

Audio Transcription

| | |
|--------------------|--|
| Season /Episode #: | Season 4 Episode 8 |
| Guest: | Dr. Thuy Boardman |
| Title: | Decisive Leadership: Insights on Sticky Decision Making with Dr. Thuy Boardman |

| | |
|-------------------|--|
| 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 conversation and real stories from leaders as they share how failure activates. The growth mindset is an important part of learning and motivation for improvement. I'm your host, Doctor Shari, data 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 leaders, we often face tough choices and not every decision will turn out the way we'd hope. Sometimes the consequences are more significant than we anticipated, leading to what we call sticky decisions. So what do you do when you find yourself in this situation? How can you manage missteps, failure, regret, and turn things around? In this episode, we'll explore strategies for addressing those challenging moments. |
| | |
| Dr. Shari Dade | Learning from our mistakes and moving forward with confidence. For this dialog, I'm excited to be joined by Doctor Thuy Boardman. Doctor Boardman is the organization development psychologist for VISN 8 In this role, she provides executive and leadership coaching, team development and leadership development services to Visn eight facilities. Get ready to join us as we explore the journey through Sticky Leadership. |
| | |
| Dr. Shari Dade | Whether you're currently facing a sticky situation or simply want to be better prepared for the future. This episode is packed with valuable information that you won't want to miss. This is the Audacity to Fail podcast season four, episode eight Decisive Leadership. When the going gets sticky. Hi Thuy, how are you today? |
| | |
| Dr. Thuy Boardman | I'm doing excellent. Shari, how are you today? |

| | |
|-------------------|---|
| | |
| Dr. Shari Dade | I'm doing pretty good. Doing pretty good. I'm excited, of course, because we get to have a really cool conversation about what happens when the going gets tough, when the going gets sticky. Right. And so I'm excited to bring some of your insights into our listeners. |
| | |
| Dr. Thuy Boardman | Yeah, I keep reflecting back on, you know, what the the sticky situations mean, right? And a couple of thoughts I had on several of them happened years ago. And it's still, you know, resonating in my head. And that also speaks to just how sticky those situations were. |
| | |
| Dr. Shari Dade | Yeah. And the truth is, we all face those types of really tough, complex decisions along our journeys. And so there are some that stick with us. Like you said, they stick with us a little bit longer than we may have liked. But there are also some that as we start to reflect the we we look at and we say, oh my goodness, like what? |
| | |
| Dr. Shari Dade | I made that same decision today. And so my first question basically is what do you think it is about leading and leading effectively that makes that experience so sticky at times? |
| | |
| Dr. Thuy Boardman | Yes. I think part of it is just trying to take in all the various perspectives and you know, when we're leading special, we change leading and working with lots of different individuals and teams trying to marry the vision with where the organization needs to go, where the team with where it needs to go, and all the multiple perspectives of each of the individuals on the team. |
| | |
| Dr. Thuy Boardman | And what their needs are. And just try to balance all of this. Right. So the complexity, just all the complications of the systems and then the individual factors as well. So I think that just makes for a whole lot of stickiness in leadership roles. |
| | |
| Dr. Shari Dade | Right? I appreciate that thought around the complexities that arise. I often say we're a system within a system, within a system. And when you put that on top of wanting to really honor and pay attention to different perspectives and different thoughts and different individuals that come into play when we're making these decisions, it is a really hard thing to harness all and kind of get all in the same space and so what do you think are some approaches when it comes to decision making that leaders can carry when they're faced with those complex or difficult decisions? |
| | |
| Dr. Thuy Boardman | Yeah. And I've been, struggling and thinking through some of those pathways I took back then and how, you know, what I would be considering and how I would make the choices nowadays, with hindsight, with a lot more self-growth |

