

Audio Transcription

Season /Episode #:	Season 4 Episode 3
Guest:	Dr. Christopher Watson
Title:	How to Gain and Use Insight in Leadership with Dr. Christopher Watson

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	As we continue to explore the topic of leading the self. First, developing a keen understanding of ourselves takes center stage. A cornerstone of an effective personal journey through leadership is self awareness and insight. Leadership starts with each of us, and those who enhance their level of awareness can begin to lead through insight and be better for others. On this episode, I have the pleasure to sit down with Dr. Christopher Watson.
Dr. Shari Dade	Dr. Watson is a psychologist who began his career in 1993. He is the VISN 19 chief mental health officer and has been serving as the acting executive director for the Veterans Crisis Line since late August 20, 23. He is a member of the American College of Health Care Executive Division 18, the Public Practice section of the American Psychological Association and the VA Psychology Leaders Group.
Dr. Shari Dade	He also regularly provides coaching and mentoring to mental health leaders across the organization, and he has an absolute passion for issues pertaining to diversity, equity and inclusion. He has particularly demonstrated leadership in addressing systemic racism on the local and national level and by providing numerous presentations and trainings relating to diversity and inclusion. So whether you're a seasoned executive

	or an aspiring supervisor, this episode will surely equip you with the tools to lead with insight and self clarity.
Dr. Shari Dade	Get ready to join us as we explore the journey of mis stepping into Success. This is The Audacity to Fail Podcast Season four Episode three How to Gain and Use Insight in Leadership with Dr. Christopher Watson. Hi Chris. It's great to have you here today.
Dr. Christopher Watson	Good morning. Sorry, how are you?
Dr. Shari Dade	I'm doing well. How are you?
Dr. Christopher Watson	And that amazing person that you were referencing?
Dr. Shari Dade	I am now. Outstanding individual.
Dr. Christopher Watson	So great to be with you. Thank you.
Dr. Shari Dade	I'm so excited to have this conversation with you, Chris. And I don't know if I've ever mentioned this to you or if you know this, but every time each and every time I walk away from a conversation with you, I'm struck by your insight and the way that you carry self-awareness through each of our interactions or each interaction that I see you in.
Dr. Shari Dade	And it's special because I find it motivating. It really does propel me to become more self-aware. But it's specifically important from a leadership perspective because you use this awareness of yourself to create space and sponsorship for others. And I know that's something that's extremely important to you.
Dr. Christopher Watson	It is.
Dr. Shari Dade	Can you share with the listeners what it means to lead with self-awareness and insight?
Dr. Christopher Watson	Sure. I will sign off on saying that the person's at work showing it and then it can be exhausting. I think of it a little that because I think we all have superpowers and growing up watching and dating myself, the super friends, I feel like it's sort of a super power to have it and it's a great thing to have that there comes responsibility and and it can feel exhausting and needing to sort of recharge from time to time.

Dr. Christopher Watson	I'm trying to be aware of how I present myself and be aware of where others are and what their needs are, and then really be sort of laser focused, if you will. Yeah, on communicating and embodying my intentions so that people get me and I get others get to sort of the heart of who they are, what they're looking for.
Dr. Christopher Watson	It is my strong sense that I'm not the only one to stop this way or express this, that people want to be seen and heard and accepted by all of the flaws that they bring as people.
Dr. Shari Dade	Absolutely. And I know you said from the beginning like it's it's exhausting at times.
Dr. Christopher Watson	It is to.
Dr. Shari Dade	Hold all of that in interactions and in the work that you do. How do you balance it all? What does that look like for you?
Dr. Christopher Watson	The balance is more in concept. I strive for balance in my life overall, I think I rarely ever get to what I call balance. You know, if I can get to a 6040, that's great. Get that's within the level of success for me. Part of my approach to balancing it is really just to listen and then to relax.
Dr. Christopher Watson	And the whole concept is relax, really. It's just something that stays in my head a lot. So how can I relax? How can I be authentic? How can I bring my broken and imperfect self with the idea that if I can bring that and certainly make changes when I can, but bring that part of who I am an authentic way that that will encourage others to do the same for sure.
Dr. Shari Dade	And speaking of just encouraging others to do the same, I often like to think about the positives of being a self aware leader because it is a lot of work and it does take intentionality and time and I think often times in leadership, the time is one of those things that's really difficult for folks to sit with because there are so many things that you might have to do, so many things that are on your plate.
Dr. Shari Dade	And so can you share any reasons for how self awareness can positively impact the leadership effectiveness and team dynamics?
Dr. Christopher Watson	Certainly really having that interpersonal awareness. A good example of that is when people I think of myself, I try to think of myself a lot when I'm dealing with people. Sometimes I'm on my game, sometimes I'm not. But

