

Audio Transcription

Season /Episode #:	Season 4 Episode 10
Guest:	The Honorable Tanya Bradsher
Title:	Teaching trauma informed care The Moment That Changes Everything: Answering Life's Most Important Calls with The Honorable Tanya Bradsher

Dr. Shari Dade	You are now listening to the Audacity to Fail Podcast, a podcast about misstepping into success. Get ready to dive into conversation and real stories from leaders as they share how failure activates. The growth mindset is an important part of learning and motivation for improvement. I'm your host, doctor 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	We've all had moments when life, opportunity or circumstance presents us with the choice to step up, to lead, and to embrace a new direction. Maybe it's a career shift, a leadership position, or a personal transformation. These are the moments when something deep inside us stirs and says, this is your time. How do you recognize that call? And more importantly, how do you find the courage to answer it?
Dr. Shari Dade	Because here's the thing. That call doesn't always come when we are most prepared or fearless. For this season's closing episode. I am delighted to be joined by the Honorable Tanya Bradshaw. Miss Bradshaw is VA's first woman deputy secretary, first woman of color to serve in the position, and the highest ranking woman in VA's more than 90 year history.
Dr. Shari Dade	A fourth generation veteran, Miss Bradshaw, a combat veteran of the Iraq War, served in the United States Army for 20 years and retired as lieutenant colonel. Since retiring, she served as the VA's chief of staff and senior positions with the Deputy of Homeland Security and on the white House National Security Council. Miss Bradshaw believes deeply in honoring our nation's sacred obligation

	to serve veterans, their families, caregivers, and survivors, as well as they have served all of us.
Dr. Shari Dade	Whether you're on the brink of a new opportunity, feeling stuck in indecision, or just curious about how leaders handled those pivotal moments, this episode is sure to give you insight and the inspiration you need. Get ready to join us as we dive into the heart of what it really takes to answer when your leadership purpose calls. This is the Audacity to Fail Podcast season four closer episode ten The Moment That Changes Everything.
Dr. Shari Dade	Answering life's most important calls with the honorable Tanya Bradsher . Welcome, welcome. How are you today?
The Honorable Tanya Bradsher	I'm doing well. Shari. How are you?
Dr. Shari Dade	I'm doing really good. I'm doing really great. First, I cannot say thank you enough for choosing to spend some time here on the pod with me and with the listeners. It truly is an honor. And so I am ready to jump in. Are you ready to get started?
The Honorable Tanya Bradsher	Yes, ma'am.
Dr. Shari Dade	Perfect. So I've been waiting for this conversation, it seems like, for weeks because as I was preparing for the episode, one thing that continued to shine for me about your story is how unconventional your journeys been to get to where you are right now and beyond that unconventional nature, just the readiness that you've brought and you've carried every time when it's been time to answer those big calls.
Dr. Shari Dade	For those who may be unfamiliar with your journey. What is something that you appreciate most about your path?
The Honorable Tanya Bradsher	I think the fact that my journey is so alike, so many other kids who grew up in an enlisted environment, I grew up in what is now Fort Liberty, formerly Fort Bragg, North Carolina. My dad used to jump out of airplanes, and I remember vividly, you know, watching him and then my parents worked really hard to send me to college.
The Honorable Tanya Bradsher	I worked while I was in school. I went to college at Chapel Hill and then received my commission to Officer Candidate School. And so there really, you know, the path that where I'm at now, I think if my