| | |
|-------------------|---|
| | and a lot learning and I was thinking there's a couple of factors. the first part is, you know, as leaders, we are not only focused on that 1 to 1 relationship, working with the individual in front of us, but we also have that one to many relationship. |
| | |
| Dr. Thuy Boardman | And speaking to the collective, speaking to the organization, the system or the groups, sometimes the messages when the stars align, so to speak, the the work that we do 101 really does build and add to the one to many conversations and relationships we have in our leadership roles. And then at other times, there is quite a bit of conflict in terms of, you know, what the goals are, what I want to do and what I need to do in this one on one relationship and conversation and then considering how does that impact the one to many relationship I have with my system, my teams, the organization? |
| | |
| Dr. Shari Dade | That's an amazing consideration to think about, right? The 1 to 1 relationships and how you build those. But then how do you build that one to many? And how do you, as a leader, often express to to individuals like I'm doing both of these at the same time. Right. And sometimes there is a conflict and sometimes it doesn't feel good as and the importance of knowing when to lean into which one or the other, I would think for me would be a struggle. |
| | |
| Dr. Shari Dade | How do you think about leaning into either that 1 to 1 or that one to many relationship? |
| | |
| Dr. Thuy Boardman | Yeah, it takes a lot of just faith. I think the for me personally, I needed a lot of space just to be able to figure out and sort through what is it that I'm wanting to do, where is it that I'm wanting to go? And as I look back on some of these sticky situations, there are some that, like you said earlier, looking back, I would I have done the same thing. |
| | |
| Dr. Thuy Boardman | Maybe. Maybe not. And then there are other decisions where years down the road, I still have some regrets. You know, some of those situations are one of my bigger regrets. And if I were to look at that decision from an operational perspective, you know, really looking at the key factors metrics, results, etc., and how do we make this work? |
| | |
| Dr. Thuy Boardman | Sometimes that is the one to many as well. Right? Because there's that consistency. We're setting up a system. We're setting up some new processes. And I'm having to consider at what cost does this come in terms of my relationships with the individuals that 1 to 1 for sure. And sometimes that balancing is off balance and it doesn't balance as well as we'd like. |
| | |
| Dr. Thuy Boardman | I was thinking, can I give you an example of one of those relationships? |
| | |

| | |
|-------------------|---|
| Dr. Shari Dade | Yeah, jump into it. |
| | |
| Dr. Thuy Boardman | Yeah. So, at one of the facilities I worked with outside of is an eight, you know, I was hired to come in and help with a full organization restructure in our department in our area, and there was an end goal that was given. And the question was, let's, you know, how are we going to make it happen? |
| | |
| Dr. Thuy Boardman | And that restructure had significant complexities in terms of individuals work schedules, what work they did, where they did the work, and how these different programs would be reorganized and, new workflows. So from an operational perspective, there were quite a bit of very concrete milestones, concrete metrics. we had fiscal impacts. So there was always reviews of how any change and what this change would result in terms of how it impacted the budgets or the fiscal forecasts. |
| | |
| Dr. Thuy Boardman | So there's a lot of moving parts there. Yeah, yeah. And it was easy for me to stay caught up in all of those operational details and to be able to take a step back and figure out, well, how is this going to impact the people? Right. So we talk a lot about change management impacting the people. And even then, even with that full awareness and getting consultation, it's still pretty sticky because what was being asked by the individuals impacted by this change in this reorganization, the question was, is this something that I could afford to, to provide? |
| | |
| Dr. Thuy Boardman | Is this something I wanted to provide? Is this something that we could as, collective risk? So an example, a specific example was one of our very high performing employees wanted to work part time. |
| | |
| Dr. Shari Dade | Oh, wow. Okay. |
| | |
| Dr. Thuy Boardman | and in a small organization, under this restructure, every position is really important. And when we give a part time position, the question becomes, what happens to that other half? Right. It does. It just kind of disappear? Will we ever get that back? So there were a lot of conversations I had with this employee trying to find what are anything else. |
| | |
| Dr. Thuy Boardman | Right. What else can I give you. So that's that 1 to 1 relationship because the risk was if I gave him that point five the half time position, we would lose the other half point five, we would lose the other half position as part of all the different moving parts. And every position mattered at that time in terms of continuing to access financing and continuing to make the business case to maintain the number of employees we have. |
| | |

