



## Podcast Transcript

# Building your Credibility and Team Skills: Positive Reframing in Healthcare Leadership

*This CE course is relevant to nurses and healthcare professionals*

This podcast explores common areas of struggle for individuals striving to achieve and get results but falling short. Changing the way you think can have a significant impact on your effectiveness. Participants will explore three mindset struggles that individuals encounter, as well as reframing strategies that will boost their emotional health and interpersonal effectiveness.

### Guest

#### **Kathy A. Scott, PhD, MPA, RN, FACHE**

- Partner and Co-founder of L3 Fusion LLC
- Holds a PhD in Healthcare Administration and Organizational Systems
- Holds a master's degree in Public Health Administration
- Multiple Chief Executive roles in healthcare systems
- Her doctoral research served as the science behind the best-selling book she co-authored "Stupid Gone Viral – When Science and Reality Collide."

### Guest

#### **Bridget Sarikas**

- Partner and Co-founder of L3 Fusion LLC
- Co-author of the best-selling book, "Stupid Gone Viral – When Science and Reality Collide"
- Focused on transformational leadership that helps individuals and organizations maneuver through the chaos and complexity of today's organizations, and move to a healthier way of living, leading, and learning.

### Host

#### **Leana McGuire, BS, RN**

- Extensive expertise with leadership development and executive coaching
- Best-selling author
- TEDx Speaker
- Expertise in content development, visual performance, speaking and podcast hosting.

## Transcript

### Episode 1

SARIKAS

How often have you tried to achieve that perfection or thought that you needed to be perfect, and you didn't go for something because you were too afraid you couldn't be perfect? You miss out on that journey. And even if it is something that's filled with mistakes, you really miss out on some important learning along the way.

SOUNDBITE OF MUSIC

MCGUIRE

Welcome to an informative podcast series, Building Your Credibility and team skills. And with me today are Bridget Sarikas and Kathy Scott. I'll be your host, Leana McGuire. And today we're going to talk about why positive reframing is critical in healthcare leadership. Welcome.

SARIKAS

Good to be here.

MCGUIRE

Glad you're here. Okay. Let's talk about this positive reframing. What do we mean by that?

SCOTT

Well, reframing is really looking at something in a different way, through a different set of lenses. And that is surprising what you can see when you put on that different set of lenses. And in the case of leadership, we're often trying to find a more positive approach to dealing with difficult issues. So we call that reframing, and it can have a real significant impact on how you move forward and how you present issues to your team and how they perceive them.

SARIKAS

And I think in today's world, it's really important to have that reframing because as we've seen, so much is changed. And without that new perspective, you can just get stuck in the old way. So I think reframing is really important.

MCGUIRE

And I think it actually really applies to today's topic that we're going to talk about in this first segment, which is pursuing excellence and not perfection.

MCGUIRE

Why do we not want to pursue perfection?

SCOTT

Oh. For so many reasons.

SARIKAS

So, so many.

SCOTT

Yeah. First of all, perfection isn't really achievable. Even though we continue to try. And it's really an unhealthy approach to living and learning quite frankly, because you're trying to achieve something that is usually expectations of others. And in the process, you're really get lost in and you kind of pull in and work out of a fear mode versus a learning.

Let's see what we can learn here and how we can make this better. So, it's it's so much more important to pursue what we call excellence, which is always improving what we're doing and learning from our mistakes because we will all make them and continue to learn and grow and develop. So, perfection just binds us all up.

SARIKAS

Yeah, I like to think of that as we're a work in progress and Kathy and I talk about that a lot. You're definitely a work in progress. And if you view yourself that way and get out of that perfection mindset, it's really helpful because as you're really trying to achieve that perfection, you can get exhausted and you may never achieve it, but you're going to kill yourself trying. So, there's a healthier way to look at yourself and how you can achieve success.

MCGUIRE

So, talk to us about how excellence is achievable without perfection.