	when people are hurt, it can be challenging. Sometimes arms and a level of vulnerability to say, Sorry, I'm feeling hurt.
Dr. Shari Dade	Yeah, definitely.
Dr. Christopher Watson	It may have been something that you said. It may have been something that is not related to you, that I'm just feeling hurt. So for me, it's trying to have a space with that. And then the personal awareness to understand when people are at that level and if they want to say that and communicate that that's, that's great.
Dr. Christopher Watson	It does take a level of vulnerability to say that. So sometimes I think this anger and frustration is accusations and it's an opportunity for me when I'm on my game. Sorry. Yeah. That's who to step in. But also simultaneously that and listen for sure and validate not defend not do a lot of responding as well. Sorry. So you're feeling I think it sounds like you're telling her and let me understand a little more about where that's coming from because with her there's perceived expectations that have not been met.
Dr. Christopher Watson	And I'm hurt in my life at times, too. So human to human. I can understand her and I don't need to always agree with everything, which is the challenging part. A burden to obtain is the personal, where sometimes people will listen. But if you're listening that you're great. And those are two separate things.
Dr. Shari Dade	Definitely. You said a lot there that really stood out to me. One of the things that you mentioned was vulnerability and the importance of being vulnerable when it comes to self awareness and how it does help with teens becoming vulnerable and leaders being able to lead in a way that is vulnerable. And one of the ways in which that can be helpful is because it really does help with fostering trust.
Dr. Shari Dade	Yes, it really helps with increasing empathy and teams. And like you said, that ability to say, okay, you, you might be hurt. And behind the hurt there is an unmet expectation. So being able to take the time to stop and to pause and to say what is the unmet expectation, to start the dialog, to have the conversation, as opposed to just reacting to the hurt.
Dr. Shari Dade	Right. So taking that time to pull back and to understand yourself, understand others in this situation can help with leading in ways that builds the team trust and empathy for one another.

Dr. Christopher Watson	For sure, all of that worked for me and it's my direction I'm receiving this often in my professional and my personal and spiritual life too, is understanding intentions of others and then understand knowing the rules of engagement and the expectation. So when I understand that, then that helps me to know how to respond. I feel like it's the same thing with others.
Dr. Christopher Watson	So sometimes I'll have to ask myself and chuck myself first. Have you been clear with your intentions and expectations? Yeah. Now the challenge with that sharing is sometimes the way in which I do it and accentuate and punctuate that can be off putting to others is I got it, I got it. And I'm like, I just want to be clear so that you know what I'm expecting of you.
Dr. Christopher Watson	Now, what you choose to do is really up to you. But I don't like to have conversations over and over when when people are saying, Well, you weren't clear. And usually sometimes I get, I'm not particularly care for Chris, these might not be my cup of tea, but he was clear with what you want for sure.
Dr. Shari Dade	Definitely. And I think that clearly starts with the self, right? Yeah, we kind of bring it back to that, right. In order to communicate clear clearly and clarity to others, we have to have that clarity with ourselves. What are our expectations? What are the things that we need in different situations and with different people? And that takes moments of reflection.
Dr. Shari Dade	That takes moments of stillness.
Dr. Christopher Watson	Yeah. Not one answer for the rest of your your existence, right?
Dr. Shari Dade	Yeah.
Dr. Christopher Watson	So what you may want from me in this moment is this moments and expectations. A new moment may lead to an expectation. And that's hard. I think that's the challenge and interpersonal connection and awareness is sometimes I'm in this moment and you're in another.
Dr. Shari Dade	Moment, right?
Dr. Christopher Watson	I don't. I don't know that you're in another moment. Or maybe you have said that you're in another moment that I missed because I was still locked into this this current moment or this other moment. That might have been my favorite moment. I think of it like seasons or our plays or something

