

Audio Transcription

Season /Episode #:	Season 4 Episode 2
Guest:	Dr. Jacquelyn Paykel
Title:	How to THRIVE: From Metrics to Meaning with Dr. Jacqueline Paykel

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 and leadership.
Dr. Shari Dade	It's easy to get lost in a sea of metrics, graphs and data points. The must dos best practices and expectations of leading others, and the organization effectively can feel like a whirling wind of bottom lines and outcomes. If we shift our gaze a bit from leading others and take a step back from impacting the organization, we're left with how we lead ourselves.
Dr. Shari Dade	This is arguably the first and most important step in moving beyond merely surviving leadership and into thriving as leaders. On this episode, I am elated to be joined by Dr. Jacquelyn Paykel. Dr. Paykel holds the position of the Women's Health Medical Director for the Tomah VA Medical Center. She also serves on the new VHA Position Advocacy Council. Tune in and take notes.
Dr. Shari Dade	And let's embark on this transformative discussion together, because in the end, it's not just about numbers. It's about the people, the purpose and the well-being that truly defines our success. So get ready to join us as we explore the journey of myth. Stepping into Success. This is The Audacity to Fail Podcast Season four Episode two How We Thrive From Metrics to Meaning.
Dr. Shari Dade	Hi there, Jackie. What a pleasure to have you on today's episode. How are you?

Dr. Jacquelyn Paykel	I'm doing well. Shari, Thank you so much for having me today. This is I was I've been looking forward to it.
Dr. Shari Dade	Absolutely. Absolutely the same on my end. I guess that I'm really looking forward to this conversation. I think it's going to be a wealth of knowledge for us. So let's hop right into it.
Dr. Jacquelyn Paykel	All right? Yeah.
Dr. Shari Dade	All right. So as stated in the first few episodes of this season, we're really going to focus on the lessons, the mistakes and the journey that leaders take when they're learning and perfecting how to lead themselves. So before jumping into talking about the specifics of what that looks like, I'd love to hear your thoughts on what it means to be a leader who slows down or pauses to lead the self first.
Dr. Shari Dade	What does that mean for you?
Dr. Jacquelyn Paykel	For me, Pausing. Slowing down and heightening my sense of self-care. That's really what leading is all about. We know that research tells us that if our own self-care as leaders is impaired, that our team feels the energy of that impairment. And so for everybody's welfare, including our own, we need to and our families outside of our work, you know, so our work families and our home families for everybody's sake, heightening our sense of self-care is very important.
Dr. Shari Dade	Absolutely. The idea of slowing down long enough to heighten that self-care, Right. Because it's not always evident as we would think it is. And so I'm reminded of a quote by Dr. Maya Angelou, and I really try to harness this every day, even though it's easier said than done. But one of her quotes says, My mission in life is not to merely survive, but to thrive and to do so with some compassion, some passion, some humor and some style.
Dr. Shari Dade	And I really try to pull that into my engagements, my interactions, because it does it encourages me to embrace a well-rounded approach to life and to be able to blend that personal ambition, the accomplishments with the zest for living. And like I said, it's easier said than done, especially in my professional life, because it is very easy to be swept up in the outcome of it.
Dr. Shari Dade	All the metrics, the performance awards or different things that I am achieving or reaching to achieve and all of those things are really important. But from your perspective, when we're constantly in that state of maybe