SCOTT

Well, it's really about learning. I mean, that is the the bottom line here. When you're in a perfectionist mindset, you're trying to avoid making mistakes and failures. And when you're focused so much on that, it's very difficult to actually see what's in front of you and continue to improve it. So, it limits your your achievements and it's this pursuing perfection is really more about desiring to look good rather than to learn and and move forward. And so, you're always playing to someone else and looking at them for the feedback that you look good. And then a day of social media, that's that's pretty tough stuff.

Multiple Speakers

Yeah. Yeah, that's awful. Yeah.

SARIKAS

Well, and how often have you tried to achieve that perfection or thought that you needed to be perfect and you didn't go for something because you were too afraid you couldn't be perfect? You miss out on that journey. And even if it is something that's filled with mistakes, you really miss out on some important learning along the way.

MCGUIRE

That's a really good point. I think I think we we do grow from personal experience. I think we've all had conversations about this where personal growth, growth comes from being willing to fail. Right? And if you're not, then those chances, you're just not going to take them. How does it hold us back as leaders?

SCOTT

Well, I think it creates an environment for our teams where they think if we are striving for perfection, they need to be perfect. And so they're going to be careful. They're working out of fear and so they're unable to develop their skill sets and even be honest about what's going on. As a leader everything gets filtered as it comes up to us and if you're in that perfectionist mindset, you can just double the number of filters because they're only going to tell you what they think you need or want to hear and they're going to hold back.

SCOTT

And that just brings everyone down.

SARIKAS

And I think the beauty of a leader showing the imperfect side or that ability that it's okay that you've made a mistake, that we can pivot, that we can adapt to something or reframe whichever one you want it, whichever word you want to use. I think that that is a beautiful thing because it makes you human. And that humanness is what sometimes is missing in that quest for perfection.

MCGUIRE

So perfection kind of speaks to vulnerability or not being willing to go there.

SCOTT

Absolutely. And with you, you can watch a room and heads down. All right. I don't want to look stupid here, so I'm not going to speak up. And when that happens, you know that the group is really stifled and not moving forward and they're not going to perform at their highest level. They're just simply not. So it's it's moving out of that perfectionism into what we call a learning mindset.

SCOTT

If you approach your day with, What can I learn from this? And How can I make this better throughout the day? It's a completely different approach to your work. And this applies at home, too. So, you know, what can I pay attention to and learn from and do differently? Because this is a journey and it's also a choice.

SCOTT

And so as leaders especially, we want to role model those behaviors for others so that they can and will be more comfortable doing the same.

SARIKAS

And I think it's so important along the way to have a bit of fun. I mean, think about at home on a journey, you know, you're going to cook this amazing dinner is going to be perfect and then it's not right. You have to have the ability to laugh that off and say, that's okay. And I have a lot of experience there because I'm not a great cook, but I'll give it my darndest try. You know, I'll pursue that excellence. But if it doesn't get there, you know, that's okay.

MCGUIRE

Yeah. And it, you know, I know you said afraid of to act stupid, but like being able to laugh at yourself I think is a real quality in a person and in a leader for sure.

SCOTT

Oh, so valuable. It just is. And as Bridget said earlier, just demonstrating your humanness puts other people at ease. Because, I mean, we spend way too much time at work to start with or on work activities. So it's really important to not just be focused on outcomes. You know, I got to get to that outcome, but also to be focused on that process.

SCOTT

The journey to get there, which involves, you know, learning relationships, enjoying yourself, sharing, sharing your own learnings from your own failures or stupid moves. And we all have them. It's just it's just.

MCGUIRE

Good point.

MCGUIRE

Now it can delay outcomes to perfection, right? I mean, we're in a fast-paced environment where when someone asks for something, they usually want it. Yesterday is the case, right? So, perfectionism can delay that whole process and actually make you look worse than what your intent was in the beginning, because you're not responsive enough or the outcomes aren't coming fast enough. Is that correct?

