

### Audio Transcription

Season /Episode #:	Season 4 Episode 5
Guest:	Luke Steinbach
Title:	From Theory to Practice: Strategies for High Reliability Leadership with Luke Steinbach

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	The primary function of leaders in health care is to influence their followers to develop behaviors, habits, and processes that result in the safest places to give and receive care. As leaders, it's not just about steering the ship, it's also about creating a culture where excellence is the norm, where every team member feels empowered to contribute to the organization's success.
Dr. Shari Dade	On today's episode, I am excited to be joined by Luke Steinbach. Mr. Steinbach is an associate director for the High Reliability Support Team. He provides leadership for the high reliability consultation and High Reliability Academy Workstreams, who are responsible for supporting and developing HRO implementers across business facilities and vehicle offices. Get ready to join us as we explore the journey of mis stepping into success and discover the key principles, strategies and insights that leaders can employ to cultivate a culture of high reliability within their teams and organizations.
Dr. Shari Dade	This is the Audacity to Fail podcast season four episode five From Theory to Practice Strategies for high reliability leadership. Hi Luke, how's it going today?
Luke Steinbach	Hello. Good to be with you, Shari.

Dr. Shari Dade	Yes, yes, I'm excited to have you on today's episode because we know that as an organization, we are constantly striving to move closer and closer into that pinnacle of high reliability. And your team is really at the front seat of many of those efforts. So I think it's going to be great to discuss what that really takes, what it looks like to actually make movements in this area.
Dr. Shari Dade	So I'm happy to have you here.
Luke Steinbach	Yeah, absolutely happy to be here. You know, I see our team, we often sit, I think, in that passenger seat where we're given some guidance and some insights we're sharing with the people who are really doing this heavy implementation work and leading organizations. So whether a formal leader, a lot of our implementers, leads and champions, facilities, visions and program offices, it's so wonderful to see all the different approaches teams are taking right now to pursue high reliability.
Dr. Shari Dade	Absolutely. And I love this idea that you guys sit in that passenger seat. Can you share a little bit more about your role as the Associate Director for the High Reliability Team, or even just what your team does and how they impact the enterprise?
Luke Steinbach	Yeah, so I feel blessed to get to work with the folks I do every day, both directly the team, the national high reliability specialists and implementation specialists who are out there doing doing the hard work of helping, providing that assistance. We also did see a gap, maybe with how VHA as a whole was handling putting those individuals into those lead and champion roles within their facilities, business and the challenges they face to really guide an implementation strategy that's not just about a project or a program.
Luke Steinbach	This is really like a cultural revolution when it comes to changing the way our work happens. So finding that gap where we need to do better to help develop those folks in their individual leadership journeys, but also what it takes to lead with influence. And so that's where the High Reliability Academy work came in and provided us an opportunity to help bring those inner personal skills that aren't maybe not taught formally, into a space of sharing those more directly and deliberately with those doing the work.
Dr. Shari Dade	Certainly this idea that we are constantly growing and we constantly have things to learn and ways that we can sharpen as an organization. And so I think it's great that we have your team there to be able to help give some of that direction to kind of say, this is what this might look like, because it feels like it's become kind of a household name in our enterprise.
Dr. Shari Dade	And I hear people toss the language around quite a bit, but sometimes it's not with full clarity. Sometimes it without that full understanding of what that means to be