	striving to achieve or just surviving, how does that impact sustainability and burnout?
Dr. Jacquelyn Paykel	Well, it impacts it significantly because we're always reaching outside of ourselves for something outside of ourselves, Then we are missing that sense of personal fulfillment and maybe even professional fulfillment. So Martin Seligman from the University of Pennsylvania talks about the PERMA plus model. But Perma being these are the five components that we can look at in order to feel fulfilled not only in our work life, but our home life.
Dr. Jacquelyn Paykel	We are more likely to stay at our job, etc. And so is it okay if I just jump into that model?
Dr. Shari Dade	Yeah, please do. I was literally going to say, give the listeners a little bit of info about the Paramount Plus model.
Dr. Jacquelyn Paykel	Yeah. So Perma is a construct that Martin Seligman and his research team came up with as far as the different components to experience fulfillment in life, to flourish in life. But this can be also applied to the work environment. And Perma is an acronym and PR am a P standing for positive emotion, E for engagement, R for relationships, M for meaning, and A for achievement and accomplishment.
Dr. Jacquelyn Paykel	And so looking at all five components, you certainly did mention the accomplishments and the achievement, but bringing that positive thought process, knowing what you're doing, knowing it well enough to not be intimidated, but not knowing it too well so that you become bored and needing to move forward. We need to move on. One of the most important, though, is really having meaningful relationships at work.
Dr. Jacquelyn Paykel	And so there are many reasons for this, but one of them is so that we can decompress when the day is not going so well. Yeah, but also we know that people are much more likely to remain satisfied, decreased burnout and much more fulfillment. If we have one, we can see that we have at least one good friend at.
Dr. Shari Dade	Work that is so important to think about, especially for leaders within our system. It's often heard or often stated that it can be lonely at the top right and leadership can feel extremely distancing from others. What do you think are some of the ways that leaders can start to form some of those meaningful relationships at work?
Dr. Jacquelyn Paykel	Actually, we are underway as far as the chief well-being officer strategy in the country, looking at different strategies to engage and have those

	<p>meaningful relationships at work. And it's very important that we have peers that we are able to connect with that are at the same level of management as we are. And perhaps it's not in your facility, but reaching outside of the facility as well.</p>
Dr. Jacquelyn Paykel	<p>So they're called commerciality episodes where we can come together and be heard by each other for strategy as far as how we can lead others, but also strategies about how we can take care of ourselves as well.</p>
Dr. Shari Dade	<p>Those are some really great resources to think about and to be able to say, Where are my peers right? So seeing some of those out and to understand that sometimes your peer isn't necessarily in your office or in your facility, there are so many different ways to think about how can we form some of these peer relationships, possibly outside of our facilities or outside of the programs in which we work.</p>
Dr. Shari Dade	<p>And so really being expansive into what that might look like. So I really appreciate that idea around making sure those meaningful relationships are prioritized because they are very, very important. That's one of the things that we ask on that all employee survey, right? Do you have a best friend network or do you have a good or meaningful friend at work?</p>
Dr. Shari Dade	<p>And how does that impact things, Like you said, burnout, engagement and all of those different factors that really focus into how do you start to thrive at work and how do you make and create meaning for yourself while you are at work?</p>
Dr. Jacquelyn Paykel	<p>So important. The meaning. We are very fortunate in the VA to have a significant amount of meaning because we have a very honorable goal on a regular basis to care the best that we possibly can for our veterans and their relatives and caregivers. But we have to add into that equation each other and caring for each other ourselves, but each other at work so that we understand that all of us, although we come to our work family with, there are certain stressors that may be going on on the outside, you know, at home, etc. that will definitely impact our day to day.</p>
Dr. Jacquelyn Paykel	<p>So we can't forget that we're people first, right, And employees second.</p>
Dr. Shari Dade	<p>Yeah, definitely. I know as we were preparing for this episode, you mentioned the importance of understanding the S-shaped curve, and that's one of the things that really, really stuck with me. And so I want to take a moment to just kind of bring that to the forefront for our listeners. Can you share what the shape curve means, like when we refer to it and how</p>