	dad was still living, he'd be blown away and completely shocked. You know, I think I think he'd be proud of me.
The Honorable Tanya Bradsher	But, it's definitely a surprise. Each step through this journey has been a surprise to myself.
Dr. Shari Dade	For sure, and I really appreciate the way that you are really honest about your journey and the ways in which you've made your space right. You've left your mark in so many different ways, and the way in which you really contribute much of your passion and the roles that you are currently taking on, and the ways in which you do that to your father.
Dr. Shari Dade	And so can you say a little bit about how important leaving a legacy for him is for you?
The Honorable Tanya Bradsher	One of the things, you know, as I approached being chief of staff and approached being the deputy secretary is really a lot of the lessons that I learned being the child of Sergeant First Class von King and watching how he transitioned out of the Army when he retired and how, you know, he didn't rely on VA service is a big being.
The Honorable Tanya Bradsher	A fourth generation soldier. But alcoholism was also, tragically one of our other legacies that we have. And so for him, the addiction of alcohol really took over. And I watched over the years that addiction eating more and more away from him. And so it's part of the reason why I've been so passionate as a veteran advocate in my role as chief, in my role as deputy secretary, because I know the goodness that VA can bring, and making sure that veterans know to connect with us, to come to us because there isn't a hardship that veterans go through once they're done serving that the VA can't assist with.
Dr. Shari Dade	Absolutely. And I think that message rings very clear in the ways in which you show up for the work, right? The ways in which you take on the job and take on the duties and the importance and being able to say that there aren't any experiences that veterans can have, that we as an organization don't show up for.
Dr. Shari Dade	And I think that's a message that should ring loud and clear, because it's a true message and it is a big part of why each and every one of us show up to do the work, right, so that we can be present.
The Honorable Tanya Bradsher	Absolutely. Through my journeys. Being at VA for now, three and a half plus years. I am blown away at the dedication of our VA

	employees and how 9.9 times out of ten they go, the extra mile. Care and compassion. They just want to take care of veterans. And you know, we are blessed that that's our job. You know, I am convinced that VA has the best mission in the federal government.
The Honorable Tanya Bradsher	And, you know, I'm just proud of the work that we do each and every day. And, you know, whenever it's my time to leave the VA, I'll be just as proud to be a customer. Right. My ties to VA don't go away. They just change.
Dr. Shari Dade	Absolutely. And speaking of that change, one way you've described your background and career in strategic communications is how you were really successful and frankly, comfortable with doing the big work kind of behind the scenes. And being the deputy secretary of our organization is anything but behind the scenes. Right. But you've spoken about this, your current role as an extension of your purpose.
Dr. Shari Dade	How can you recognize when you're being called to something bigger than yourself? What does that look like?
The Honorable Tanya Bradsher	I think for each of us it's a little different. One of the pieces that I've had to rely on in this journey is to rely on other people's faith that I could do this role. I had to rely on Secretary McDonough's faith that I could do this role. He has been my biggest advocate and champion, throughout being chief of staff, I was super fortunate.
The Honorable Tanya Bradsher	I actually first met him when I was on active duty. And, I was detailed to the national security staff as a lieutenant colonel in the Army, and he was a deputy national security advisor. So I used to sit in DC with him, and the opportunity to work for him is really why I left the white House in 2021 to come over here.
The Honorable Tanya Bradsher	And like I said, you know, I came here to work for then, you know, Denis McDonough, now Secretary McDonough, but fell in love with the organization. But as far as purpose, I can just say that my time here at the VA, I'm always working because I'm always in the veteran community, and I love that. I love being able to talk to veterans.
The Honorable Tanya Bradsher	If I'm in the commissary, if I'm in the if I'm standing at the DMV, if I'm here to just, you know, hey, have you applied for your benefits? Thank you so much for your service. You know, and just wanting to make sure that veterans know. And the Pact act gave us the gift of being able to reach out to more veterans and take care of more veterans than ever before.