| | |
|-------------------|--|
| Dr. Shari Dade | Yeah. In that situation, would you say, you know, as you reflect back on it, where was your lean? Did you lean into that one? To many, that operational side, as you said, did you lean more into that one on one? Where was your lean and what was the outcome? |
| | |
| Dr. Thuy Boardman | So when the individuals in front of me, you know, it's easy to really focus on how to have this conversation with them, hear what they needed. But when I stepped back, I also had to consider what would this mean for the one to many? Okay, what would this mean for the restructure and even the tension in terms of how would this impact the longer term goals? |
| | |
| Dr. Thuy Boardman | Because this would increase other employees asking for similar preferences, similar, accommodations. And now that would also really set it up where I would be adding more complications to that bigger picture. Right? So now the path from here to there is going to be a lot wider, a lot longer with more uncertainty, unknown fact. And I think at that point in time, knowing myself well enough, I live in the operational space. |
| | |
| Dr. Shari Dade | So kind of. |
| | |
| Dr. Thuy Boardman | I live in my head, right? That's my go to space. That's my default. And so seeking consultation, I saw a consultation for folks who thought very similar to me, right, who had also, some pain points that were impacted by this reorganization, even if they were outside my department. So I leaned heavily on these consultations. But again, who I sought out also ends up, you know, we've got some confirmatory bias happening here. |
| | |
| Dr. Shari Dade | For sure, for. |
| | |
| Dr. Thuy Boardman | Sure. So I leaned heavily into my operational. I could always make a business case for why we're doing XYZ, but the tension really becomes that. My head's telling me one thing, but from a relationship perspective, I really liked this individual. This individual really added to our team. And from a you know, I know it sounds kind of cheesy, but from a heart perspective, right? |
| | |
| Dr. Shari Dade | Yeah. Not cheesy at all. Yeah, absolutely. |
| | |
| Dr. Thuy Boardman | That's the stickiness for me at the operational piece. But the stickiness was I don't want to say no. And yet I am saying no. |
| | |
| Dr. Shari Dade | Yeah, yeah. Oh sorry. That is sticky. Indeed. That is definitely a sticky situation. And because like you said, those two roles and to simplify it, right, the two roles, the operational and the heart situation, like all of that is playing a role |

| | |
|-------------------|--|
| | into that decision. And it's a wonderful story. An example because you mentioned a few things that really got my wheels turning. |
| | |
| Dr. Shari Dade | One thing that you mentioned that I think most of our guests have talks about was like the importance of like seeking mentorship. So you can get by seeking someone else where you can play and bounce some of these off the wall for you. How valuable is it for leaders, especially when they're in these sticky situations, to seek advice or seek mentorship when dealing with the complexity of it all? |
| | |
| Dr. Thuy Boardman | I think, it goes without saying, without that, you know, making those decisions solo or even without that consultation guidance is that in myself up for failure number one? Yeah, right. If I don't seek that, but also taking a step back, thinking through who are the types of individuals or where can I get that kind of consultation and being even more intentional in terms of what types of consultation or mentoring I'm looking for. |
| | |
| Dr. Thuy Boardman | So for me back then, this was about seven, eight years ago, almost almost ten years ago now, thinking back, you know, I saw a consultation from folks who had experienced the restructure, who had wisdom to share about the restructure and the operational piece. And looking back, because I was already uncomfortable with the relationship piece and the heart piece. |
| | |
| Dr. Thuy Boardman | Right? Yeah. I didn't seek consultation on how does this feel? Yes, I brought it up in my conversations about the restructure, but I was seeking out folks who their expertise, and my question for them was how do I get this restructure? How can I make. |
| | |
| Dr. Shari Dade | Sure I keep moving with it. |
| | |
| Dr. Thuy Boardman | Keep moving. Right. And so the questions from the employees perspective was more of a, a side issue as opposed to this is the thorniest period. |
| | |
| Dr. Shari Dade | So solutely no, I think that is stickiness. |
| | |
| Dr. Thuy Boardman | Yeah. |
| | |
| Dr. Shari Dade | That's the stickiness. Right. And I think that's so important. That's a powerful lesson right there. Because oftentimes we say it's important to seek mentorship. It's important to kind of reach out to others and have those sounding boards. But being intentional about how and who and what and when and what the questions are, we often don't fully flush that part out. |
| | |