	important it is and how it informs kind of your satisfaction, your success and so on?
Dr. Jacquelyn Paykel	Well, if we go back to positive psychology and the hijinx that my looked at the aspects of Flow as one of the concepts that can really lead to a significant increase in happiness is if we enter, that flows on more often. Whitney Johnson took a business model and actually took that information and applied it to the individual in an essay curve where we can look at our career path in a series of shapes.
Dr. Jacquelyn Paykel	And in the business world, this is really about innovation, but this is about reinventing ourselves and knowing that we will go through these series of growth. And I can say for myself, it's usually about 5 to 7 years. Some people have longer, some people have more condensed as shape curves. But at the beginning of that S-shaped curve, this is exploration and it's the launching point and this is at the exploration stage.
Dr. Jacquelyn Paykel	This takes investigation, it takes understanding what your values are, understanding where you want to go, what are the options that are available to you? Do you have to do any additional education in order to get underway? And then once you move past that exploration, we launch and then that is a very rapid growth usually on that ship curve where we are headed up and becoming an expert in our field or an expert in our job or an expert in leading, etc., and we will hit that sweet spot.
Dr. Jacquelyn Paykel	But then ultimately there's mastery. And once you hit mastery, just like chicks at the High spoke about, once you hit mastery, then boredom can become and we can become restless. And many of us don't understand that restlessness. Once we get to that mastery level or we come to work, we could do things with one hand, be tied behind our back or with our eyes closed, or we could do it in our sleep, you know, whatever thing you want to use in order to explain getting to that point where there's just no more room for growth for you and everybody benefits if you as a leader are able to continue to grow, whether that's stretching into
Dr. Jacquelyn Paykel	an area of the institution that you haven't been exposed to or it's jumping up a level as far as leadership is concerned, or it's doing something completely different outside of work that you're bringing into work, i.e. going to school, you know, getting in and another degree, etc.. So it's really about continuing to challenge yourself, but understanding that there's always a rest phase once mastery has occurred, there needs to be a little bit of a plateau while you're considering.
Dr. Jacquelyn Paykel	And here we are at the bottom of our as she curve again, that launch point where we are going to head up, but investigating where we go next, it's

	important. This is all about accomplishment, achievement and continuing growth.
Dr. Shari Dade	You said so many amazing points in that. And one of the things that really struck me is the understanding of oneself, the understanding of even how long it takes you to go through the phases of the curve. How can leaders become more aware or how can they embrace their current place on that S-shaped curve?
Dr. Jacquelyn Paykel	I would recommend, again, going back to positive psychology and research that has been done on journaling and especially gratitude journaling and doing that for 21 days in a row and seeing what you're thankful for in your environment and other things that you could consider besides the gratitude journaling. And so that's really taking 10 minutes first thing in the morning or just before you go to sleep for the evening and writing down three things that went well throughout the day and why did it go well?
Dr. Jacquelyn Paykel	And it's really in the description of why we thought it went well, where we are going to find our answers as far as where our values lie. But one other strategy that you can use is stream writing. Getting up in the morning, get your cup of coffee, get into a routine. And again, this is for 21 days. It will really tell you a lot about what's going on in the subconscious right now.
Dr. Jacquelyn Paykel	What are the values that might be not being paid attention to? What are your strengths that you need to express your blood stream, writing, whatever comes to your mind for 10 minutes, have a notebook, write it out and don't dissect it. Don't go back and use appropriate punctuation, etc. But just really putting that subconscious into a very concrete form on that notepad.
Dr. Jacquelyn Paykel	If you prefer to type, you can certainly do that as well. But when we can be tactile and use a favorite writing instrument in putting pen to paper, it's much more likely that you're going to be able to reveal to yourself and be able to reflect back what are the common themes for over these 21 days. And it really is very insightful to be able to reflect back on what has come from you that you weren't expecting to actually purge onto that paper.
Dr. Shari Dade	Yeah, yeah, it really does go back to that space of reflection, that space of slowing down in order to speed up. And I know we've mentioned that so often on this show, but the impact that that can have on your own leadership journey, on your own, like you said, success and satisfaction, because it really is connected to personal accomplishment.
Dr. Shari Dade	Being able to sit with that is so important and so vital. Absolutely.