The Honorable Tanya Bradsher	And, you know, we can proudly say that in this point in time in history, we take care of more veterans and provide more benefits and more health care than ever before. And a big piece of that is the Pact act. And so I just feel it's like my job to go out and make sure that veterans know, hey, we want you at the VA, why don't you tethered to the VA, we want you signing up for your benefits.
The Honorable Tanya Bradsher	So it's for whatever reason, and I think just because of what I've seen, being in the Army and some of my soldiers who didn't do as well as they should have when they left the military, being my father's daughter on some of the challenges that he experienced before his passing, and being a veteran myself and some of the challenges in the ten plus years since my own retirement, in the five plus years since my husband's retirement, all of those things to me is a culmination.
The Honorable Tanya Bradsher	And being able to serve as deputy secretary has just been a phenomenal opportunity because I'm part of the community itself, and I'm a 911 soldier who deployed and so all of that wrapped up just means that it feel it's my purpose to use the platform of being deputy secretary to reach out to our women veterans, to reach out to our veterans who may have, like, tried us once a decade ago.
The Honorable Tanya Bradsher	Please come back, give us another shot. Because VA is an evolving organization like every other organization. And I think, you know, we just have opportunities to bring in more veterans under our umbrella and in our care.
Dr. Shari Dade	Right. And being out and having those conversations is what allows for what I've heard you describe untethered veterans to be able to understand that there is space, there is a place for them within our organization. And so I love when I hear you say like it's it's my job to go out and to have those conversations and to make that message known for folks.
The Honorable Tanya Bradsher	Absolutely. And I, you know, I would even dare say it's all of our jobs. Yeah, yeah. Oh, yeah. That if we have the opportunity like it's we're not a hidden secret. We are one of the very best opportunities to take care of veterans. And so I just think it's a wonderful opportunity to have. And I feel incredibly.
Dr. Shari Dade	Honored for sure. One thing that strikes me is when you talk about having or others having the faith in you, right? And and having the

	faith in others to be able to see what possibly you're unable to see or you are unaware of at the moment and just be instrumental role that Secretary McDonough has played in your ability to feel like that readiness to be ready for such a role as Deputy Secretary, how do you gauge how did you gauge your readiness in that situation?
Dr. Shari Dade	What played a role in that?
The Honorable Tanya Bradsher	I had to rely on his faith in me and just lean on that until I felt comfortable. And I'll even say that my first six months as deputy, I was operating scared each and every day that I had to publicly speak and and just go through confirmation that was go on the hill and meet with all the senators and just, you know, assume this role.
The Honorable Tanya Bradsher	It it take it took me a minute in order for me to kind of really fully feel that I was comfortable in my it's it's new ish because I've only been confirmed for about a year. And so I just had to rely on, on his belief in me that I could do it on, our amazing Osceola team and staff to be able to just go through that process and then operate.
The Honorable Tanya Bradsher	And so and I also think that sometimes there's nothing wrong with operating in fear. So it's just we have to move forward. We have to make decisions. And it's why I love the title of your podcast, because I do think not doing anything is failing. Right. We have to we have to continue to move. We can't be paralyzed by fear.
The Honorable Tanya Bradsher	You know, and understand that. Yeah, we're going to completely blow it sometimes. And there's times that I've come back here and and I have a senior advisor. She's she's a marine and she's super sassy and her and so, you know, there are times that I come back and I was like, oh, that didn't go right. Right. That, you know, I'm better prepared next time how to make sure that I have everything that I need.
The Honorable Tanya Bradsher	And so but at the same time, also being able to say, you know, I messed that up. I'm sorry. There's nothing wrong. No one expects us to get it right each and every time. I mean, there's probably some doctors that we need to make sure to do, but. But the bottom line is, you know, failure is a part of why failure is a part of growth.
The Honorable Tanya Bradsher	And we we have to be okay with that. And we shouldn't also run away just because we're scared.
Dr. Shari Dade	Yeah.

