

### Audio Transcription

Season /Episode #:	Season 4 Episode 1
Guest:	Dr. Shari Dade and Jan Johnson
Title:	Behind the Mic with Dr. Shari Dade and Jan Johnson: Creating Waves that Impact the Enterprise

Dr. Shari 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 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	Hello and welcome to the fourth season of The Audacity to Fail podcast, where we embrace the audacity of leading within our organization. When met with failure, I am extremely excited to have the opportunity to continue shining a light on the voices of leaders within our enterprise. And this season we will dive into the untold stories of setbacks, lessons learned and the resilience that we've y'all's leadership.
Dr. Shari Dade	Whether you are just joining the family and listening for the first time, or if you are a familiar friend, get ready for a journey that celebrates the courage to fail and the audacity to try again. Today, I am joined by our podcast producer, the amazing outstanding Jan Johnson, who is a senior program manager here at NCOD. We are inviting you backstage behind the mic.
Dr. Shari Dade	In this special episode, we will share the creativity and innovation that fuels our journey and the unexpected missteps along the way from the creation and the spark of inspiration to behind the scenes moments that keep us going. Get ready for an intimate look into the creation, sustainment and success of the show. Jan, it is so great to sit down with you today in front of the mic because one thing the listeners may not know is how incredible you are and how encircle you are to this podcast.
Dr. Shari Dade	So I was having a little bit of time together on the mic is very, very special to me. And I think really special to the show. How's it going?

Jan Johnson	It's going good, Charlie. It's really nice to be here. This has been a labor of love for us. So having this moment as we enter into our fourth season is a great time to be here.
Dr. Shari Dade	I'm super, super excited to have you here. I think this is going to be such a special show because every season we often get several questions from listeners about how we created the podcast and what steps we've taken to drive such an innovative project throughout our system. And I just think this time for us to sit down and talk about it in a way that is fun, but also enlightening for our listeners is a really cool way for them to get some of their questions answered, but also a way for all of us to think about how we can continue to be innovative in our system to create change, but also lead in ways that
Dr. Shari Dade	may not be as evident from the beginning, but ways that we can kind of create and figure out as we go along. So I'm super excited about this.
Jan Johnson	Now, you're absolutely right. And I think that again, we're going into our fourth season, which has been amazing ride? Right. Also, a way to connect with our listeners. Like you mentioned, we get a lot of questions, we get a lot of great feedback and suggestions from each season. And now we get a chance to step out of our roles and really have a way to connect with our listeners in a way that we haven't done before.
Jan Johnson	So it just feels like it's the right time.
Dr. Shari Dade	It does. It does. A you are, so right. We often get messages from listeners saying, you know, I want to hear about you guys, I want to hear what your missteps are, how you've been able to move to where you are in your career or just in your leadership journey. And so hopefully this episode will be packed with some of those things and you guys will enjoy it as much as I know, will enjoy sitting down and having this conversation.
Jan Johnson	So speaking of that Shari, when we think about creation, right and everything, having a starting point and has a creation story, what's the origin of the podcast? What's that story?
Dr. Shari Dade	I love podcasts. I love listening to podcasts. I love hosting, obviously, podcasts. I've also been a guest on podcasts. And so I just love the ability to learn from one another in an informal way of just talking about experiences. Right? And as a psychologist, I think that is one of the things that really drives me and motivates me is the ability to learn from people think humans are fascinating, so that ability to learn from each other is one of the things that really drives me.