Dr. Jacquelyn Paykel	Okay.
Dr. Shari Dade	So now you said, as we're going through that S-shaped curve, we we hit the plateau, we go into mastery, right? And then we come back down as we prepare to do more of that investigating and going into kind of this next shape curve, right, the continuance of that, how do leaders plan in that moment, like as they're coming down, What does that look like or how do they plan to go into that next S-shaped curve?
Dr. Jacquelyn Paykel	Well, it's really about building a cocoon around yourself and understanding that now that you have mastered and I actually look at it as a progression of elevation as far as the S's are concerned. So we are starting, you know, at the very beginning of our career and starting to build our toolkit, if you will, as far as what we are capable of and what we love to do.
Dr. Jacquelyn Paykel	Right? We can't forget about the passion. But as you build your cocoon where you are coming to that plateau you've mastered, you can show up for work and and get done in 8 to 10 hours what you'd normally would have previously taken 15 hours to do. Right? But then you're building this cocoon around you of really intense reflection on what is it you love to do?
Dr. Jacquelyn Paykel	What do you want to do more of? And understanding that we work in a lovely enterprise where there are so many possibilities of our as far as growth is concerned. So what is it that trips your trigger? Right? What really do you love? What puts you into a session of flow for yourself? What gets that? And you know, really being able to name that feeling of joy inside of you and describing that.
Dr. Jacquelyn Paykel	I know that when I and everybody's different, but when I know that I have hit one of those triggers inside of me and not a trigger in a negative way, but very positive way, where I feel joy and I feel like there is this anticipation of potential in the future. I feel that in the middle of my chest, some people feel it in their abdomen, some people get goosebumps all over.
Dr. Jacquelyn Paykel	I feel it in the middle of my chest and it's as though my heart is racing just a little bit and it's spontaneous. But I know that that is then my next step. But we have to be quiet in order to understand that. And that's why the cocoon is so important. Bring the things that you love around. You spend more time with your family, spend more time with yourself, and really focus on understanding at that time in your life, at this time in your life, what is it that will allow you to live a joy, a more joy felt life?

Dr. Shari Dade	Yeah, I love so much of this, Jackie. So much of this. I recently last week actually went to a training and it was entitled Time Management for Busy Clinicians. And one of the things that the speaker mentioned in that training is burnout doesn't happen because we have so many things to do. It happens when we don't feel a personal accomplishment in those things and we don't know how we're gaining from them.
Dr. Shari Dade	And so this idea around building back of taking the time to reflect, what are the joys? What are the things that spark to me in my day? What are the things that are actually helping me to feel accomplished in the day? I think that the importance of that is often overlooked, and it is extremely vital for us to continue to move forward.
Dr. Shari Dade	And this idea around arresting and recovering this idea around, taking the time after you have gone up that mountain of the essay, gotten into that mastering, you've worked extremely hard to get there. How do you rest and recover and what do you gain from that? I think that is so vital and so important, but often easier said than done in our system for sure, because there are things that we have on our tables in front of us, right?
Dr. Shari Dade	Things that we have to continue to strive to complete. What happens when we ignore or bypass that period of reflection? Rest and recovery.
Dr. Jacquelyn Paykel	So when we bypass in general, what we're doing is eliminating self-care, because now we're taking the next step. We haven't completed the first step for the prior step. And when we are so engaged and dedicated to the job at hand, self-care is what gets squeezed out in general. And so we talk about burnout and the first stage of burnout being passion.
Dr. Jacquelyn Paykel	If you're passionate about an activity, if you're passionate about what you do at your job, you are more likely to dedicate more and more time to that. And usually what gets squeezed out is self-care. So prioritizing, if you become passionate about something awesome, we love to work in that, you know, that really induces flow. It is very meaningful to us and we feel very accomplished when we are able to be in that zone on a regular basis.
Dr. Jacquelyn Paykel	But know that if we haven't rested between that super dedication and mastery and now starting over, because once we start over. So life is all about transitions, right? It's really about how we manage transitions and understanding that a very natural part of transition is creating that cocoon around us so we can contemplate our next step instead of just being thrusts or thrusting ourselves into that new endeavor.
Dr. Jacquelyn Paykel	Because burnout will become your friend at that point. Yeah.