The Honorable Tanya Bradsher	Right. Like we just have to sometimes do something hard to.
Dr. Shari Dade	Do it and do.
The Honorable Tanya Bradsher	It. Scared. Yeah.
Dr. Shari Dade	Do it scared.
The Honorable Tanya Bradsher	That's okay. Because the first time you do it scared. The next time you do it less scared. And then next time it's even less scary. And then eventually it's no longer scary. Yeah. If you're not moving and growing and continuing to learn and develop, then what are you doing right? You really need to continue to challenge yourself. It's just growth.
The Honorable Tanya Bradsher	And, you know, I think it's a good representation for your kids. It's a good representation for your coworkers. It's a good representation of your your supervisors. But but really always reaching out there and trying new stuff, even when it's hard, when you continue to do it, it doesn't. It'll get easier as time goes on.
Dr. Shari Dade	For sure. And I think that is so important for leaders to hear someone in your position to be able to say, like, there's moments where I flub it, I come back and I'm like, oof! Like, how can we be better prepared? Right? What what is that next time? And I think the idea about that question of what's next, right.
Dr. Shari Dade	How do we do it differently? How do we do it better? How do we continuously improve. Right. So that when we get to the next time that we are ready, we're we're on our PS and QS about it. Right.
The Honorable Tanya Bradsher	And I think people will give you grace when you mess it up the first time. And I think that grace may not be extended if we don't learn the lesson and show that we're trying to improve along the way. Right. It can't just be, oh, well, that's just how I do it. Well, now, what are you doing to make it better?
The Honorable Tanya Bradsher	You know, as long as people see continued effort and progress, that grace will be extended. It's when you quit, when you stop trying that that grace evaporates. That's what I've seen and have experienced.

Dr. Shari Dade	Yeah, definitely. And just even just this conversation, it shows that you're a leader that has really been intentional about moving from just this culture of command and control to being transformational and thinking about how do I make sure that I myself, my team, my organization is in this space of growth and expansion? What strategies do you employ to foster this culture of learning from mistakes within your team, within our organization?
Dr. Shari Dade	What are you doing?
The Honorable Tanya Bradsher	I think communication and transparency is really important. Everything that leaders do are amplified as the layers go down. So if leadership is transparent, open communication, willing to own up to mistakes, then if you said that and you provide a safe environment for mistakes to happen.
Dr. Shari Dade	Yes.
The Honorable Tanya Bradsher	Then you have a growing high reliability organization. When it's one and you're done, then you create an environment of self-doubt, an environment of fear, an environment of folks not wanting to raise issues, of folks not wanting to identify the challenges because they're very fearful of losing their job, using their position, losing their ability to be in the know, whatever any of those things are.
The Honorable Tanya Bradsher	And you have to, in my opinion, really be open to listening to everybody really be available for that connection. It's one of the reasons why Secretary McDonough and I are on the road so much, because it's not just it's so easy to be, you know, ooh, what's happening in DC and stay in our little bubble. And we need to, like, poke holes in the bubble left and right.
The Honorable Tanya Bradsher	And we need to be on the ground talking to caregivers, need to be talking to our groundsman of the cemeteries, who need to be talking to frontline staff at hospitals, our frontline staff who are doing public contact at Veba, like we really have to talk to all of our folks in order to fully understand, like, oh, this is a challenge.
The Honorable Tanya Bradsher	We didn't realize when we made a policy that that that would be the impact of it, or these are things that we thought were handled that aren't. So we need to double down and follow up. And so I think, you know, having that communication, that connections along the way and is just really important and having trust in our, in our staff.