| | |
|-------------------|--|
| Dr. Shari Dade | And so it's so great to hear you say, like thinking back of that hindsight of thinking back and saying it would have been interesting and maybe different had I it out that part that would have stretched me a bit more that that hard part asking like, how would this feel for someone? What is that relational part to keep that center as opposed to an add on? |
| | |
| Dr. Shari Dade | Because I think we do. I think it's in its nature to go to the like. Right. So I'm going to seek out folks who who think the same way that I do, maybe have been through experiences that I've been through. And it may not even be conscious, but how that puts us in an like an echo chamber, right? |
| | |
| Dr. Shari Dade | What we're saying is what we're hearing back and what you know, and it just continues to reverberate the same message. But what would it look like if we were intentional about reaching out beyond that, space of comfort? |
| | |
| Dr. Thuy Boardman | Absolutely. As I continue to think about this, you know, operational versus relationship context and balancing, it's really for me, the challenge has always been not just balancing because, you know, in leadership development, we talk about focusing on the relationship and relationships. As leaders, we can definitely help us move the organization forward. Right. So we talk about it in this abstract way where it seems a cleaner cut, right? |
| | |
| Dr. Shari Dade | Yeah, it. |
| | |
| Dr. Thuy Boardman | Seems much easier to differentiate. And this is one of those situations where they are so intricately woven that, yeah, yeah, very intertwined. And and I think that interconnectedness also, it's what makes that stickiness, that viscosity even stronger. Right. |
| | |
| Dr. Shari Dade | Of course. |
| | |
| Dr. Shari Dade | Oh core. |
| | |
| Dr. Shari Dade | Because that we want to pull them apart. Right. We want to say if I make this decision on this side, it will not impact this other part of what's happening, but because they're so intertwined, they're so woven together. When you move on one side, it's going to impact the other, and vice versa. It makes it really sticky. It makes it hard, right? |
| | |
| Dr. Shari Dade | It makes it very complex and very difficult. One of the things you mentioned was there are some decisions that you look back on and you're like, oh, that kind of regret what I did or how I engaged or what happened, the outcome of |

| | |
|-------------------|---|
| | that decision. What was it like to walk through that process as a leader? The process of knowing that you've made a decision is it was difficult, it was sticky. |
| | |
| Dr. Shari Dade | And then you look back and you're like, oh, I possibly could have, maybe should have approached that differently. What's that process like for you. |
| | |
| Dr. Thuy Boardman | For a good long time? Bury my head in the operations. Yeah. Kind of managing that regret and thinking through, you know, I don't have time to continue to sit with this. Right. And not allowing myself a space to say, hey, is that could there have been a way to do this differently? How much off track would that have taken us? |
| | |
| Dr. Thuy Boardman | And and, you know, as I went through that process, I think having that space of a couple of years afterwards, I had stepped outside of the leadership role and into this consulting role. And I think that stepping out of management also gave me some additional perspective, some additional space, because then I could also be really thinking through that 1 to 1 relationship, because I didn't have to continue to manage that one too many. |
| | |
| Dr. Thuy Boardman | So that freed me up some bandwidth emotionally as well as cognitively to take that step back and say, okay, let's play that out just in this relationship piece. If I had given that employee what they asked for, how would I see myself, right? How do I how would I feel compared to what I'm feeling right now? And then also being able to, you know, find some folks who had no investment, no say in this entire topic area and being able to talk to them, say, hey, you know what? |
| | |
| Dr. Thuy Boardman | Looking back, can we just talk through? I have some thoughts and they ask some pointed questions that I don't know if I would have, had the space to really sit and struggle with without that structure and without that conversation with the individual back then, for sure. Yes, all these questions are swimming in my mind. And then it's easy to say, not right now. |
| | |
| Dr. Thuy Boardman | Yeah, I've got this to manage, right? Not right now. I've got all these folks I have to be mindful of and focus on. |
| | |
| Dr. Shari Dade | Yeah, it's easy to kick the can down the road, right. Like I'll come back to it. I don't have the time. And I think that's so important to the message for leaders to in those moments where there are regrets or missteps or failures or setbacks, being able to say, how can I utilize this opportunity for learning and grow? |
| | |
| Dr. Shari Dade | How can I do that in a way that still allows me to show up and do the things that I need to do, but how can I do it in a way that also says, I'm going to learn from this, I'm going to grow from this? |