Dr. Shari Dade	Can you share any moment along your leadership journey where you have either ignored or bypassed or been in a space where you realized, my goodness, I haven't been engaging in the rest and recovery that's needed for me to feel like I am caring for myself as a leader.
Dr. Jacquelyn Paykel	Yeah.
Dr. Shari Dade	Can you share some of those experiences?
Dr. Jacquelyn Paykel	yes. And so last February I had gotten to that point where I really reached a significant stage of burnout, and I had been in my role as the chief of the whole health service in Tampa, large flagship site, and had been there for six years and I knew that I was I'm an innovator, I'm a visionary, and we had bypassed that portion of the innovation already right now we're at implementation.
Dr. Jacquelyn Paykel	And I kept questioning myself of whether you can just hang in there, just hang in there, just hang in there. Yeah, but but really, I wasn't answering to my values and understanding my strengths, and I teach this on a regular basis. Right? But I know that my strengths are creativity, curiosity, love of learning, honoring beauty and excellence. And when I feel as though I've mastered and I can't go any further if I don't, I did not stop to reflect.
Dr. Jacquelyn Paykel	I just really wanted to keep pushing and pushing and pushing, and I ended up with a significant burnout last February and knew that I needed to take the next step in my leadership journey and perhaps a sidestep back into women's health, which I had left. And I'm in Omega and I love taking care of women. They're the joy of my life.
Dr. Shari Dade	Yeah, Yeah.
Dr. Jacquelyn Paykel	And, you know, just spending time with female patients, I love just helping them, but also laughing with them and bringing a sense of joy into into a medical appointment that is not necessarily part of every medical appointment. Right. But really trying to bring that positivity. So I'm very fortunate that I position became available as far as women's health medical director.
Dr. Jacquelyn Paykel	So I'm getting I'm staying in leadership, I'm moving into taking care of women again, which I absolutely love. But then at the end of the day, it was also taking me back to Wisconsin, where my family was. And so that's so

	important to So what are your values? What are your strengths? What is your meaning at this time in your life?
Dr. Jacquelyn Paykel	Where do you see yourself flourish? And I needed to be with my kids and my grandchildren. And so coming back to Wisconsin was a very important part of that recipe to. But once I stopped, first of all, I had to find I had to make space to sleep because I was not sleeping well. Eating better. Yes. In the wise woman tradition, what is often said is that the more complicated your life, the more simple your food intake should be.
Dr. Jacquelyn Paykel	Whole Foods cooking foods, ate from home, eating organic when you possibly can, just to clear your sensibility and then get up and move and really try and spend time with yourself and with loved ones. But really, that reflection was so important and I was over that apex already and I was headed down into a significant burnout and was very fortunate that I was able to grow in this direction and that leadership saw a benefit to bringing me on.
Dr. Jacquelyn Paykel	And here we are starting out this new process here and help me process.
Dr. Shari Dade	Yeah, another S-shaped curve, right?
Dr. Jacquelyn Paykel	That's exactly right. We are at the beginning.
Dr. Shari Dade	Yeah. No, I think you really gave some some great tangible ways that folks can one can observe if they are going into that burnout cycle, if they're over the apex and what to do to pull out of it, to be able to restabilize lives. And one of the things that you mentioned was a value of yours, which is honoring excellence.
Dr. Shari Dade	And I see that so often in myself, but also in so many leaders within our system and so many folks within our system, this honor of excellence. And because it's a value we often hold ourselves to, this consistent honor, consistent need and striving for excellence. And I think that can go back to, as you're saying, that passion and how it can really play a role in how much and how open we are to being willing to to work those extended hours, to being willing to stay over and to do more of the work, because we do have that value and we do carry that passion for our mission and the things that we do here
Dr. Shari Dade	in our system. But there's the shadow side of that which can lead us into a path of burnout. If we don't balance that out with the understanding of who we are selves and that shape curve and where we are on that curve. So I think understanding all of that and how it plays a role in the ability to notice