	an HRO or to be striving to become one. Can you share with the listeners what defines a high, reliable organization and why it's important today?
Luke Steinbach	Yeah. You know, I think with some of that we're it's it's best of intent. It's really where a lot of we go back to is like positive intent and wanting to be a part of this really big change in this, this direction forward. And it's the momentum has been around for a long time. Even before the formal kickoff in 2019.
Luke Steinbach	There's always been this idea of who we want to be as an organization. And I think the idea that the primary focus behind high reliability, if we boil it down, gets to implementing an organizational structure and culture that allows us to put together both processes that help us be more highly reliable and the care we deliver in the environment.
Luke Steinbach	Employees work it, as well as a culture that enables those practices to exist and to flourish within organizations. And we like to leverage the three pillars and five principles and seven values of high reliability. We really look to those principles, those five principles, as the communication and action steps that any individual can take to help inform next steps for their specific work, group or organization.
Luke Steinbach	Regardless of where you are, everyone can exercise a duty to speak up. Everyone can be sensitive to operations, can be preoccupied with failure. And when we do these things well in an environment that allows us to exhibit these particular principles, then we are better able to prevent harm from happening to our patients, prevent harm from happening to our employees.
Luke Steinbach	And so that's where high reliability is an imperative as we continue to lead the industry of health care across the country, for sure.
Dr. Shari Dade	And I know you mentioned before that it's everyone's responsibility to engage in enacting these principles and creating environments where these principles can be fully realized. Are there things that you think could be helpful for people when they're thinking about taking these principles from theory into practice and action?
Luke Steinbach	Yeah, I think it depends upon where we're looking at in the organization. I think if I'm looking at the every day, it's applying that framework and mindset to when I'm approaching a problem or an issue that I am stopping and framing it in terms of what might go wrong, if I am less aware, what might go wrong if we're not paying attention, how can I prevent that particular situation from occurring?
Luke Steinbach	If we're looking at, you know, our leaders in the work they do, a lot of the high reliability transformation focuses around shifting the way we lead and making sure that that servant leadership is at the core of everything we do, that we're deferring to the experts who do the work every day to inform the decisions that get made in

	the C-suite, to the decisions that get made in central office, and really living that out.
Luke Steinbach	And that's that's a challenging transformation. And again, that's not just a VA thing. That's a health care thing, right? Where it's more of a team sport. And and again, those types of ways that we lead gives people the felt permission to speak up. That felt permission to speak up brings more issues to the surface, allows us to address them.
Luke Steinbach	We build a learning culture, all of these things because of individual actions and ways we build trust between peers, between employees, supervisor and across the the enterprise.
Dr. Shari Dade	Absolutely. I really appreciate the light that you shine, because one thing that you've mentioned that really stuck with me is the vital role that leaders play in working to create this atmosphere and this culture where these principles can actually take hold. When you think about a leader who may be really looking to create this atmosphere, what are some things that they can do to allow for conditions for these principles to grow on their teams?
Luke Steinbach	Yeah. One of the things that I think can be really helpful is first, just that self-awareness piece, where am I at in my understanding, not just of high reliability or these these particular behaviors, but how am how does the way I conduct myself impact those around me? And that's a great place to get those insights. both internally, but, from from peers, from trusted colleagues who can share those things.
Luke Steinbach	And that's where getting and receiving feedback is. So important in the way that we develop early steps leaders can take after that is being really open and vulnerable about their own transformation. Right. Hey, I realized these are some things that I have in the past done that maybe have made individuals feel less comfortable speaking up. And even if they were done with positive intention, right.
Luke Steinbach	Just that honesty and that ability to say, I've made a mistake, I'm looking to do better gets a lot of traction with individuals, peers, employees, whomever to really start building forward right around, hey, I can trust this person and that small amount of trust has to be demonstrated day in and day out. It doesn't happen overnight, but it's the place to begin.
Luke Steinbach	It's from that place of honesty, humility and vulnerability.
Dr. Shari Dade	Certainly, I appreciate that. What you're saying is it starts before we even start to implement any of those principles. Right? It goes beyond that. It really starts with