Dr. Shari Dade	And so when I came over and in NCOD, I wanted to start a project that really is inspired by my fascination with resilience and how it takes a lot of spunk to rise after a fall, you know, and the audacity behind being able to continue after you've made a misstep. Basically the framework for the Audacity to Fail, then the podcast was one of those things that I really wanted to bring into our system as a way to, like I said, learn from one another.
Dr. Shari Dade	And so understanding that about myself and knowing how I really enjoy just that experience of learning and the experience of rising after a fall, it felt like synergistic to put those two things together. So I went to my supervisor at the time and said, Hey, I've got this idea to create this podcast and the great thing about being here in this organization is that you always have so many opportunities to create and to be innovative.
Dr. Shari Dade	And so I got the green light to start the creation process, which was sitting down, creating an outline, thinking through what I wanted this to look like. And so when I did that, I really wanted to create a resource for learning and engagement for all of the leaders within our enterprise, whether they are front line supervisors and managers, all the way to some of our executive leaders.
Dr. Shari Dade	And I wanted to focus on debunking the myth that leaders know exactly what to do all the time, that they were innately equipped with all the answers. I just wanted to throw that out the window and really focus on some of the things that we talk about in our agency, which is servant leadership, humility, courage, insight that it takes to admit a misstep and to benefit from the expertise of others.
Dr. Shari Dade	And I also wanted to bring in the high reliability organizational principles that we have here at the VA that talks about the preoccupation with failure from the back, the commitment to resilience and kind of package all of that into one really cool, innovative project in podcast for us to learn from one another. So that was kind of the foundation, kind of the origin of everything.
Dr. Shari Dade	But I knew that even though I had this really cool idea, I also needed a really cool copilot. Well, with me to be able to create something. And so we sat down. Then, and I came to you with this idea and I said, I've got this really cool thing that I'm trying to create and I want you to co-create it with me.
Dr. Shari Dade	So from your perspective, knowing kind of all of that behind the scenes, the foundation, what do we do to co-create this?
Jan Johnson	so much Shari is even listening to you just recently, kind of. I know that story that's been such a integral part in how we curated the podcast, but just even hearing you speak about it, it really resonated with me because the podcast has an origin story, but even hearing how your legacy right, your origin has had an impact on the origin

	of the podcast, right?
Jan Johnson	So it's just such a reminder too, for our listeners, we bring ourselves to what we do every day, our origin, things that are valuable to us, those things that stay in your mind and in your heart. And how that shows up in the work that you do today is such a great opportunity to hear that and share that and to remind your to others that that's such a beautiful place to be, to think about our origin, our legacy, and how that touches what we do today.
Jan Johnson	And it ties in nicely of what you're saying about our co-creation story. So I'm going back to that day years ago and listening to you talk about that, but also thinking about, I think with the organization 22 years, almost 23 years actually. And it's been amazing, right? You know, starting from primary care to being in our VISN office to have an executive leadership roles and now being in our national program office here in NCOD has been very intentional throughout my career to connect with people.
Jan Johnson	So when I hear you say there's this love and interest and fascination with human behavior, mine has absolutely been there always. They're interested in how we're working together. What do people bring to work? When do you pull the best out of them? And then how do you share that and learn right? And so thinking about the idea around the podcast was really important.
Jan Johnson	We have an a massive size of an organization and so really understanding from my experience at the facility level for many years, at the VISN level, for many years, how do employees like to consume information? Very busy. They're on the front lines doing the most important work our organization can do, and they still want to be connected and they still want to have these great opportunities used to learn.
Jan Johnson	But it doesn't always look like a full day of training or a week's conference that they can travel for, right? That's a luxury when you're at the facility in business for many reasons. And so how do you get the most important gems to people? And so that was one of the things that I really contributed to our podcast is thinking about the organizational piece of it.
Jan Johnson	How do we situate this podcast in a way that was accessible right to our employees? How could they get this information? What established channels do we have? What do people are they most interested in? Right? And so putting that in a way that provided a framework, but also in a way that our organization hadn't done quite before, right?
Jan Johnson	So being able to touch those resources and then you and I talk about what's the spirit and values that we want to add to what's happening in our organization