| | |
|-------------------|--|
| | |
| Dr. Thuy Boardman | Yeah. So definitely number one, recognizing where is the internal struggle and the internal conflict. And then number two, finding the individuals, whether it's the mentors, the coaches who are going to be comfortable sharing that difficult space with you. Right. So yes, it's a struggle internally for me to sit here in this discomfort and in this conflict. And are they all so comfortable sharing that space with me and helping me figure out just what the space is, as opposed to trying to help soothe me or help give me ways out of that problem solving, etc.. |
| | |
| Dr. Thuy Boardman | So I think, had I had access to a coach that is outside of my mental health clinical world altogether, who had no investment in any of this, maybe someone, even not a mental health person, that really pushes for the focus to be on where are you really at, as opposed to focusing on the or the structured continuum of care and all the topics and the content kind of the top layers and not the deeper layers. |
| | |
| Dr. Shari Dade | As I'm thinking about how you start it or continue to process through that experience. And one of the things that really comes to my mind is just that pull to stick with the comfortable to say like operational. The side, that side I can draft out, I can, you know, process, map. I can talk about the importance of the outcomes and like, I can do that all day. |
| | |
| Dr. Shari Dade | But that relationship side was a little bit more sticky for you, a little bit more uncomfortable. And it makes me think about leaders who may stick with the comfort because they're afraid of failing or making mistakes. They're afraid of making the wrong decision. What would you say to leaders who may be frozen because of that? In these sticky situations? |
| | |
| Dr. Thuy Boardman | I think there's also a recognition that there are so many moving parts. We've been talking about this one particular episode in a vacuum, right? Yeah. And the recognition that there were a lot of things happening. And leaders for in today's system, they've got even more than what I was facing ten years ago. Right. Yeah. So these 1 to 1 conversations, it's not the only one and one conversation they've had that day. |
| | |
| Dr. Thuy Boardman | And as they're navigating all these things, I think the reality is there's just so much happening that the pull to stay comfortable, the pull to focus on operations is to keep things moving and not to burnout as well. Yeah. But, I looking back for me, the long hours on the operational side, weren't the pieces that impacted my, my risk for burnout, right? |
| | |
| Dr. Thuy Boardman | Weren't the pieces that kept me up at night that I had chronic insomnia over? It was the impact on the individuals that I would see day to day, and what they would bring to me. And so for me, that became a lot. And so shifting my focus |

| | |
|-------------------|--|
| | on the operational, the things that I could control or the things I was more comfortable with, that was my coping mechanism. |
| | |
| Dr. Thuy Boardman | And so for leaders today, recognizing, how are you coping, how are you managing, and are there additional ways to help you reevaluate and just different perspectives? Just to give you some ways to look at the current situation, to see if there is a change that could happen or if there are additional pathways. |
| | |
| Dr. Shari Dade | Yeah, definitely. And a lot of what you're speaking about is just having that personal insight to who you are, how you're leading, taking the time to slow down and ask some of these insightful questions. What is my comfort? What is my coping? What are my strategies? What are some that may not be so obvious, but kind of woven into my day to day? |
| | |
| Dr. Shari Dade | Like what does that look like? And so that insightful ness is a key part of continuing to be an effective leader. What are some ways that you think leaders can start to build their insightful ness, if they're looking to do more of that? |
| | |
| Dr. Thuy Boardman | Absolutely. finding ways to just add some quiet time, some alone time. So you're not always in a meeting, not always meeting folks I know in today's world, having an open door policy is really important so that the leaders, their organization, their teams have access to them. But that's just a lot to take in. So how do leaders build in some quiet time so that they can spend it on reflecting? |
| | |
| Dr. Thuy Boardman | They can gain a little bit of space, a little bit of distance, just to take in what's happening from a different vantage point. I think that's critical. Also, some of those, wellbeing and whole health types of activities we talk about all the time, right? Stepping away from your desk or stepping away from the busyness and going out for a walk, even if it's a five minute walk around the office. |
| | |
| Dr. Thuy Boardman | Really, just so moving away from the regular environment, if it's hard to detach and disengage. Because again, the key here is how do you give yourself some space and some time to process from a different way. |
| | |
| Dr. Shari Dade | Certainly. |
| | |
| Dr. Thuy Boardman | Just from a day to day perspective. And then obviously also, from what I said earlier, this idea of seeking consultation, seeking mentorship, number one, from someone who thinks maybe completely opposite of you, I that for me was the hardest thing. |