The Honorable Tanya Bradsher	And so I think those are ways that we have tried to facilitate an environment that we can bring our whole selves to work, because that is also really important. We should be proud of who we are and being able to come to work and work in an environment that is safe, where they can feel comfortable and, you know, and it's not just in coworkers, but also that, you know, it's a respectable environment that folks like to operate in and enjoy.
The Honorable Tanya Bradsher	Coming to work doesn't mean it's a part of your everyday. Because we do hard work, we do hard things, and we are faced with hard challenges that our veterans are going through, and we help them navigate through that. But it does mean, hopefully, that sense of purpose and mission that our employees feel each and every day being able to help that veteran with whatever that challenges or help that fellow employee with that challenge, or making sure that our staff have the resources that they need in order to take care of our veterans.
Dr. Shari Dade	Right. The intentionality of presence. Right. I think that is like that speaks volumes. And it goes directly in with that quote, which I think we should have a moment of silence for, is that everything leaders do is amplified as you go down. Right? Yes. Like, that's that's so very real. And in the presence and being able for folks to be able to see leaders doing the work, to see leaders really focusing in on growth and expansion, communication, purpose, passion, many of those things that you've spoken about, I think if we are able to see that and if we're able to see that in all of our leaders, top down, right, and talk about our frontline
Dr. Shari Dade	leaders, you talk about people who are on the frontline leading that may not be in those formal roles of leadership. I think it really does allow for us to think about how can we transform a culture into being one where our veterans, their families, their caregivers are really taken in and cared for in a way that allows for them to feel like they are being served in the same way, like you said that they've done for all of us.
Dr. Shari Dade	Absolutely. One thing that you mentioned is like the ability to bring your full self into work, into your role, and into the life in general, and you are a woman of many, many coats. I would say, you know, as we said, you're currently the highest ranking woman in the VA. The first woman of color to even hold this role, along with being one of our nation's veterans, retired as a lieutenant colonel after 20 years of military service, a proud fourth generation veteran, also a military wife, a mother like all of these things.

Dr. Shari Dade	And you did recently cross your one year mark in your role as of September 28th, how have you used all of those intersectional identities? How have they played a role in how you lead our system?
The Honorable Tanya Bradsher	I think for me, having that those perspectives and being in my mid 50s this month, I turned 55, which is crazy. Just I'm definitely more comfortable in my own skin than I was even a decade ago in my 40s before I, you know, do a better job of taking care of myself and the whole thing about the airline and the mask rolling down, you got to provide your own off air.
The Honorable Tanya Bradsher	And so in setting that are guardrails, right. Like trying to eat well, trying to make sure that I work out, trying to make sure that, you know, I don't work myself to a bone because that's not this is a marathon. It's not a sprint like I've been in here for three and a half years. I know we have folks I work with, folks who've been here over 40 years, but, you know, you do have to make sure that you have time for your family, that you have time for your friends, that you know, I am a member of Alpha Kappa Alpha Sorority, Incorporated, that I have time for activities outside.
The Honorable Tanya Bradsher	But I think the way I've navigated through all of that is there are lessons learned in all of those roles. And that's what I mean about bringing your whole self to work. There are lessons learned that I have from being a soldier in disciplines that I've learned from being a soldier. There are lessons learned from being a mother and dealing with now three young women, you know, young ladies, you stretch from 24 to 18 and and lessons learned on being a military spouse and what that feels like when you're not part of that military culture.
The Honorable Tanya Bradsher	And so being able to culminate all of that, I think just, you know, goes back to how and why it's so important for me to bring my whole self to work, because all of those experiences, being a military daughter, as we navigate NCAA and policies on cemeteries, I know what it's like when my dad died and we buried him in Arlington, and it took six months for him to be interred.
The Honorable Tanya Bradsher	It's why I've chosen Quantico. I know that being dual military, if we were to go to Arlington, my husband will be on the front, and I'd be on the back, or I'd be on the front. My husband would be on the back. Where are cemeteries for dual military? We actually set aside a space so that both of us can be interred in a manner that recognizes both of our services and doesn't diminish either one of our services.