	like that. You know, you have those moments in your life and what, Wow, this is going well and I'm enjoying this and everything's clicking.
Dr. Christopher Watson	I'm a zone. And you can just say in this moment that people and life, things change.
Dr. Shari Dade	Continue to move, right?
Dr. Christopher Watson	So how will we how do we stay connected within the same moments and same space? How do we communicate that That's very central thing.
Dr. Shari Dade	So, Chris, if we have a leader or someone who's listening to this episode and they say, I want to stick my toe in, I want to start to sit and be more reflective as a leader in order to build some self-awareness and some insight, what are some ways in which they can start that journey?
Dr. Christopher Watson	Well, first of all, as in any journey, put your seatbelt on. And whether you have hair on your head or not, like me, adjust your wig because there will be turbulence. It's going to be challenging. It requires effort and time and and society that we live in. Sometimes it's very easy to get overly task focused. Yeah, yeah. And even to be thinking about the next house while you're in the middle of doing the one that you're in.
Dr. Christopher Watson	So you're not in the present. So preparation is the key. You have to really make a choice of putting your head in the day and, and stay there with all the other distractions and find that I have to and what I would recommend to others is we are biologically engineered.
Dr. Shari Dade	Here.
Dr. Christopher Watson	To have two ears and one mouth, so we should be listening twice as much. And then how do we speak with intention and integrity? So it takes courage. That's a very important ingredient to say what you mean and not what you think. People want to here.
Dr. Shari Dade	And now you're tapping into just authenticity, right? There's so many things that I could pull out of, out of what you just said. But one of the things that really stuck with me and it is kind of like a running theme that we hear so many leaders in our episodes talk about is the ability, the must to slow down in order to speed up.
Dr. Shari Dade	Right. And you said it takes time and and that can be really difficult to sit in reflection because it truly is that moment of slowing down before moving

	and there such an importance of solitude and leadership, but finding the space for it or creating the space because I don't think you'll find it, but create the spaces.
Dr. Christopher Watson	So I like that. Yeah. Yes. You will not find the space. You will not find the time. I've heard over and over we all have the same 24 hours. We all have whatever is going to give us in terms of time in life. And when you think about it from a spiritual you, the time is just so short.
Dr. Christopher Watson	I just had a friend who's like maybe three weeks younger than me who died of a massive heart attack. His his work. I did a video and my friend sent the video and watching the video last evening, everyone talking about his humor, his kindness. He was sprinkle in conversations, my friend, my friend, a person saying on the video, I'm like, I just met him once.
Dr. Christopher Watson	He's calling me a friend and an accountant. So timely way of talking about that's leadership. That's authenticity. He poured into his work family. He poured in to his home and his family. That was the type of person that he was, and that's the type of legacy. Legacy is very important to me that I want to have not only as a leader, but just as a person.
Dr. Shari Dade	Definitely.
Dr. Christopher Watson	Is that you important to people and people know, you know, you know, when people are really taking a moment intentionally and giving space for you to feel, you know, sorry. So sometimes people can do it and it's like, okay, well, they've given me time to stop and I appreciate that, but it doesn't necessarily feel well, me or Ali, and it's sort of like, you know, I love my analogies.
Dr. Christopher Watson	It's like, okay, well, you got all the ingredients. You have to have the butter, you have the flour. It is best that that didn't come to nothing.
Dr. Shari Dade	Quite come out, right. Yeah.
Dr. Christopher Watson	And he as a leader, obviously as a person, just from hearing other people talk, Yeah, he got it right. And that's and that's what I that's my goal and aspiration. I know I'm not going to be there every time. Sometimes I'll get it, sometimes people don't aren't ready for bed, which sounds odd, but sometimes people are not accustomed to getting that and they're just not ready for is too much and they want to pull away.
Dr. Shari Dade	Because.

Dr. Christopher Watson	Having distance is safe for. And the other thing we haven't talked about sorry, is, you know, sometimes people are ready for that from a person of color that that that was their paradigm in their expectations. So and then when I say person of color, I'm saying my perspective as a black man. But I think we can substitute anything.
Dr. Christopher Watson	And they might not be ready for a woman to connect with them in that way, that, you know, whoever you are sometimes people aren't ready for it. And the best that you can do and offer is your self. Some people will take it and embrace that. Some people. Thank you. That's not my cup of tea. That served me something else for sure.
Dr. Christopher Watson	And it's important to be able to acknowledge that people have choices, but that being the best that you can be and those who will take it enjoy it, those who don't. And that's okay. They have a right to that. Don't the don't change your cell for people to take that. But but you have to be yourself be authentically you.
Dr. Shari Dade	Right. Right. And so this notion of authenticity and you just said the best thing you can offer people is yourself.
Dr. Christopher Watson	Yes.
Dr. Shari Dade	And that's so important for leaders to be able to connect with others. Yes. To connect with their teens, to be able to connect with the work that they're doing. And we don't often talk about how to be authentic in our spaces or how to create spaces where people can be authentic for you. What do you think? How do you think self-awareness plays a role in being able to be authentic in spaces with others?
Dr. Christopher Watson	I think it's looking and listening to people and being authentic. It's really getting to know people and that's tough.
Dr. Shari Dade	It is.
Dr. Christopher Watson	It is in terms of really getting to know people. And so I've wanted to do this. Who are you? Then the next piece as how can you leverage that knowledge? Because the point is, as I connect with you and you with me, we now are beginning a story. And as we begin that story, we can tell share and walk that story together.