	some of those things like giving and receiving feedback, being vulnerable in this space, and having the self-awareness to be able to do that because it pulls it out of this mechanical space.
Dr. Shari Dade	If I just do this right, if I just have huddles, then we're good to go. And being able to say it's not as mechanical as do one, two, three and now you've reached it, you know, you've made it to the mountaintop. But really it is this idea of being able to enact self-awareness in a way that allows for you to survey how you're engaging with folks, to survey how people are reacting to you and how you're impacting people as leaders.
Dr. Shari Dade	And so I do appreciate that idea that it goes beyond just inaction. It goes beyond just a checklist of things to do.
Luke Steinbach	With anyone's high reliability behaviors and the way that they go about it. It has to be, above all, authentic to that.
Dr. Shari Dade	Yes.
Luke Steinbach	The way that Luke demonstrates transparency, vulnerability, humility is different than the way Shari will do it. And what's important is that it is keen to that person and there are so many pathways along there that allow you to be yourself and apply high reliability principles to the way you lead. And so there's a number of of those strategies that exist.
Luke Steinbach	And that's why I think what's so beautiful about high reliability, same thing with the practices. There's not one perfect way to huddle. There's not one perfect way to lead with high reliability. There's a framework, there's guidance. But in the end it's about you applying that framework and guidance to the way that you lead because of the person you are.
Dr. Shari Dade	Absolutely no, I appreciate you saying that because what it does is it pulls us out of this. Tell me exactly what to do, and I'll do it into this ability to move and flex and to get to know our teams and get to know our people and say, what do they need from us as leaders and to be able to take the ownership of it?
Dr. Shari Dade	Right. To say that it wasn't Luke in the gang that came in and said, this is what we should be doing. So I'm going to do it because this is what they said. But to be able to say this is a model of how this works. And because I know my people, because I know my folks, because I know what they need, this is how I can shape it into something significant for us all.

Dr. Shari Dade	And so I really appreciate that tidbit because it takes it beyond, again, like I said, it takes it beyond the checklist and really personalizes it for people to be able to feel like they've got some freedom and some moving room and being able to implement the principles. Yeah.
Luke Steinbach	Yeah. The constant ness of improvement that we look for in our organizational processes is the same constant ness of improvement we should be looking for in ourselves as as people first, but then leaders second. Right. Those things make such a difference in how our organizations become shape. Right? So if we expect and high reliability is the perfect blend of process and people.
Luke Steinbach	Right? It is we put in place processes that help us do the right thing, that protect our patients and encourage action from our employees, while also establishing an atmosphere for those practices that we are so fond of to to be successful. As you're saying, the world's greatest huddle structure doesn't matter if people don't feel safe to speak up and and vice versa if people feel safe to speak up and we don't have a process, it's really hard to get any action done.
Luke Steinbach	And so that's like the flywheel effect. I really like just value so strongly in high reliability that there's never there's no one thing. It's all the.
Dr. Shari Dade	Things. Yes, this blend of people and processes, we should put a shirt of like constant ness of improvement, just put it on a shirt and wear because.
Luke Steinbach	Absolutely.
Dr. Shari Dade	It's so true. Right? We often think about our teams, our organizations, our work constantly improving, but we sometimes don't hold that same torch to ourselves. And the ability to say that it is it should be similar. It should mirror one another. The ways in which we're hoping to improve our organization can only go as far as the ways in which we're hoping to improve ourselves.
Dr. Shari Dade	Right. And so just that constant is of improvement. That pattern is what's important. So I know this is more than just a notion, right. Because any time we're seeking to improve anything, whether it be a process, whether it be ourselves, there are challenges that come in the way. There are some roadblocks are just some areas where we may trip up.
Dr. Shari Dade	And I'm positive in your role, you have a direct line to see some of those challenges and some of the triumphs that our enterprise faces. What are some of the common things that may trip people up that can occur when trying to implement HR or principles?