	toward the people that we want to hear those stories, right? So we don't always have the beauty of walking down the halls with all the guests that we have on the podcast.
Jan Johnson	But what we do know Shari and I know we've heard a lot of this, is that, you know, once a guest is on the pod, that they often will get emails or ideas from people because they connect with them. And it's such a large and rich and robust organization as ours. It's great to have those opportunities. So I think the diversity of our skillset, but our core is are sharing, right?
Jan Johnson	Our passion and core for connecting people to other people to real relevant stories was really important and it just made sense. We were just talking it immediately. It went from this is an idea to us really documenting and writing things down. And we were just out the day we were at the gate.
Dr. Shari Dade	Absolutely. Absolutely. And you're probably the listeners, you're probably already hearing kind of our skill sets come to the forefront and and the ability that we both share, but then how we're both different. And I think that's one of the things that was so important to co-creating it and really sitting down together to be able to say, this is an idea, but then how do we give it legs?
Dr. Shari Dade	How do we grow it? And I want someone to be able to do that with me. So I think when creating projects, we often can sit in a room and we're like, okay, I'm doing this alone and I'm drafting it out and I'm dreaming it out. But being able to have someone else that can co-create, that can complement your skills, that can come in with different skills is something that's really, really important.
Dr. Shari Dade	And I think it's one of the things that really has helped us to come together and to say, how do we create something that is fresh and innovative and keeps in mind not just what we want to put out, but how we want people to experience what we are creating.
Jan Johnson	And I think this concept to of like us recognizing that with each other, right? I'm just like we've been listening to each other, right? You hear those points of passion, you hear the Intersect commonality of it, but also, like you said, those very distinct ways in which we approach our work. We approach this vision for how complementary they were and so it really is us as people beyond just the project itself.
Jan Johnson	So it was the project with Shari. We were bringing ourselves right to this experience and there was a high level of respect and trust from the very beginning. I can't emphasize that enough. And that wasn't something that was on a PowerPoint that we were saying, Okay, we're going to hit that respect point and then we'll be able to do this and then we'll hit that trust factor.

Jan Johnson	Yeah, I think that was something that was truly built out of us showing up as our authentic selves from the very beginning, definitely. And so I was just able to grow and make sense. And so now you have the art of it and then you also have the business of it. So how do I have this project, this innovation, this new thing that is it live and survive and thrive in our organization in a way that are meaningful for the people we're trying to reach and serve?
Dr. Shari Dade	Absolutely. Absolutely. And I will point out that I am definitely the art and you're definitely the business.
Jan Johnson	Agree. And it work well.
Dr. Shari Dade	And it works. Amazing. Amazing. You know.
Dr. Shari Dade	And that's why, you know, we are very intentional about using the word co-creation because it is the ability to come together and to from the ground up, create something and be able to infuse it with both of our values, our thoughts, our perspectives. And oftentimes we use collaboration and coordination in our day to day speak in our organization.
Dr. Shari Dade	And those things are very different, you know, and all three are needed. Co-creation, collaboration, and coordination. But being able to understand that co-creation is a really special, a very different a process is something that both Jan and I came together and said, We really want to hone in on it. I don't want to own it. She doesn't want to own it.
Dr. Shari Dade	It's not this space of who has what, who does work, but really the ability to sit down and say, how do we infuse ourselves into this project in a way that's going to drive it forward?
Jan Johnson	Absolutely. Yeah. You touched on something just then, Shari, So when you think about what you just said, like you didn't want to own it. I didn't want to own it. Those things like territory can get very interesting at work, you know, just whether it's the VA or beyond. And so how, you know, what do you think like the success of us being able to negotiate that was and let's not let those potential boundaries become barriers versus really allowing us to thrive off of each other and our expertise and our vision, but also continuing to bring ourselves.
Dr. Shari Dade	Yeah, I think you mentioned a few of those things, the trust, the respect, the ability to understand my own moral limitations, right? So the ability to say, the ability to be insightful about this is what I bring to this project. And these are the things that I don't bring and would be really great if somebody else could bring that to the project.