Dr. Christopher Watson	And that shows up in performance. So. So we will see that that shows up in patient care. That shows up in the teams, because now we have a story. We are walking and we you start walking with people and people like who they are walking up behind to where the performance can go is astounding and that's what people are looking for.
Dr. Christopher Watson	So my friend, he just died. He made a difference, a shift. And the people that he worked with, he was connected and has remained connected. Past is physical one. That's a legacy you can't take that away and you can make that. That's like you get \$2 and it turns into \$2 million.
Dr. Shari Dade	Exactly. Yeah. Speaking of legacy, as we were preparing for that episode and speaking before, you shared a perspective that really stood out to me and you you mentioned it's a privilege to be where you are in your career and the quest is taking care of others and again, that's one thing that really stands out about you for me is just be the intentionality around creating space and creating a legacy that is really foundationally built on the space that you create.
Dr. Shari Dade	The sponsorship that you give for others. Can you speak about why that is so important to not just you as a leader, but you as a person?
Dr. Christopher Watson	yes, I can speak volumes. I'm trying to be brief for myself because this is a whole I would call this the whole sermon am here.
Dr. Shari Dade	For.
Dr. Christopher Watson	So many people sharing have poured into my life. So many people, so many people that I know about and have taken time with me. They have pulled me aside even as a younger person when maybe I was like, my gosh, I don't have time for this. But they call me aside and just pour out was not what they heard, not what they say, what they have, and they have an experience that is priceless.
Dr. Christopher Watson	And I have had that, you know, I forgot the sayings. So I may not say this correctly, but, you know, you see me as one that I show up as 10,000.
Dr. Shari Dade	Yeah, definitely.
Dr. Christopher Watson	All of these people have been with me and they have done it even with the corrections that have been given and given a lot across my lifetime, they have done it with a spirit of generosity and a true caring for me as

	someone who gives you that type of feedback, yeah, you can see when they're doing it for and when they're doing it for you.
Dr. Shari Dade	Absolutely.
Dr. Christopher Watson	And I've gotten a lot of the letter for me, so I feel like I really feel like that's the least I can do is to pour in to others because I've seen that and I've been the beneficiary of that feedback, of that wisdom, of that kindness. Now, am I that person all the time? Now I'm as flawed as the next person, Probably more at times.
Dr. Christopher Watson	I miss it that time and I'm very focused on where I want to go. And I have to say. Chris SLAM Now. The President Yeah, and also recognize people, take people where they are. You know, you can't ask someone to do a five star meal when they haven't even made eggs yet. You got to start where they are.
Dr. Christopher Watson	So meet people where they are. The part that can frustrate me sometimes is I can walk into others and see my brilliance. I can I can see them further down the road and that's great to be able to see that. But I have to meet people where they are.
Dr. Shari Dade	Right? Sure. Right. Sure.
Dr. Christopher Watson	And that's why I encourage leaders to do look for the brilliance. There are people right around you that you might think, okay, well, they're starting off and they're going to all of that look way past. I have the third eye so that you can see and actually be on the hunt and in search of the brilliance. And you can be a part of that.
Dr. Christopher Watson	And that's not for you to take credit and be the person that says, well, I'm responsible. I know I'm the person who saw what she could do. And I had a privilege to do that. And I have a second term, someone else, And if I'm at any level of brilliance, is not because of who I am, it's because of others saying the same thing, certainly.
Dr. Christopher Watson	So that you look for that, ensuring they look for that and the next person, no matter how it may look on the outside, the discovery moments are there.
Dr. Shari Dade	And that is that goes to that space of being able to be and show up authentic in whatever space you're in. But definitely in this leadership space and in this leadership capacity and what that actually looks like from