Luke Steinbach	Yeah, I think it's maybe contrary to what we've learned academically from from back in the day or maybe how we were managed. But the application of this can feel awkward at times, like we used to look to. The leader has all the answers, so the leader must know what to do. And now we're taking the opposite approach, right?
Luke Steinbach	The leaders are responsible for the for what happens in the actions. And that leader is also responsible for hand in control of the people who can help make that right decision. Yeah. And so sometimes that can be challenging for folks to want to do because they feel like they're abdicating their responsibility as a leader, when in reality they're providing the opportunity for the voices to be heard.
Luke Steinbach	And it can happen in a way that, you know, you're looking for input on a specific situation, and now you're feeling cornered, that you have to apply maybe everything you've heard and like, really be that deferential. But what we would see from high reliability is you're taking in all the information to make the best decision you can as a leader, right?
Luke Steinbach	So it doesn't mean you're you're giving up control. You're giving up the responsibility. Right? You're taking that information and making that that choice. And so I think that's that's something I personally had a hard time with, you know, is, is being able to make sure that I'm, I'm taking in all of the different pieces of information instead of reacting to just one of them.
Luke Steinbach	That's been a learning journey for sure, of course.
Dr. Shari Dade	And you kind of walk me right into a question that I had around your own leadership journey as you reflect across your journey of being led. Right. So before even getting into this space of leadership, how have different leadership experiences influenced you and your leadership style right now?
Luke Steinbach	greatly, I think is the short answer. I really, with everyone experience that that becomes your truth, that becomes what defines you. And I have I've had great leaders and I've had not great leaders. I've had leaders that have really driven me in the opposite. And that's where I really a lot of my leadership journey began. I was a dietician in a previous life and had an opportunity to do an internship, and in that internship, obviously, one of the major components of health care delivery is nutrition and food service.
Luke Steinbach	I had a chance to work in the kitchen alongside several employees within a hospital down in Texas was a great experience. Got to see how they the care they took in preparing the meals and providing this really essential service was on the line with

	them preparing salads, all the different things. And as another part of that is the management aspect, right?
Luke Steinbach	Right. How do we make sure that we're providing the services holistically across the entire department. And I had the opportunity to sit in on those meetings with with leadership and directors, and had just an awful, awful experience there of hearing the way in which these leaders were talking about these people as if they were not people and just really harmful, harmful words and just unkindness.
Luke Steinbach	I think it was the thing that really stuck with me, and I left that space knowing that I wasn't supposed to be a part of that. And I should have raised my hand and said, how are we? How are we saying these things that I, you know, didn't have the words or didn't feel that sense of empowerment to say anything, you know, so that that negative experience and that really defined situation was always the driver for me of, I don't want to be like that someday.
Luke Steinbach	How do I stay away from that? And then on the other hand, is the positive side of things. And I finally had an opportunity to see a leader that I wanted to run through a wall for. I would do anything. And when I was at the Saint Cloud, VA had a chance to have a director there, Steve Black, who came in and shared a vision of what high reliability was meant to be, shared, a vision of a culture of inclusivity and belonging shared, a way of bringing in voices and and elevating the staff.
Luke Steinbach	And I saw that in a short time. The way a leader behaves can change an organization for the good. And I knew that that was somebody I wanted to learn from. I want them to be a part of my leadership journey.
Dr. Shari Dade	Yeah. Your stories, they they read a bit like a cautionary tale, right? A tale of two leaders, a tale of two leadership styles. And the truth is, at times we really can lean away from those principles as leaders and fall into this rhythm of failing to serve our teams, failing to serve our organization. What happens when we serve ourselves and not the team or not the organization?
Dr. Shari Dade	What impacts are there?
Luke Steinbach	Yeah, I mean, I think it's it's endless. And in the amount of impact and like the ripple effect that can happen from a single situation or event, it's widespread and it's long lasting in general with decisions that we make. And I had a situation where I was in the the high reliability lead role at the Saint Cloud, VA, so that that mentor I wanted to work with had departed like weeks before.
Luke Steinbach	I had a chance to work with him in that office. Oh no. But it created a new challenge, right? Like, hey, I get to try and own this thing with a bunch of new, colleagues and visions and had a chance to really help create something great and