Dr. Shari Dade	One of the things I remember is we were really early on in the project and we were having conversations throughout our organization, throughout our office about creating this project, what it would look like, just talking to supervisors, talking to leaders about some of our vision and just the excitement that we had. And in one of the meetings, you and I had discussed something in our meeting, but then we got into the larger meeting, we had different discussions and things started to shift in direction as far as like our vision and where we wanted things to go.
Dr. Shari Dade	And I remember after the meeting, you, you know, pinged me and was like, Hey, you got a little minute to talk? And I'm like, sure and in that moment, you know, one of the things that you said that I really respected and really appreciate, it was, Hey, this is our vision. This is what we talked about. This is where we're going.
Dr. Shari Dade	And we've got to be able to stand in it because it has purpose, it has a reason, it has foundation. And I think in that moment I could have said, No, this is my project, I'm creating it, this is where we're going. And in that moment, I don't think that you would have said, like, I'm done. I think you would have been like, All right, let's figure this out.
Dr. Shari Dade	But the respect that I had for your opinion and your ability to also have direction in this project was something that really led me in that moment to say, you know what, you're right. Like, we did come to this agreement. We did say this was our direction, this is our vision, and I want to stand in that in all meetings in our rooms.
Dr. Shari Dade	Right? And so I think the respect, the trust, the ability to understand the expertise that we're both bringing is something that has allowed for this to go beyond just a collaboration. Right? You do your job, you do your one, two, three. I do my three, four or five, you know, and then we're done. But the ability to say, no, I respect where you're coming from and what you can bring, then going, able to co-create something from that.
Jan Johnson	I agree. And I love that.
Dr. Shari Dade	One thing that I would say to listeners who are in the process of co-creating and they're thinking about how do I create something that is going to be important, that's going to drive the hour in institution, that's going to help us and help leaders or help veterans. What I would say is think about co-creating. Think about where you start and where you end, and then who could pick up the line and bringing them into that project and just allowing for it to be as expansive as possible, because that's often what co-creation does.
Dr. Shari Dade	It expands the project that allows for it to continue to grow. Anyone who's ever created a project understands that creating meaningful content is just the

	beginning. Sustainment is the key to not only maintain learning but elevating the quality of your project. For this podcast, it involved building a robust foundation that supports our vision, fostering audience engagement and keeping the excitement alive.
Dr. Shari Dade	Listen in to how Jan and I kept the sustainment of the Audacity to Fail podcast.
Dr. Shari Dade	So, Jan, from your perspective, how has Audacity of Failure been a part of the sustainment of the podcast?
Jan Johnson	Really good question. Shari I think it really goes back to us remembering our core. So as you mentioned, we're going into our fourth season, four years of doing the podcast, really reflecting that. Why did we start this to begin with and staying true to that? Obviously, in the four years our organization has changed how employees show up to work, the type of work, complexity of the work, maybe even outside of work, the things that they're challenged with and that they're bringing with them to work.
Jan Johnson	And so I feel like we always have a really great opportunity where we're staying true to those that we're serving, which is our employees across our organization. So what's happening with them? So keeping our year right to the pulse of our employees, which is our core, we're serving them. We're in a place of service. And so ensuring that through these years, through that sustainment, the audacity to meet them where they are.
Jan Johnson	And so and whether that's been a part of our plan, But then we start to hear that feedback right from our listeners or in our roles across NCOD. We're engaging with teams and leaders all the time about what's happening in their organizations, where they're absolutely thriving and where there is additional support needed. So ensuring that those elements, again, of what's happening in our organization are brought to the podcast as this was really with our employees in mind, right?
Jan Johnson	And so thinking about that in terms of you practicing the process, regardless of the people in the room and you just alluded to that in a really great sure examples of staying true to that. And so quite frankly, that's the audacity of it, right? Is that that's the vision, right? That's who we're serving. And this is how it aligns with what we're doing in our organization.
Jan Johnson	And then this is how we're connecting to the people that do the work in our organization. And I think we've been very intentional to across each of the seasons to really have that time to do that. So anyone that knows me personally or professionally, one of my favorite things is to slow down the speed up.
Dr. Shari Dade	Absolutely.