	burnout, the ability to pull out of burnout is so really important, so valuable information that you just shared.
Dr. Shari Dade	I love that idea. Yeah.
Dr. Jacquelyn Paykel	Thank you.
Dr. Shari Dade	One of the things that you have created and that you drive, like you said, you teach this all the time, every day, right? Is the Thrive program in our system. And so I know it's a topic that you're no doubt passionate about. Can you share the components of Thrive with our listeners so that they can understand what it looks like to thrive and how that could be a part of their existence as leaders in our system?
Dr. Jacquelyn Paykel	Yeah, and so Thrive was really developed for veterans because I felt that when I started in Tampa, in the Women's Center, that the patients were so disempowered and so using a strategy as far as a curriculum is concerned and engaging with some wonderful folks in other disciplines, we all came together and grew this program called Thrive. That's really based on three core tenets whole health and the concepts of self-care and engaging our health care system in a particular way, but based upon our own values, positive psychology.
Dr. Jacquelyn Paykel	So looking through a positive lens, intentionally, because the older we get, the more memories we have. And the brain has a funny way of not being our friend and not being our enemy, but saying bringing things into our mind that are not necessarily the truth, right, but can put us on guard. So positive psychology and then acceptance and commitment therapy where we are taking note of our values and intentionally, consistently acting in regardless of the thoughts and the feelings that we are experiencing, having some self-compassion and moving in the direction of our values, otherwise known as virtues, but covering many different aspects, whether it is the amount of sleep that we're getting and the science
Dr. Jacquelyn Paykel	behind sleep deprivation, understanding that, but also understanding the value of sleep as we make decisions, as we show up in all our different roles that we have in life, or is it our environment? And is there something that we can change in our environment? Again, the importance of meaningful relationship tips or expressing our creativity and knowing that if we're constantly living in that left brain now, quote unquote left brain with all the facts, figures, metrics, if we want to move into meaning, we really need to get into that right brain.
Dr. Jacquelyn Paykel	And many times creativity is going to allow us to do that.

Dr. Shari Dade	And like you said, that that importance of moving beyond metrics into meaning. Right. And being able to embrace what that looks like. And again, easier said than done. What would you say to those who question or who are trying to do that but are having a really hard time to find a realistic approach to that in a large bureaucratic organization like ours?
Dr. Shari Dade	How could they get started?
Dr. Jacquelyn Paykel	Well, there are a couple of programs that we have developed as far as Thrive is concerned for employees, and I'm happy to share a worksheet that we have available that really looks at job crafting. There are a couple of things that are coming out or have already been released from the office patient centered care to an employee, whole health, and then also with chief wellbeing officers tapping in and then you folks at and Cody right I mean you've got lots of resources for leaders but this particular worksheet is all about job crafting.
Dr. Jacquelyn Paykel	So going into a specific website to evaluate your signature strengths and then looking at your job and seeing which strengths are you exploring, in which are you not in your current job? And then on the second page of that worksheet, it takes you through this strategy of where are you now? Where do you want to be regarding the ProPlus model and really defining where you want to start to make one difference in your life, especially in your work life.
Dr. Jacquelyn Paykel	And so using that strategy, just making a decision to start, number one, complete the worksheet. But number two then what are you going to do? What's the first step that you can take to start moving in that direction? So that really about a smart goal right away, right? This is really about, again, that building, that cocoon, but taking those first tiny steps of what is the first step that I can take to that.
Dr. Jacquelyn Paykel	I feel like I'm accomplishing the next step in my life.
Dr. Shari Dade	Yet when you send that worksheet over, we can put it in the show notes for folks to be able to.
Dr. Jacquelyn Paykel	Pull.
Dr. Shari Dade	And to get started on some of that journey of job crafting, because it really is, like you said, this beginning to getting to know what are the things that you need, What are your values? How does personal accomplishment