	theory to behavior. Okay. So yeah, this idea of authenticity to being able to actually drive it into a behavior of being able to say, I'm going to, in a sense, pay it forward because it's been done for me.
Dr. Shari Dade	And I really think it comes from this abundance mindset of saying, if I pull someone up, that doesn't mean that they're going to take my place. It means that we can join and continue to pull others as well. And so I think that's something that really strikes me about you and it's something that I think is important for leaders to sit with and think about how they can start to engage in that as well.
Dr. Christopher Watson	And sorry, I was raised by teachers.
Dr. Shari Dade	Me too.
Dr. Christopher Watson	Chris So teachers perspectives are don't talk the talk. Walk the walk. Absolutely. And show me your work.
Dr. Shari Dade	Show me your work. Absolutely.
Dr. Christopher Watson	If you can't show me your work, just arriving at whatever the answer is not enough. Show your work.
Dr. Shari Dade	Yes.
Dr. Christopher Watson	So teachers are have the mindset of like watching TV. They turn down the volume. You So whatever you're talking about, they're not impressed. They're watching what you do.
Dr. Shari Dade	You're watching, watching their actions.
Dr. Christopher Watson	What are the outcomes. And they have an expectation that you will be able to show your work. So so that was that that that's a tough one. That's very exacting. But how thankful I am. I would raise a seed in an environment where that was the expectation.
Dr. Shari Dade	Yeah. Yeah. You're taking me back to childhood, Chris. Take me back to my mom saying, show your work. So your work right now, spell it out. No, no. With that in mind, what are one to to practical strategies for leaders looking to develop awareness or insight in their own behaviors? What are 1 to 2 things? They could start by doing the most?

Dr. Christopher Watson	One, the most important things is coaching. Mentoring. Get a mentor. Yeah. I can't see myself. I sort of see myself for elections of others. I get better at certain things in my life through trial and error, hard work, doing things over and over and getting feedback on it. So having that coaching and then I need, I would say all leaders and any wise sage advice I need.
Dr. Christopher Watson	And you can't you have to you have to check carefully on who you get that from. Not everyone as well to provide coaching and mentoring and we need to have that customize.
Dr. Shari Dade	Definitely.
Dr. Christopher Watson	So I think sometimes for women I have I have a daughter who's an adult and I've always said, you have some challenges, right? You're black and you're a woman. Let's face it, my people are going to be accustomed to seeing you and hearing you. So you have to you, you need to sort of have a good sense of who you are, not only your flaws but your strengths and you need to match with other people who are going to be able to coach you from where you are giving you that support.
Dr. Christopher Watson	So that coaching and mentoring is really essential. There are informal ways to get it, but sometimes we need to formalize that and I would say we need both on the personal level and the professional level. It's nice that you can get a combination of that. Yeah, if that's what you want. You search for a person who can do that and then be open with what your needs are related to coaching and mentoring, where you actually have an individualized development plan and look at, okay, what, what types of things do I need to make changes on?
Dr. Christopher Watson	And getting feedback from others. All this is in your playing with national organization development that you want to make sure that you have something that's measurable. You want to show your work, you want to show your work over time, and you need to get feedback. Then you take that information and figure out what are one or two things that I can work on.
Dr. Christopher Watson	So the big piece of it say, first of all, is coaching and mentoring. Then the second thing I would say is really try some things that will pull you out of your comfort zone. So if there is a stretch assignment that you might say, I'm not ready for it, sorry, I'm not ready to do that yet, then you need to you need to have that coach, a mentor or friend who says, Chris, I know you think you aren't ready, but why don't we test that out?

Dr. Christopher Watson	But these hypotheses need to be tested. Exactly. So let's test that out and what would be the downside if you tried it out and you weren't ready?
Dr. Shari Dade	Right? Right. Yeah.
Dr. Christopher Watson	So you have learning from that and learning is priceless.
Dr. Shari Dade	Absolutely. Those are two very tangible places for leaders to begin. And with both of those, we definitely have resources within our system. As you mentioned here at the National Center for Organization Development, we have coaching services for folks who are within our system. But I love that idea, Chris, of having both that professional and personal coach, whether they are separate or whether you can find that that amazing combination in one person.
Dr. Shari Dade	There's a book called Insight by Tasha Urich, and she calls them the loving critics. Right? You need someone to be in that space for you to be able to reflect back to you what they're experiencing. And so for that first point around coaching, that's so important to be able to bring in and so many of our guests have mentioned that has helped them in their leadership journey.
Dr. Christopher Watson	And then I have to repeat myself and repeat myself on something. I step outside of the space. I'm an asset to you. And the third piece of it added, because you reminded me of one, we need cheerleaders.
Dr. Shari Dade	We do. We do.
Dr. Christopher Watson	We need people that will pour into us and not just from the sidelines, but right around us, like three times. Right. And, you know, I know this is tough and this is a tight space and this is pressing you on all of your leadership skills. You can't pull the skills out of your back fast enough to address and you're feeling like you're underwater, showering.
Dr. Christopher Watson	You got.
Dr. Shari Dade	This. You got it.
Dr. Christopher Watson	Yeah. You're going to because we need that person. We also need the other critical person because I call that person and those that are listening, you Google, that's your flavor. Play by the clock. One minute you need your flavor.