	really enjoyed that opportunity. And we had a few acting directors coming in who provide a great perspective and resources, and we had an opportunity to brief our local or our representative in the US Congress.
Luke Steinbach	And I am so excited about this opportunity. It's a big thing. Yeah, I you know, I nerd out a lot of it over government. And I just really think we can do great things. And I was so excited to meet this person and and share. I got an opportunity to bring three slides with to share and talk about what we're doing for high reliability.
Luke Steinbach	And sitting in that room, I started to feel pretty small in that space, and I started to move from wanting to share our journey, to share what I have done.
Dr. Shari Dade	okay.
Luke Steinbach	And and I didn't get a moment. There was this conversation happening, a lot of other things being discussed, and the time the clock was ticking down. And that director at the time says, Luke, do you have anything you want to share with, you know, our representative at this time? And knowing that what I had brought with maybe it wasn't going to rise to the occasion, or I felt at least it wasn't.
Luke Steinbach	And I wanted to try and do something grand and big. I had, previously had a role in our surgery specialty clinics, and we had a challenge with getting providers in into our organization. And so I was like, well, what if I can do something about non-compete clauses like way out of my lane? Nothing we talked about beforehand.
Luke Steinbach	And so I start talking and as as I'm saying these words coming out of my mouth, I'm realizing our biggest and closest partner is this other community hospital that I'm saying these things about, and they provide us so much great service and partnership. We just got back from a retreat together, and I'm saying these things, trying to make a big impact for Luke and not maybe as much for the organization or that positivity.
Luke Steinbach	Yeah. And before I knew it, the meeting was over. The director left, or the acting director left with the, the representative and they were talking about it. I sulked back to my office, realizing that I had just done the opposite of what everything I was wanting us to do. Right. This is for everyone. This is for better care for veterans.
Luke Steinbach	This is better environments for employees. And I didn't honor that.
Dr. Shari Dade	Yeah, yeah.

Luke Steinbach	The response I got, though, from that acting director is something that has changed and continues to impact my my career is afterwards he came back to the office and I went to him and I you know, this was the I have a letter of resignation not not to that level, but like that's how I felt, right? That's that feeling of just like I let down myself and my principles of what I want.
Luke Steinbach	But he responded with such kindness and I understand. Totally get it? Don't worry, I cleared it up. We're all good. And this was like a kindness that I hadn't been exposed to before in a setting, and I was just so grateful and appreciative for that. And that way in which when we stride it, when we look to bring it back to like serving ourselves as opposed to serving the organization when we misstep.
Luke Steinbach	But it's in the it's in the manner of wanting to do better for veterans. It's in the manner of wanting to better for our peers, and our coworkers want to do better for VHA. That's okay when we misstep and we do it for for something else that's for ourselves. Like, that's that's a learning opportunity that I have. I've never really shared that, that globally, but I am.
Dr. Shari Dade	I am.
Luke Steinbach	I'm happy to do so because it is helped define for me like what drives me now to to do better for VHA.
Dr. Shari Dade	Absolutely. And I really appreciate you sharing that story with such just honesty, vulnerability, like we were just talking about and just humility around it because that is the whole point of this platform, right? To be able to talk about what does it actually look like when we have these missteps, when we have these spaces of of failure or have these spaces of really wanting to do things differently?
Dr. Shari Dade	And as you said, you know, the foundation of one of the foundations of HRO is servant leadership. And being able to think about like, how can I serve my team? How can I serve my organization? And there are real moments where that shifts, or it can shift into, how can I serve myself? How can I position myself to be where I want to be next week, next month, in two years or so forth?
Dr. Shari Dade	And being able to keep in the front of mind that in those experiences, on the other end of that, having a leader who is able to come in and with understanding, with kindness, with the understanding of what it means to constantly improve, that speaks volumes. And that's so important. And I do think when we think about high reliability leaders, we often don't think about the folks on the other end that are making the missteps and what that means, and how being a high reliability leader can really set the course for someone else.