The Honorable Tanya Bradsher	And there's nothing wrong with spouses being on the back, but that allows for my daughters to be able to go to one gravesite. And those are the things that being a military daughter, burying my father, that how I look at. And when I go out and advocate for our cemeteries and what we can do and how much quicker we can in turn it.
The Honorable Tanya Bradsher	That's part of the education that I provide everywhere I go, I drive for NCA not, but it's just same with like the homeless program. You know, I was really concerned that my father would end up being homeless. And so I watched him go from being at home to being in an apartment to being like renting property. And I was so nervous about housing stability for him, which is why I threw my heart into homeless veterans and, really did a lot as chief in LA in particular.
The Honorable Tanya Bradsher	But overall and so able to oversee and convene as chief of staff, our goals at the Secretary's set out for permanently housing veterans. And, you know, so proud that our homeless program office has housed over 43,000 veterans. And for 24, it's amazing. Yeah, it's a credit to all of our staffs, our homeless program, staffs and the medical centers throughout the United States that we're able to do that.
The Honorable Tanya Bradsher	And just so proud of the work that that we've done.
Dr. Shari Dade	Yeah, absolutely. You're you're really speaking to the heart of work life integration. And I say it often goes further than making sure you caught out and make it home on time. You were speaking to this idea of integrating yourself into the work and utilizing that to understand, to connect, to better answer the call, to be ready for that call.
Dr. Shari Dade	And I think that is something that when we think about wellness in the, in the workplace, and we think about how we can make sure that we are doing the working of this thing in if you're working, you know, and you're doing something that you love, it doesn't feel like you're working at all.
The Honorable Tanya Bradsher	That you.
Dr. Shari Dade	Know, you're speaking directly to, that you know, and being able to integrate life, being able to integrate purpose and and passion into the role so that it is fulfilling.
The Honorable Tanya Bradsher	Absolutely. And I, you know, I told my husband, you know, when I

	leave, I have a cry like a baby, like I really, really hard. I'll always continue to advocate for veterans, and I'll always do my best to stay up on on education and making sure that veterans that come with in my bubble, you know, I'll always continue to ask about, hey, have you filed for your benefits?
The Honorable Tanya Bradsher	I'll that'll be my monitor for the rest of my life. But you're absolutely right. You know, I, I know and and feel fortunate to recognize that because. Because when I left the white House the first time under President Obama, I worked so hard that I never appreciated the journey. I'll tell you, I'm appreciating this journey much more because coming back into an administration with President Biden and being older and learning from, you know, ten years ago when I left knowing that now that this is an honor and a privilege and I truly am enjoying as hard as it is, I truly enjoy being at the VA.
The Honorable Tanya Bradsher	I enjoy my role, and I enjoy the ability to talk to our our staff and to be able to meet with the veterans.
Dr. Shari Dade	And absolutely.
The Honorable Tanya Bradsher	I feel super fortunate this time around to to enjoy the journey a lot more than I did earlier. Yeah.
Dr. Shari Dade	And I will say, you know, as someone within the organization, we are fortunate to have a leader that enjoys the journey. Right? And it really leads me to just checking in on what gets you out of bed in the morning, like what brings you joy, what sparks you.
The Honorable Tanya Bradsher	You know, really, this mission, being able to help veterans. It's just I really every day we've been able to do something that ultimately will help the veterans. And it it really has been a phenomenal opportunity, you know, and so, if you ever look at my resume, a like, this is the longest vacation I've had since I retired and, you know.
The Honorable Tanya Bradsher	Yeah, currently it's because I just really enjoy what VA does and who we get to work with and the team that I'm surrounded by and our amazing staff and meeting them on the road or being here. And so with that, being able to take care of veterans, like if that doesn't get you out of bed, I don't know what would, quite frankly.
Dr. Shari Dade	Absolutely. And you've had an amazing career throughout your journey. How has your leadership evolved along the years?