SCOTT

That's a really good point. It can. And and many times you have to ask yourself the question, you know, is 80% good enough? In healthcare we have we do small tests of change. This is kind of what we're talking about here. So think of the PDSA cycle. Plan, do study act. So, I'm going to plan it. I'm going to do it. I'm a study it. Oops, didn't like that, but this part was good and now I'm going to adapt, you know, as I move forward. So, many times, 80% is good enough. Get it in there, then get people's thoughts on it, test it and then continue to tweak it and improve it as you go. That's a pursuit of excellence.

MCGUIRE:

Love it.

SARIKAS

Yeah, I think that's so important. But that that 80/20 rule or whatever your rule might be is is hard to get to. So you have to have that mindset that allows you to get there and you have to have leaders that allow you to do that as well. Because quite often when you are seeking that perfection and you are on that timeline, sometimes you miss an opportunity to discover something else that could actually enhance whatever that outcome is. Because you've been too focused, you've been too narrow minded, so you missed you missed something really important.

MCGUIRE

Yeah, good point. That's an excellent point. There's a bit of a fine balance, though, as well, I think. I worked for a leader who said that perfectionism was the enemy of good, but he was also quoted as saying, we're taking off without that landing gear and that would give you know, he was a bit of a crazy maker because everybody would be in panic mode thinking, well, we should have at least something in place, something in case we have to land. And it would kind of drive you crazy. So, he was he was in the he wasn't that good to excellence versus the excellence to perfection. But somewhere in the middle, there's a bit of a balance. Is that right?

SCOTT

Well, I think so. And it also depends on what you're working on. So if I were on the OR table, I would like your mindset to be perfection when you're operating on my body. But that's different. That's different from designing a new system, a new care delivery model where you've got to figure it out. So so again, it depends on what the activities are and the intended outcomes, but it's also connecting the dots for people.

Here's where we're going. This is the outcome and giving people permission to travel different pathways to get there. But people need to be clear on the destination and on what the kind of the bumpers are for the work that you're doing so that that's the leader's job. You say, here's the frame we're working in. Don't go outside of these boundaries and here's where we want to go and do your best. Let's bring some ideas forward. Let's try some new ways and and see what happens. This is about learning.

MCGUIRE

Love that.

SARIKAS

Yeah. I think one of the important things too is it's really important as a leader to ask questions, to check in. Throughout that process. You may have given them those boundaries, but that doesn't mean just let them go and never check in. Because as a leader, the questions that you ask can really help the team move either in a different direction.

SARIKAS

You know, maybe they've never thought about something that you're going to bring up, but the questions are really important to ask.

MCGUIRE

Advice on or advice to those who really have a hard time letting go of perfection. They they may be listening to this right now and nodding and knowing that all of this makes sense and it's all very valuable and don't I wish I could be that way but are there are some tips and tricks to get there.

SCOTT

That's a great question.

MCGUIRE

For example, can can they find a buddy or someone who can call them on it when they're when they're going too far in the perfection direction. Perfection direction. There you go. There's one for you.

Multiple Speakers

That's a good one at the future. I think that's a tool. It is. It is.

SCOTT

I, I think it takes it takes a lot of work with your head to move out of perfection mode. Many of us hear those little voices in our head that might be mom, dad, or somebody in our past. And so I think really working through that with a friend or a colleague to say, all right, I'm these are my tendencies.

I realize this is getting in the way and I'm going to try some new approaches. I mean, if you've been a perfectionist and have been working out of that model, it's helpful to say to people, I realize this isn't healthy, this is not going to take us where we need to go. And so I'm working on this personally and and

here's why. And feel free to call me on and my behavior. I mean, leadership is a set of skills that need to be practiced. And this is really one of those I'm talking about. It is a good starting point.

SARIKAS

Excellent. Yeah. And I think start small, right? I mean, you don't have to be on this major project and decide that, you know, you're not going for perfection. You're going to just tail it, you know, scale it back. Start small because you need to be able to recalibrate yourself and someone can help you with that as well. So you can say, really, is this good enough? What do you think? But again, starting small, I think is really critical.