Dr. Shari Dade	So, like your course list set not just in that moment, but it helped add to this course of you really saying, I want to continue to improve our organization and really improve our leaders so that our organization follow suit. So I really appreciate that story.
Luke Steinbach	Yeah. It speaks to the way that we have resilience. Yes, in the work we do. And one of our principles is a commitment to resilience. It's not about how we fall, it's how we react when we fall. How do we get back up and take that next step forward? And it can be something to me which felt like big like this or can be other small feedbacks, it can be other situations, and it's always about the response that we give to those situations.
Luke Steinbach	And another hard thing to do sometimes is separate yourself from that feedback, separate yourself from that, that thing like, hey, I this, this didn't, this didn't hit well or this, this meeting went poorly. I didn't like this development opportunity. And how do you respond to that and not say, oh, I'm a bad person because of this, this feedback?
Luke Steinbach	Now it's there's this activity around it, there's this other piece. And then of course there's a contribution. But in general this is about like how do we positively have feedback constructive discussion and disagree collaborative leave. And I think it's another way to think about it. We do better when we're honest and open. Instead of saying everything's all right.
Dr. Shari Dade	Actually, when you said this commitment to resilience and the preoccupation to failure, like with failure and all of those key principles, that is actually and honestly one of the fundamental parts, foundations for this podcast. And so when we think about high reliability and organizations and even high reliability leaders, what are some ways in which they approach learning from failures and near misses?
Dr. Shari Dade	What are some of those things that are important it to be able to bounce back and to be resilient?
Luke Steinbach	Yeah, I think the first is to pause a little bit after that failure and to to sit with the feedback that's received, you know, responding quickly to something. Obviously, if it's like, there's a harm that's happening to a patient or an employee, obviously you want to respond quickly, but if we're talking about like a structure failure, a process failure, how do we how do we build back better?
Luke Steinbach	I think it's it's pausing in gather and gaining the information around what went wrong and why did it go wrong, and really honoring that individual who had the courage to speak up. Because anytime someone raises their hand and has a problem or issue, it's not always the easiest thing to do.

Dr. Shari Dade	Yeah.
Luke Steinbach	So recognizing and thanking is a great place to start. And then honoring that feedback by giving it at the time of day to really see how that impact, how that feedback can be used to build something positive. I think it's it's always good moving from there to seek additional insight and guidance and really know that, again, you're not the individual arbiter or the the one who has to have all the knowledge and information, even though that's sometimes our default is moving to a place of it's about the team, it's about all of us.
Luke Steinbach	And how do we respond to that? We can't do it individually. It's it's bringing those alongside you to help with those particular failures or those situations that we.
Dr. Shari Dade	Have certainly often say this work cannot be and should not be, frankly, done in a vacuum. We have to be able to bring others along with us to lean on along the way, along the journey, because we are in this space of constantly learning, constantly improving, like I said, I'm going to say this constant needs of improving over and over again, because I really do think that is very key and very vital to how we continue to shift and grow.
Dr. Shari Dade	I know in your role and you've you've mentioned in some of the stories that your ideas, your definition of failure has shifted over the years. How has that movement happened for you? Where are you now with how you define failure?
Luke Steinbach	It happened painfully slow, I think is what I would say. I've always had this sense of wanting to prove and wanting to be good enough, wanting to make others proud, wanting to have this, this idea. I jokingly used to say, no one's going to ever not like me. I'm going to always be like, always do the right thing.
Luke Steinbach	And so I think that idea, and I never was a perfectionist by any means, but that idea of knowing or feeling that I, I couldn't make a mistake or that I needed to do something grand, I think led to some of that maybe like situation I shared with the representative or this taking a lot of risk, but then also not allowing myself the fortune of saying like, hey, if this thing doesn't go well, it's not because you didn't try hard enough or you're not good enough.
Luke Steinbach	Yeah. And that's where a lot of my failure used to feel from, like there was such high stakes on everything that if it didn't go well, this is this is it, right? Like this, this thin, razor thin edge that you're balancing everything on. And I think that shifted for me or started shifting for me when I got into high reliability, then had an opportunity to see and hear from others who have failed and shared graciously.

