise to care for those who have served in our nation's military and their families. Caregivers and survivors. The VA mission is a great mission. It's also a very lofty mission. This mission is what I call a billboard mission. If you're driving down the highway and you saw this on a huge billboard, you would say, Yep, I can get behind that.
Dr. Shari N. Dade	Anyone would say that. However, in order to be relentless, there needs to be more. As leaders, it's important to know how your work aligns with your organizational mission, like this VA mission. But even more importantly, we must know how our personal mission aligns with the overall organizational mission. When you have a firm understanding of why you are not the person beside you or the person supervising you, but why you are standing again after being knocked down, why you are still asking for resources.
Dr. Shari N. Dade	After being told there is nothing left, why you are creating a new way forward Because the old way is no longer serving. Then not only are you willing to be resilient and withstand the adversity, but you are honored to be relentless in moving forward. You remain relentless in how you will take steps in serving our veterans. Tip to understand your hand.
Dr. Shari N. Dade	Now, any card game begins with understanding your hand. And I'm not a good card player, but I do know that whether it's old maid, goldfish or poker, knowing what cards you've been dealt and what to do with those cards often decides the game. A hard truth about the enterprise. We work in is that our system is a giant bureaucracy, and there are times that you can feel limited by the processes, the procedures and the protocols that come with serving within a huge bureaucracy.
Dr. Shari N. Dade	And still we must learn how to be resilient when we stumble into a misstep or fall into failure. We must be relentless in moving forward into our mission. So the question becomes how much can you reimagine our enterprise, our services, our departments, our work groups and our teams? How can we be relentless in creating

	the future we aspire to see without becoming a prisoner to the limitations that often exist in a bureaucracy?
Dr. Shari N. Dade	Remember, showing up does not always lead to achievement or success. It's not a guarantee. Sometimes it leads to learning how to do it better next time. And when you are relentlessly moving forward into a better next time, you get closer to your target. If you desire to practice audacity by being relentless yourself, these questions. Do I have a firm understanding of my why, my purpose and my personal purpose, my personal drive?
Dr. Shari N. Dade	What would it benefit me to assess my current method and reimagine the way forward in question? Three Who are the experts and are they at the table for relentless Reimagining The Audacity to be authentic. Y'all, this word and I have had a contentious relationship, but it rolls off my tongue so easily it feels like dirt road, cow pens, home cooked meals.
Dr. Shari N. Dade	It feels like home. I went years without using this word and definitely never in mixed company. Somewhere along my journey through graduate school, I decided that in order for me to be the success I dreamed of being, I knew myself to be, I needed to leave my southern accent behind. I made up in my mind that words like y'all just weren't appropriate.
Dr. Shari N. Dade	So I picked up phrases like you all, and if I wanted to sound extra Minnesotan, you guys and impacted me so much that I remember an instance of one of my professors asking me to stay behind after class to question why the brilliant ideas I wrote in my papers were rarely voiced in class. Well, I let her know that I'd be more vocal, but what I didn't say to her was how I spent time self-editing or avoiding certain words because I had been misunderstood several times before, or just how a week earlier another supervisor inquired why I use the word X instead of ask.
Dr. Shari N. Dade	I was firmly aware that for some my southern accent carried meaning, meaning about my education, my socioeconomic class, my upbringing. Muttering this word often gave my listeners entry points for judgment in ways I couldn't control. As each of you hear me speaking today, my accent is still not present. I've come to grips that that is a part of me that I gave away from this experience.
Dr. Shari N. Dade	I learned a vital lesson. You should take yourself seriously. So I want to ask you and I want you to sit with this question and maybe journal on it later. What parts of yourself did you give away in

	<p>search of success, and how have you reconciled this with yourself? My guest from season one, Episode nine Can give some further insight into this.</p>
Dr. Shari N. Dade	<p>Onika Coke-Munoz deputy director at the Office of Strategic Initiatives and Collaboration within the Veterans Benefits Administration.</p>
Onika Coke-Munoz	<p>My earliest lesson of authenticity in my career that I can speak to actually came about in a very unconventional way. And so essentially when I when I came to the VA, I came through a Pathways Program experience. It was a two year noncommittal appointment. And I came out at a time where they were getting ready to prepare for a retirements tsunami.</p>
Onika Coke-Munoz	<p>That never happened, right? But I came in and was willing to learn and do just about anything that they asked me to do. And through that experience, I was placed in a very high visible organization and I was surrounded by a lot of influentials in a front office environment that reported to a political appointee. And so here I come in and, you know, I love bright colors.</p>
Onika Coke-Munoz	<p>I have a lot of energy. I was very young at the time. I was just finished fresh out of graduate school. And there was a woman that worked in the front office. She was a lifer a long time government employee since high school, I believe. And she was a woman who, by all intents and purposes, I look to as as as a mentor because she looked like me and she'd been around and she was encouraging.</p>
Onika Coke-Munoz	<p>She said, Hey, we see you as a rising star within this organization and we love to keep you around. We can see you doing many things. But she also told me that I was different and she told me the way she said it, it was not a compliment. And I was kind of like, okay, tell me more. And so, you know, I came in, I had a large Afro natural hair.</p>
Onika Coke-Munoz	<p>I wore, you know, I didn't wear you know, boxes, suits or what. I did not have that that that that Washington, D.C., in the Beltway sort of bureaucratic look and feel. Right. And so I'm looking at this person and I'm listening to her. And I'm also just sort of like looking around headquarters and looking around the different places where they have put me in on assignments on the hill behind closed door settings, you name it.</p>