The Honorable Tanya Bradsher	I definitely think I'm way more compassionate than I was when I was in the military, you know? Yeah, I as I've gone through my own trials and tribulations, losing my father, becoming a mother, aging, aging. Yeah. You know, and and also having good leaders who showed me grace through my journey. And I've also watched bad leaders and have had bad leaders.
The Honorable Tanya Bradsher	And you know, for the bad leaders, it's do everything the opposite, because I never want anyone to feel the way I felt. And for good leaders to emulate as much as possible when when something makes me feel good to go, ooh, okay. When I'm in a leadership role, let me make sure that I do that as well. And then the other piece is to to give folks grace and to praise publicly criticize privately to, you know, that sometimes you don't have to say anything.
The Honorable Tanya Bradsher	Maybe you just need to walk away and clear the head a little bit. And then also, I trust my gut a lot more than I used to because, you know, I would say it's for my 40s going, I knew that. Dang, that. I knew that then in my 50s, I just I trust my gut.
Dr. Shari Dade	Which I.
The Honorable Tanya Bradsher	Yeah, but it's developed over the years. Right. And then also, you know, my faith has played a really big, strong part of who I am. I just think through this journey I feel incredibly fortunate and.
Dr. Shari Dade	Well, this has been an amazing conversation and there's so many things that that stick with me. And I think one of the things that really I'm going to hang on to is just the understanding that when you understand your purpose right, as you grow to know what that is, and you grow to be more confident in that purpose and what your calling is, you're able to answer those calls when they come, especially when everything around you may be communicating that there's a slim to no chance that you might be successful, or that you know that you're the first, or the road hasn't even been paved yet.
Dr. Shari Dade	Being able to know and to really have the confidence to answer, that's a really big thing that I think for leaders, they can lean into that and figure out, how do I make my journey to that confidence. So thank you. Thank you so much for that message.
The Honorable Tanya Bradsher	My pleasure. Thank you.

Dr. Shari Dade	Yes. Well, before we head out, I always like to play a game of word association. So I'm going to throw a word or phrase at you. And I'd like to get your first thoughts that come to mind. All right. Are you ready?
The Honorable Tanya Bradsher	My best.
Dr. Shari Dade	All right, all right. So that first word that comes to mind is seizing the opportunity.
The Honorable Tanya Bradsher	Going go for it.
Dr. Shari Dade	Yeah, go for it. Go for it. Nice. Just do it. Just do it. Do it anyway. Yeah. The second word that comes to mind is fear.
The Honorable Tanya Bradsher	You know, don't be afraid of it. They don't. Don't let it. Don't let it stop you. You can't let fear stop you to fight through it.
Dr. Shari Dade	And last but certainly not least, the audacity to fail.
The Honorable Tanya Bradsher	Failure is growing.
Dr. Shari Dade	Yeah. It's growing. Yeah.
The Honorable Tanya Bradsher	You just going to learn one.
Dr. Shari Dade	Thing that you said is to do nothing is failure. Yeah. And that just turns the definition of I might do it wrong, that turns it on its head. And to say no, no to do nothing is failure. And so you got to do you got to kind of move your way through it, and you've got to make those missteps along the way, and you learn from it, and you sharpen and you keep going.
The Honorable Tanya Bradsher	The other piece, too, is if that door is closed, it's just not for you. Yes. Right. Like there's so many doors, positions that I wanted in the military. And I look back and I was like, oh, I would be miserable. I would I am jobs I didn't get. I would have hated that opportunities, what I thought I wanted.
The Honorable Tanya Bradsher	Oof! And then what? God gave me 116 times better than when I got it every single time. And so, you know, if if the doors closed, just respect that. That's the decision. Let me just tell you, even when it's

	closed, it just means that there's another there's another door.
Dr. Shari Dade	It's another door. Oh thank you. That that is a word right there. I mean, because so often we spend so much energy, so much time beating down those doors, right? When we can better use our energy in spaces where we are open and welcomed in. Yeah. Folks are waiting for us to be.
The Honorable Tanya Bradsher	Well, yeah. I think that's why you got to step back and just pray about it, right? And then just God, okay, God, you're in control if you just, you know, just times and you got to be able to do that because, Yeah. Sorry. Yeah.
Dr. Shari Dade	No, no, this it that that will carry us through.
The Honorable Tanya Bradsher	So. Yeah.
Dr. Shari Dade	Yes. Well, thank you so, so much. This has been more than a pleasure and honor. I appreciate your time, your authenticity, and just the ways in which you show up and you occupy the space here. So thank you so much for that. Thank you. So we've come to the end of another great episode of the Audacity to Fail podcast.
Dr. Shari Dade	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. Remember, if you missed the target 100 times, you have not failed.
Dr. Shari Dade	Instead, you've simply found 100 strategies that did not work. Be well and continue to fail. Forward until next time. Thank you.