Luke Steinbach	This podcast is a great example of folks who have done that, and who have shared graciously their their failures, and it really helps to then start shaping it in the sense of saying failures a moment in time in terms of if you're going to say something did or didn't happen, but but the concept that we're trying or that I apply now is how do I do this thing better the next time I get a chance to?
Luke Steinbach	How do I react to this individual differently? It's every situation. How do I how do I be more the positive self that I want to be? How do I help to lead a work group differently next time? Based on this feedback, how do I continue to take those moments and opportunities for feedback and really honor and respect them to to establish more trust and to and to to be a better version of myself and I still it happens every day, right?
Luke Steinbach	Right. I get an opportunity every day to receive those. And I think it's what you do with us that really defines, you know, where you're going in your career and not not the seat you're going to sit in, but how comfortable you feel in your own skin, I think, and confident with it.
Dr. Shari Dade	Yeah. And that's the important part, right. Like how confident you feel in your own skin because you can sit in an amazing seat. And if you don't feel like you deserve to be there, that's going to be torture. It's every day that you're there.
Luke Steinbach	Yeah. The other thing it makes me think about is this, this idea of wanting to know that you've done your best and be comfortable with your best and your best is not the same thing every day. And that's like that's one of the takeaways I got from a book I read recently talking about the idea of my best.
Luke Steinbach	Today is going to be different than my best tomorrow, but if I know I'm doing this is this is the best I can give, then I need to be comfortable with the results of what that looks like.
Dr. Shari Dade	Yeah, yeah. And that's a hard thing, right? That's a difficult thing for people to be able to sit in. But the best is in a constant and being able to know that, like you said, your best today is not going to match your best tomorrow. But at the end of the day, it's still your best, right? It's still you striving to show up in a way that is going to be the the pinnacle of where you are at the moment.
Dr. Shari Dade	And that changes. Well, this has been amazing, Luke, to jump into this conversation and to talk about the reality of HRO and what that looks like, and just moving from this theory, right. These principles that we hold in our heads into what does it look like to live this? What does it look like to navigate it, to kind of muddle through it at times, and to be able to figure out how to be resilient in the process.

Dr. Shari Dade	And so I'm so appreciative of you coming in and chatting a bit about your role, but also how we can all strive to engage in our in these principles. And so before you go, I would like to play a game of word association. So I'm going to say a word or phrase. And I'd like to get some of your first thoughts.
Dr. Shari Dade	How's that sound?
Luke Steinbach	Let's do it. All right.
Dr. Shari Dade	All right. So the first word is an acronym of sorts, which you probably guess what it is. It's HRO.
Luke Steinbach	I would say my word association with HRO is is veteran safe?
Dr. Shari Dade	absolutely. Absolutely is key. Right. That's why we're all here for sure. The next is high reliability leadership.
Luke Steinbach	Ooh. Wow. Okay I would say I would say vulnerability humility and accountability are the three things to me that that come to mind. And I could I could talk on this I guess for hours. But I'll just stop there. I guess it's.
Dr. Shari Dade	We'll have to bring you back to talk about those three things, because they are so important to being an effective leader and being a leader, like you said, that people want to run through a wall for. Right? It's so important. And then lastly, audacity to fail.
Luke Steinbach	When I think about audacity to fail, I think about take risk. Do so willingly. Expect nothing. Be grateful for everything.
Dr. Shari Dade	That's nice. That should be like a plaque that like sits on walls because it's very true, right? And none of those things are easy. But that's why it takes audacity. That's why we must be bold. So I appreciate that. Well, this has been awesome. I really appreciate you stopping by. Having a little bit of a chat here with me, with the listeners.
Dr. Shari Dade	Thank you so much for taking the time.
Luke Steinbach	Thank you. Sure, I appreciate it.

Dr. Shari Dade	All right. Thanks. 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.
Dr. Shari Dade	Also linked in the show notes. Remember, if you missed the target 100 times, you have not failed. Instead, you've simply found 100 strategies that did not work. Be well and continue to fail. Forward until next time. Thank you.