Jan Johnson	Because there is this time that in order to do amazing things, you do have to slow down, right? I'll give it to. I live in North Carolina. We love roundabouts in North Carolina.
Dr. Shari Dade	Y'all do. I can attest to that.
Jan Johnson	I love that roundabout. And so as you're entering the roundabout, you can't just plow through it. Well, I guess you could. But now you have an opportunity where there's It could be a dangerous situation. Collision can happen, but there's a yield sign. So as you're still taking movement, you're going intentional. When do I need to enter the roundabout?
Jan Johnson	Are there other cars, pedestrians, children coming? So in the same way I see us being that intentional, right? That slow down piece is not that we're stagnant, right? We are moving, but we're being intentional. What's happening in our environment, what's happening with our employees, what's important to them? What's has shifted since the last time that we were here?
Jan Johnson	That's our yield, That's our slow down. And then we do what we really need to do in January. We're going to speed up because that's going to be our season, right? So I'm going through those guests. Their stories allows us to reflect the things that are really on the minds, on the hearts of our listeners. And so that's the audacity of it, because sometimes you just want to go fast and faster, but there's so much that you miss on the sidelines when we go so fast, right?
Dr. Shari Dade	Yeah, that's so true.
Jan Johnson	So being in that position to take out a few months each year where you and I are talking about strategy, we're talking about what are the voices of the customers and our listeners, what are they saying? What are their those important values? How do we stay true to those HRO principles, right? How do we stay true to those servant leadership principles?
Jan Johnson	And having that interwoven in a way, again, that's organic and relevant to what's happening in our organization, We're very intentional with that. And I, I really believe that's been a core piece of our success is because we're serving the people we always intended to serve.
Dr. Shari Dade	Yeah, we've had that audacity in the process, right? And I love the points that you brought out about taking the time to pause and reflect and everything has seasons, right? If we think about even nature, you know, there is there's moments where nature's in full bloom and it's beautiful and it's going. And then there are moments

	where nature is in hibernation, where it's slowed down.
Dr. Shari Dade	And so I think that is something that I appreciate that we've been able to infuse into the podcasts and the ability to understand that there is moments where we do have to slow down in order to speed up. I also want the listeners to know that we are not without missteps, we're not without points of failure and lessons that we've learned from that.
Dr. Shari Dade	And as you said and we've gotten feedback from listeners of the things that they would like to see different, we've been able to take moments to reflect and to listen and to say, okay, let's see how we can put this into practice or we can add this to our process. There's also been moments where we have attempted to bring in and co-create in ways that weren't in alignment with the podcast.
Dr. Shari Dade	And in those moments we had to pull back and say, Hey, where are we going to go in this vein? How do we continue to move forward and what are some of the things that we may have to leave behind in order to do that? And that's not the easiest thing to do because as you know, we are creating we're also in that space of being open to others and being open to other opinions and thoughts.
Dr. Shari Dade	But there are times where when you are sustaining something, you can't always bring in everything. You hear, everything you see, everything you are given. And so that process of having the audacity to understand how we can speed up, we can slow down, but then also understanding and being able to reflect on those missteps. Those failures, I think, is something that has allowed us to sustain over these past four years and to be able to have such the momentum that we've had.
Jan Johnson	Good point. That's a good point. So what is audacity mean to us Shari?
Dr. Shari Dade	I love the word audacity. It's like one of my favorite words to use. And oftentimes when we think about audacity, we think about the negative side, right? So the person has kind of the audacity to do this thing to us or around us, you know, how dare they? But I like to flip audacity on its head and to think about it in a way that really focuses on a willingness to take bold risk and a willingness to really say, Let me think about the the the great things that could happen, the consequences that could take place here.
Dr. Shari Dade	And I'm going to be bold and take a risk for what I stand on, my mission and my vision, my journey and my direction. So to me, audacity is really something that is focused on bravery. It's focused on courage, is focused on the ability to.
Dr. Shari Dade	Say, I know what could happen, but because I believe in what I believe so firmly and so strongly, I'm going to take this risk. And when you tie it to failure, right, the