| | |
|-------------------|--|
| | |
| Dr. Shari Dade | That's a hard one. |
| | |
| Dr. Thuy Boardman | Right? Who style is completely different for me, whose way of thinking is completely different from me. And yet with this individual, it took me moving from the West Coast to Florida. I'm having this conversation with this individual helped me really think that on those decisions I made on the West Coast and what that meant, because this individual doesn't think anything like me right. |
| | |
| Dr. Thuy Boardman | And that just opened up a lot of perspectives. And it got me thinking, oh my gosh, how else could I have used this perspective, use the space. Now, that being said, I have the liberty and the luxury of not having all of these deadlines and all these external pressures for me to have that. So if I were to put myself back in that position years ago, I may not have had as much space as I do now to do that reflection with this individual or individual. |
| | |
| Dr. Thuy Boardman | So thinking differently from me. But were there others in my world back then, and could I carve out just a little bit enough to say. |
| | |
| Dr. Shari Dade | Yeah, just a little bit. Right. Yeah, just a little bit. That is better than none. Absolutely. Yeah. Yeah. |
| | |
| Dr. Thuy Boardman | Yes. It's just baby steps. And so for our leaders today, you know, as they're struggling to balance what their needs are, what their staff are needing from them, what the organization's needing from them, and then all the operational needs of the clinic and the systems, just finding ways to give yourself just a little bit of space and being willing to say, you know, I need help in carving out that space for myself. |
| | |
| Dr. Shari Dade | So I so appreciate the way that you have so openly and so candidly talked about things like regret or second thoughts, and looking back on decisions and reflecting on those, because I don't think we often have space or make space to have those types of conversations. It's kind of like you make them behind closed doors and you kind of go hush hush about it. |
| | |
| Dr. Thuy Boardman | Yes. |
| | |
| Dr. Shari Dade | How important is it for leaders to openly acknowledge their regret or their second thoughts about the decisions they've made? |
| | |
| Dr. Thuy Boardman | for me, I feels very freeing to be able to talk about it now just because it's it's heavy still. Right. And and then it just, takes up more, more energy, more resources. And it's still a really hard thing to do because in our system, in our |

| | |
|-------------------|---|
| | day to day, we're always measured by what we're able to accomplish, how far we were able to get right, what milestones we hit. |
| | |
| Dr. Thuy Boardman | So as more leaders are willing to open up and share with one another that certain decisions do weigh heavily, I don't think that. I think the fear is if folks share, will that undermine their credibility? Well, the undermine the confidence of their teams in them. Right. So I think being able to speak openly about the heavy decisions and the hard decisions and that they're the reason is sticky is there is no one right answer. |
| | |
| Dr. Thuy Boardman | Right? Yeah. And and being able to just talk about how hard those competing priorities are or how these decisions really push us to choose values that we in a group setting say, hey, all these values are important to us. But then when we're faced with decisions where we have to choose one value over the other, who wants to talk about that openly? |
| | |
| Dr. Shari Dade | Of course it makes it even more sticky, right? Even the decision to talk about the regret is a sticky situation. It's a sticky decision to make. But that is so true. In our last episode, the guest talked about there's no one way to right? And there's so many different avenues and pathways to be competent and to to be confident as a leader. |
| | |
| Dr. Shari Dade | But again, I think you really touched on something when you said it really does shake the idea of how competent someone is with some of these conversations. And so the whole purpose of the pod is to be able to have leaders come and talk about and say like, what are some of the spaces where you may have look back and say like, oh, I didn't I don't know if I made the right decision or I don't know if I would have made that decision differently if I was in the same space. |
| | |
| Dr. Shari Dade | Now, this is the space to do that, because I do think it helps to, normalize. I think it helps to allow for there to be confidence building around the stickiness of leadership and the honesty around talking about that. And so I really appreciate the way that you've been able to have a really tough conversation and really tough reflection, but looking back on it and be able to say that it's freeing for you. |
| | |
| Dr. Thuy Boardman | Yeah. And I really, appreciate your prior guessing. You know, there's so many, different ways to write. Right? And, I was thinking back on, these couple of decisions that I've made. So even looking back, even being able to, see that, you know, some of those decisions still were right in so many different ways in the overall result. |
| | |
| Dr. Thuy Boardman | It still can be wrong. or not, the best. Right. And that's that is that duality. |