Onika Coke-Munoz	And I thought to myself, maybe she has a point and she's looking out for me, right? So maybe I should think more about it. That weekend went home, got a box, perm hats, my hair, went to Macy's, got a box suit, and came into headquarters Monday morning. And by all intents and purposes, I thought she was right because I was just hit with so many, like comments.
Onika Coke-Munoz	Oh, nigga, you changed your hair. You look great. So I thought maybe she knows what she's talking about. Right. And I don't want anything to get in the way of me coming in permanent. The end of the day, I'm at the elevator, and if anyone's at headquarters, you know, that elevator takes forever. And it's not waiting. And I'm waiting.
Onika Coke-Munoz	And another elder older black woman approaches me and she says, Hey, Monica, you changed your hair and I'm getting ready for yet another compliment. And she said, You know, I always wanted to tell you how much I really admired your natural hair. And I'm like, Really want to tell you more? And she says, You have no idea. But when you walk into the room and you have a seat at the table because you know, and in these circles having a seat at the table, that means something to a lot of people.
Onika Coke-Munoz	And I'm sitting with the decision makers. She's seeing me in different spaces and she says, You have no idea that you, you know, in your authentic self and showing up in your way gives me permission to be myself. And I was like, Wow, I was blown away and I was mad. And I was mad at myself because in that moment, what I realized was I have allowed the perception of another person to influence a decision of changing who I am and how I showed up at work.
Onika Coke-Munoz	And I decided that I will never allow that to take place, that I will allow my work to speak for myself and allow my brand to speak for myself. But I will never allow another person outside of me to challenge my authentic self and that, you know, there is something to being your authentic self and being excellent because people are always watching you.
Onika Coke-Munoz	Right? And so when that other woman came in as a bookend to my first day, right, she just really affirmed that for me. And I've just sort of I've never looked back ever. And so it just and it never and I wish I had listened to myself to begin with because it never stopped me from getting promoted. It never stopped me from having them take me on travel assignments and take me here.

Onika Coke-Munoz	And it has never stopped that. Right. And so I was having a coaching session with a colleague the other day who was really kind of concerned about the perception of others as she thinks about taking a role exit to do another job different than what she's doing. And she was really sort of focused on this issue for herself in terms of like, well, what about what other people think?
Onika Coke-Munoz	And I'm one of my social media posts. I read that other people's opinions about me are none of my business. Right? And so I think that that's very empowering. But I think you have to be a courageous person, an audacious person, and, you know, a fairly competent person to be able to say, you know what, I'm okay with like who I am and what I contribute and I know what my brand is.
Onika Coke-Munoz	And it might not be for everybody, but for those that it is for. I know that I'm here and I'm ready to step up and to serve the mission.
Dr. Shari N. Dade	And one interaction Onyeka learned how priceless she could be simply by bringing our full selves into rooms. Others also began to see themselves there to believe their ideas, their experiences are, their stories are represented. This cannot happen when we fall into the trap of impression management, squashing impression management and showing up as your authentic self takes audacity. If you're wondering how to do this, here are some practice tips.
Dr. Shari N. Dade	Know your value. Understand your worth. As leaders in this enterprise, each of us brings a uniqueness that belongs only to us. Own it, spread it, practice walking into rooms and sitting at tables just as you are, and know that you have the definite ability to make the space your own without waiting for someone to do it for you or to give you permission, you must and know that your unique ideas, your experiences and perspectives will add to the knowledge already present.
Dr. Shari N. Dade	If you're having a hard time defining your worth, this is when you lean on each other. Tell your peers how priceless they are to your growth in your development. Tell them how by merely showing up shining their light are telling their truth about failure. How that empowers you to do the same. Tell them over and over and over and over again.

Dr. Shari N. Dade	Make it weird. As leaders, it's our responsibility to show up as authentic as possible, to create spaces where those who see us feel the need to lessen impression management. Together, we can make sure no one gives any valuable parts of themselves away. If you desire to practice all that by being authentic yourself, these questions. How might I be editing myself right now based on the way I define success or question too, in giving away key components of myself?
Dr. Shari N. Dade	How might that be diminishing my own unique perspectives? And Question three Who might need me to show up authentically so they can stand and show up later? In closing, the audacity to be uncertain, relentless and authentic holds significance for each of us in this room today. Whether you have chosen to be in a formal leadership role or you've been giving the informal leadership title as leaders, when we feel empowered to act out of our audacity, then it funnels down to those who are around us and more importantly, it then will have significant impacts on the care our veterans receive from all of us.
Dr. Shari N. Dade	I've grown to realize moments when. I am at my best. I am operating with audacity. I'm being courageous enough to take risks like stepping away from clinical work to serve the gaps in leadership development, or relentlessly reimagining a wide scale way to create leadership communities and tackle H.R. principles through pitching a podcast to my office or even choosing to authentically show up on the stage in front of more than 300 people in a colorful outfit with curly hair and a Southern drawl.
Dr. Shari N. Dade	I challenge each of you to walk through our time together with audacity. Go meet that one person you've been admiring because their work or dedication to our veterans leads you to be more dedicated. Ask the question in the breakout session pitch the new unheard of idea to your team, whatever it may be. That's where the magic happens, especially for leaders.
Dr. Shari N. Dade	And if you're still caught up trying to remember the last time you were on a date. Audacious practice Audacity. Today so that when someone asks you in the future the same question, it'll be more recent than you think. 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.
Dr. Shari N. Dade	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. Remember, if you missed the target 100 times, you had not failed. Instead, you've simply found 100 strategies that did not work, Be well and continue to fail forward until next time.
Dr. Shabnam "Shabi" Showell	Thank you.