	audacity to fail, we know that oftentimes failure can have that bad rep, too, just like audacity. And failure is often this space of learning. And this space of growth and this space of rebirth in a sense.
Dr. Shari Dade	Right. And so the audacity to learn, the audacity to be born again in a way that allows you to know the lessons that you had before, I think that is something that is really a I don't want to say audacious thing, but it's an audacious thing to be able to say, I'm going to risk it. I'm going to risk failing because it's going to propel me.
Dr. Shari Dade	It's going to push me forward. And so that's what audacity means for me and the foundation of the pod. What about for you? What does audacity look like in mean?
Jan Johnson	No, I think very similarly. I love this description of just like when you're taking those risks, you don't know where you're going to land or how you're going to land. So it. Is there some bad prediction? No, it's not that. And I remember my mom always saying as I was growing up, she said, if you ever do fall, fall with your face up, so you can see your way up, right?
Jan Johnson	You don't fall with your face down, so if a falling that's happening, fall with your face up that you still see the opportunity, right? So you still might have some bruises on the arm looking. Yeah, that's right. Cut on the elbow or on your knee, But you're still looking that there is something else. And so that has really been very meaningful for me as well.
Jan Johnson	And yeah, it is it's audacious. I can't it's such a right, it's such a word that it encompasses so much. And I think to Shari that to have that individually. But also when we talk about organizational.
Dr. Shari Dade	Absolutely
Jan Johnson	To give the space for that, to give the space for people to live in that audacious fear to take those risks. Right. Calculated risks of just understanding there is around. We don't want to go beyond but like people to live in that space so that we become more comfortable taking those risks so that these amazing things can thrive.
Jan Johnson	And innovation. I remember one of our previous guests talked about that, that the more that you create those pockets where people feel like the risk is working, whether it ever gets off the ground or not, like that's the place you want to be. That's the type of organization and culture that you want to create. And so we can do that on teams, right?
Jan Johnson	It doesn't only have to happen in formal innovation spaces. Your team up to it's happening with us, right? So I love that it gives an opportunity and permission to

	that. The more you see people do that and fail and be audacious and thrive and others benefit, I think that's the greatest one. That's the greatest one.
Dr. Shari Dade	I love that. I love that. It's like a fresh air being brought in, right? It allows for there to be creativity, newness, innovation, and those things come with risk because it's doing that in a different way.
Jan Johnson	Absolutely.
Dr. Shari Dade	Being innovative in how you do things, being innovative in what you do, and how you allow for things to be changed that comes with risk. It's really good easy to do things the same way we've done it, especially in the same way we've done it is yielding some return. Right, right.
Jan Johnson	Right.
Dr. Shari Dade	But to allow for something new and fresh and the ability to do that just brings a lot of risk. And so I love the idea of being if you fail, fail face up so that you can see your next steps, right? You can see where am I going to go now? That's right. So definitely, definitely. I think that has really helped with the sustainment of what we've done each season.
Dr. Shari Dade	We've attempted to be audacious in the work that we're doing and the way that we connect the podcast with the leaders within our system and the lessons that hopefully folks are able to learn from each other within our system is if you've ever wondered what plays a role into the success of The Audacity to Fail podcast, I'm here to tell you it's a lot, but Jan and I have realized that the podcast success is not just a milestone.
Dr. Shari Dade	It's a stepping stone.
Dr. Shari Dade	Listen in as we discuss the factors that have contributed to the success of this project and we explore how to build on the success of reached new Heights and to continue creating content that resonates with our diverse and wonderful community.
Jan Johnson	So Shari, What do you think has contributed to the success of the podcast?
Dr. Shari Dade	Yeah, Jan, when I think about our success and where we have come as a podcast, it reminds me of a book that I read when I was in grad school that has a very similar title, but the quote that comes to mind is the listeners hold up the sky. So I firmly believe that the listeners have held our podcast in ways that they may not even know.