Dr. Shari Dade	Man.
Dr. Christopher Watson	Right for you. And and you need that because in life like this, you also need that person that will be the truth telling, not telling you what you want to hear that telling you what you to hear in the way that need to hear it. And all you need to know is that person's in your corner and they're going to give you some tough do that, but they know you and it's coming from a place of hearing.
Dr. Christopher Watson	So sorry to interrupt, but know that now because some people don't have that and they get into deep waters.
Dr. Shari Dade	For.
Dr. Christopher Watson	Sure, that they're not able to handle them and that that becomes very damaging. And when you do that in certain ways, you can feel sorry, you can have regrets, you can't take it back.
Dr. Shari Dade	We need that. We need that. I know.
Dr. Christopher Watson	I did that.
Dr. Shari Dade	Right and I know I need that as well. Great points of advice, great coaching, mentoring, having your truth teller, having your cheerleader, and then also taking some of those stretch assignments. Right. Being able to stretch yourself. So if you as a listener are thinking about ways to stretch yourself or what that even looks like, we have an episode with our very own Dr. Mary Marks.
Dr. Shari Dade	He talks about being able to take stretch assignments and stretching into leadership, and that is the last episode of Season three. So I always encourage folks to check out some of those other episodes as well. But Chris, we've come to the end of our time together, which goes extremely fast when you are like having such great insight. So I appreciate your your wisdom, your sage advice and your ability to be authentic in this space and in all places, and to have the conversation that I think leaders will be able to really pick some tangible parts out of.
Dr. Shari Dade	So I appreciate that. Before we head out, I want to play a game of a word association, and I'm just going to say a couple of phrases, couple of words, and I want to get your first thoughts that come to mind around these words. Okay?

Dr. Christopher Watson	Okay. And I'll try to keep that above board. Right. My heart is better than my first thought, but we're going to go with this.
Dr. Shari Dade	We'll see. We'll see. So the first word is one that is important to you and it is sponsorship.
Dr. Christopher Watson	It's everything.
Dr. Shari Dade	Yeah, everything.
Dr. Christopher Watson	Sponsorship is everything. And sometimes I've met people who who truly think that they've gotten to where they've gotten them life because of their work. And I just have to laugh. No one gets it does not mean that there aren't that there aren't people who do great work, but you don't get to where you are solely on your work.
Dr. Christopher Watson	You are being sponsored, and sometimes you don't know that you're being sponsored, that someone has a whisper and said, You know that sorry day, she has a way about her and I can see her doing things. Yes, someone says, my gosh, thank you for letting me know that sponsorship you have been sponsor and we want to be inclusive and how we do that.
Dr. Shari Dade	Absolutely. Yes. Say that it's.
Dr. Christopher Watson	Not every one needs a person looking out and then we all have power and agency to sponsor, whether we see it or not.
Dr. Shari Dade	Yes. Yes. that's great. We're going to bring you in again. The second word, second phrase is self awareness.
Dr. Christopher Watson	Essential for leadership?
Dr. Shari Dade	Definitely. And then lastly, of course, is the audacity to fail.
Dr. Christopher Watson	The spice of life.
Dr. Shari Dade	How I like that. We're going to have to create a little tagline for that, right? The spice of life.
Dr. Christopher Watson	Go.

Dr. Shari Dade	Chris, as always, it is a pleasure to be able to sit down and just have a moment of your time and be able to talk with you about some of these amazing just experiences that you've had and to be able to share that with our listeners. So thank you. Thank you, thank you.
Dr. Christopher Watson	And thank you.
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 Web site 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 fail forward until next time. Thank you.