| | |
|-------------------|--|
| | |
| Dr. Shari Dade | As they do a lot of it. |
| | |
| Dr. Shari Dade | Absolutely right. |
| | |
| Dr. Thuy Boardman | Looking back from an operational perspective, that decision was right, because there were a lot of other things that were predicated on it, the fiscal impact, blah, blah, blah, blah. And it's still wrong. And that that is the regret for me in terms of it had ruptured that relationship I have with this individual. And, there was no way I was going to be able to get our relationship back to where it was, even though the individual understood the rationale. |
| | |
| Dr. Thuy Boardman | We were, on talking terms. It did create that rupture. And I think that, you know, I think but I know that was where my decision did, harmful impact on that individual. |
| | |
| Dr. Shari Dade | The duality is what makes it sticky. You know, it's what makes it really difficult and complex to make that decision because that duality is present. There is not one way to. Right. There are so many different things that are also happening at the same time and being impacted by those quote unquote right decisions at the same time. |
| | |
| Dr. Shari Dade | Absolutely. |
| | |
| Dr. Thuy Boardman | So it can definitely be the right decision still or not the best decision. Yeah. |
| | |
| Dr. Shari Dade | Absolutely. Right. |
| | |
| Dr. Shari Dade | Yes, yes. Well it's we we've come to the end of our episode. And like I said, I truly appreciate the honesty, just the authenticity and being able to talk about, what's a really difficult thing to come and have a conversation about. And so I thank you so much for that. Before we head out, I'd like to play a game of word association, because I'd love to. |
| | |
| Dr. Thuy Boardman | Hear. |
| | |
| Dr. Shari Dade | A little bit about what you're thinking about it, a couple of words or phrases that I'm going to toss over to you. Okay. All right. All right. So the first one is decisive leadership. |
| | |
| Dr. Thuy Boardman | Painful. |
| | |

| | |
|-------------------|--|
| Dr. Shari Dade | Okay, okay. |
| | |
| Dr. Thuy Boardman | I'm in that space right now. Sorry. |
| | |
| Dr. Shari Dade | Like painful. It's hard. Yes, it is hard. |
| | |
| Dr. Thuy Boardman | and theater recognized for a lot of those leaders. I mean, they are making these very hard, sometimes very personally painful decisions day in and day out. And we may not even be aware of them. Yeah. |
| | |
| Dr. Shari Dade | Yeah. Because they're so much a part of just what we do when we come in to work. Right? I yeah, but they're so hard. They're so painful at times. Yes, yes. The next one is sticky decisions. |
| | |
| Dr. Thuy Boardman | Oh boy. |
| | |
| Dr. Thuy Boardman | Like molasses I. |
| | |
| Dr. Shari Dade | Had in my head this picture. |
| | |
| Dr. Thuy Boardman | Of me trying to move out of molasses or quicksand. The harder you try, the more of the stickier. |
| | |
| Dr. Shari Dade | You get, the stickier it gets. Absolutely. |
| | |
| Dr. Thuy Boardman | Except when you slow down, then. Right? And maybe, oh, hey, this epiphany. Epiphany for me. So when I find myself. When do you find yourself in a sticky situation, just, moving quickly to try to maneuver out of it. It's just got a make it harder. Right? But if you slow down enough and create some space internally, that could actually be useful. |
| | |
| Dr. Shari Dade | That's beautiful. |
| | |
| Dr. Thuy Boardman | That's pretty. |
| | |
| Dr. Shari Dade | Cool. Look at that. Look at that. It's only issues. One podcast episode at a time, right? |
| | |
| Dr. Shari Dade | Word Association examined all those different pathways and unlocks. It unlocks. |

| | |
|-------------------|---|
| | |
| Dr. Shari Dade | And last but not least, audacity to fail. |
| | |
| Dr. Thuy Boardman | It feels so good to be able to talk about this. Yeah, it's a good learning and growth for me. So that was more than one word. |
| | |
| Dr. Shari Dade | No, I love it I love it. No. We'll take we take more than one. We take more than one. Oh thank you so much. Like I said, this is an incredible episode. I so appreciate you for coming in and chatting about this in just a real way. And so thank you so much and I really appreciate you. |
| | |
| Dr. Thuy Boardman | So thank you so much for the time and the space to share today. |
| | |
| Dr. Shari Dade | So we've come to the end of another great episode of the Audacity to Fail podcast. Thank you for tuning in to learn how missteps can lead to growth and success. Be sure to check out the key lessons in the show notes for a refresher. To request services from the National Center for Organization Development, check out our website. Also linked in the show notes. |
| | |
| Dr. Shari Dade | Remember, if you missed the target 100 times, you have not failed. Instead, you've simply found 100 strategies that did not work. Be well and continue to fail. Forward. Until next time. Thank you. |