Dr. Shari Dade	So I really want to take the time to say thank you to the listeners in their feedback when they say we really appreciate what we are learning on this podcast. When they come and they they quote leaders who may their stories may have never been heard past their facilities or past their offices, it's just the ability for them to come into a space and to feel as though they can connect with leaders.
Dr. Shari Dade	And our system just really leads to us continuing to move forward in the success. So where we are. And so I truly am firmly believe that they do hold up the pod, that they are there to hold up one another. They are there to take the stories of the leaders that we have on our on each season and to apply it into their daily walks.
Dr. Shari Dade	That allows for this podcast to even be a success. I have to say success is measured by not just the people who listen, but the things that continue to live on and beyond each episode. And so our listeners literally give each leaders story the breath to continue, the breath to move. And so I contribute all of the success, if not, you know, to to our listeners that continue to be a part of our family.
Dr. Shari Dade	What about on your end?
Jan Johnson	I love what you said about that space to breathe like the guest experiences when listeners are resonating with their experiences. But I also think in addition to that, we've been able to build community virtually every year. And so when we think about the shift in our country around the world and specifically how we do work, it's become more virtual by lots of key influencers over the last few years, right?
Jan Johnson	And so that means that connecting with teams has, has presented some unique challenges because of that. Right. So how do you keep employees engaged and how do we understand and appreciate that we're really being heard and those triumphs and victories are being shared across virtual meetings, components of virtual work. And so to be able to have community as a result of a podcast and it's not transaction, I was like, okay, I'm gonna listen to this and I'm just going on about my way, right?
Jan Johnson	Yeah, yeah. So tying that back into our listeners, we know we've gotten so many experiences and stories that listeners have had the courage to reach out to us collectively, individually, and share.
Dr. Shari Dade	The audacity to reach out.
Jan Johnson	That's right, That's right. The audacity of our listeners to reach out and share their personal experiences. Yeah, often very vulnerable, circumstances that they've shared and how they're connecting with the particular episode or with the

	particular guest. And so our particular experience that we shared. And so we've never met these individuals personally, and yet there's a trust that they have in us and sharing that story right?
Jan Johnson	Or sharing that experience and perspective. And so being able to do that without meeting people shows to that one. It can happen right? And that when you show up and create the space for people to be their authentic selves, they're more likely to share those vulnerable moments, right. And more likely to keep coming back and listening. So when you say the success of our pod is because of our listeners, it's because month after month, after each episode drops, we have listeners that want to hear what's next, what story is being share and so it is it's a true testament of the community that we've created space for, but that our listeners have built and we're
Jan Johnson	absolutely thankful for that. And so while our experiences and guests are being leaders across our enterprise, the fact that you can listen to this podcast on absolutely any platform, when I look at our data, we have listeners in India, we have listeners in England, we have listeners in Switzerland. So it's amazing when we talk about the expansiveness of sharing failure and talking about it in a way that's vulnerable, that's honest, and it's just such a beautiful human experience.
Jan Johnson	And that is truly the success of the podcast. It is because of the listeners. That's it is, yeah. So when you think about our fourth season Shari and moving beyond what's next for the podcast.
Dr. Shari Dade	I am so excited about the upcoming seasons. And like you said, beyond because we are really honing in on three amazing categories of learning for our leaders. We have talked about a number of different themes and different topics on each season, but we're really going to hone in on the audacity to lead the selves and any failures that you may face along the way, the audacity to lead others and any failures that come along or missteps that may come along.
Dr. Shari Dade	And then the audacity to impact the organization, action and things that may happen along the way in that space. Those three areas are things that we're really hoping to allow for our listeners to be able to learn and to lean into. So I want to encourage folks to listen to this next season. We've got some great things in store, but before we head out, I want to check in with the two of us to see what are some of the things that we want our listeners to hold on to for this upcoming season.
Dr. Shari Dade	Jan I'm going to tap you to go first.
Jan Johnson	Uhhh Thank you. That's a really good one. I think about starting a new season. We're getting ready to embark on a brand new year. It just comes to mind like new beginnings. So just encouraging myself endless nurse, thinking about where are those new beginnings that maybe you've been hesitant or afraid to lean into. Yeah,

	and opening the door wide open to see what's there.
Dr. Shari Dade	I like that. Opening the door and and going straight through it. Right. Having the audacity to go straight through it. I love it. For season four. I want our listeners to really reflect on some of the stories that they hear, to be able to again, give breath to those stories. Bring it into your day to day work, some of the things that you might do with ways in which you're leading yourself, ways in which you're leading others, in ways in which you are impacting our organization.
Dr. Shari Dade	That's what I'd like for our listeners to lean into for season four, and we are excited about it, very excited to go into this new season and we will catch you on the other side of the mike.
Dr. Shari Dade	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 website also linked in the show notes.
Dr. Shari Dade	Remember, if you missed the target 100 times, you have not failed. Instead, you've simply found 100 strategies that did not work. Be well and continue to fail forward until next time. Thank you.