	connect to your day to day tasks and the work that you're doing? How does it connect to your job, to your position, to where you are right now?
Dr. Shari Dade	And then? What are some steps that you can take or the first step that you will take if it doesn't align in order to get more alignment? So I think that's a very tangible way to think about how leaders could start, because we do have a lot of the things that pull at us in a system, whether it be external, write those to dos that to do list or internal that drive for excellence there.
Dr. Shari Dade	And so I think being able to take some time to just kind of slow down and reflect is so important in those spaces.
Dr. Jacquelyn Paykel	Yeah, I agree that intrinsic motivation can really, especially if you're seeking excellence, which is one of our core values, right, in the VA. But it's very important for us to have a check and balance as far as that is concerned. And you know, one word that we don't often use but may be more helpful than not is enough.
Dr. Jacquelyn Paykel	When is it.
Dr. Shari Dade	Wow.
Dr. Jacquelyn Paykel	Enough?
Dr. Shari Dade	That's an episode in itself to literally just a title and a
Dr. Shari Dade	
Dr. Shari Dade	That is an episode in itself. I literally just had a conversation with my supervisor last week after you and I spoke because so much of this is sitting in my brain of like, wow, like, how do we balance it? How do we know ourselves enough to be able to say enough and to be okay with that? Because I do think that intrinsic motivation, because our mission, one of our one of our core tenants in the VA is excellence, which means that we hire people who are aligned with that course in it.
Dr. Shari Dade	Right. And then because we hold that value and because it is very important to our own personal accomplishment, it impacts our motivation to continue to take and continue to do. And one of the things that you mentioned that's also stuck with me, so many things, but one of the things is doers do and being a doer and being someone who strives for excellence, it can often pull us away from the understanding that there is a word in our vernacular called enough, and that is an okay word to use at times.

Dr. Shari Dade	But it's time for others.
Dr. Shari Dade	Absolutely.
Dr. Jacquelyn Paykel	But but enough is a is a lovely word because it can be applied, but also it can be avoided.
Dr. Shari Dade	Yes, I think.
Dr. Shari Dade	It can. It can. I. I appreciate that reminder that we do have that word. And and we really, you know, at times have to sit with when to use it and when it is to benefit us, when it's going to benefit our organization, our teams, our peers, and the work that we are striving to accomplish. So I definitely I appreciate that reminder that's so important.
Dr. Shari Dade	Well, Jackie, we are at the end of our 30 minutes. I feel like that time flew by.
Dr. Shari Dade	Wow. Yes. Yes.
Dr. Shari Dade	Time flies.
Dr. Jacquelyn Paykel	It's a great conversation, right? Yeah.
Dr. Shari Dade	Right. So before we go, I do want to play a game of word association. I just want to see what's living in your brain there. What's living in your brain in reference to these three where the three phrases. So I'm going to give you a phrase, and I'd love to hear just some of your initial thoughts. Right.
Dr. Shari Dade	Okay. All right. So the first phrase is leaving the self.
Dr. Jacquelyn Paykel	Leading the self with self care, understanding that we are human beings and that we have S-shaped days to write ups and downs in our days and in our lives. But that above and beyond everything, it's our responsibility to experience life, not to rush through it. And so that that is a very important to me is to actually feel the rain on our own skin.
Dr. Shari Dade	Yeah, absolutely. The second word is thriving.

Dr. Jacquelyn Paykel	Thriving. I just see a tree with their arms reaching up and just feeling the wind rushing through our limbs. Right. Like that's to me what that is. What thriving means is just really becoming all that you're meant to be.
Dr. Shari Dade	Yeah, definitely. And then last but certainly not least, audacity to fail.
Dr. Jacquelyn Paykel	It's so vital that we take chances and it's not always going to pan out. But you know what? That is where we learn the shadows teach us so much about who we are, where we're going, why we're on this earth. And so if we truly want to self-actualize and transcend, even to give the best of ourselves, we have to take chances and that means that we have to have the audacity to fail.
Dr. Shari Dade	Definitely. Wonderful. Wonderful. Jackie, I am beyond grateful for your time, your words, your wisdom during this episode, and I know that it's going to be a treat for our listeners. So thank you so much.
Dr. Jacquelyn Paykel	Thank you. I really appreciate you. And Jan, thank you so much. All right.
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 had that failed. Instead, you've simply found 100 strategies that did not work. Be well and continue to go forward until next time. Thank you.