MCGUIRE

Yes, absolutely. And what about I guess it would be important to pay attention to the thought process, like when you hear yourself say this isn't good enough or when you hear yourself say it's not pretty enough, that would help as well. I'm curious as to whether or not you feel that perfectionism is related in any way to micromanaging?

SCOTT

Oh yes. And who doesn't love to be micromanaged.

Multiple Speakers

Right? Oh, that's the best feeling ever.

SCOTT

That right there is evidence that leading through a perfectionist mindset or a fixed mindset, as it's also called, is not a good way to go. And oftentimes that fixed mindset comes out of thinking, I'm born with this set of skills and talents. I'm born with this set, with this intelligence level, and this is this is who I am.

And it's important to move out of that to no, I have not I have not achieved my potential. This is a growth journey. And to expect that from your team as well. They're growing, they're learning. And so get out of that fixed mindset and into we're on this journey together and we are going to continuously improve together by learning from the things that we do well and the things that we don't do well.

Multiple Speakers

Yeah.

SARIKAS

I think it's, it's really important because individuals quite often have had either parents or someone in their lives who have encouraged that perfectionist mindset. So it's not easy to let go of. It has been with you for so long and starting like I said, starting small is always important because and starting, you know, maybe it's something as easy as I want to learn this skill, I know I'm not going to be great at it right away, but it's okay.

And when you start doing something like that and realize, you know, that I'm not I'm not really great at that, but but that was okay. I took a chance. I tried something new, you know, look at it that way. Finding new experiences that don't have to be perfect, but they can be fun.

MCGUIRE

Fantastic. I'm hearing a lot of reframing in here throughout this whole discussion. And number one, reframing perfection. And two, to think about excellence, reframing vulnerability, to think of it as a strength instead of a weakness, which it is. And, you know, all of these things, it's all about mindset, from what I'm hearing. Correct?

SCOTT

It really is. And and I was just thinking of some of our my kids I was watching in our family. And we had a game, a new game. And I have one child who is really super smart and everybody tells him, be smart all the time. And I have another one who isn't super smart and doesn't get that kind of feedback.

One, the super smart guy didn't want to play the game because it was something he knew he wouldn't be good at. And the other one said, Let's give it a shot, let's try it. And so it was such a great picture of what we're talking about. That's how perfectionism holds you back because he didn't want to try it at all.

And so we're trying to get past that with reframing to 'it's a game' where you're going to learn something from the slides and then reframing it and then celebrating whatever it is you learned from it. Yes.

SARIKAS

And having that help you get that, you know, get there that way that can be, gosh, that's a gold mine. And, you know, we often say that's a beautiful thing. Well, that is a beautiful thing.

Multiple Speakers

Yes.

MCGUIRE

I'd say what a great story to illustrate this whole discussion. I love that. It's been great talking to you about this. I've loved it. And again, we're talking about building your credibility and team skills. And we just discussed how positive reframing is critical and healthcare leadership. We're going to get together again and we're going to talk about practicing kindness before rightness with both Bridget Sarikas and Kathy Scott.

MCGUIRE

So tune in to our next episode. This is Leana McGuire for Elite Learning by Colibri Healthcare.

## Episode 2

SARIKAS

Everyone can practice kindness. And when you do that as leaders, especially with your teams, that has a trickle-down effect and others will follow along and they'll see just how important that is to having conversations, being open, giving them that safe environment for them to ask questions.

INTRO

MCGUIRE

Welcome back to Building Your Credibility and Team Skills with Bridget Sarikas and Kathy Scott. I am your host, Leana McGuire. And we continue our discussion on why positive reframing is critical in healthcare leadership. And our topic for this section is on practicing kindness before rightness. This should be an interesting discussion. Talk to us about this, this particular reframing.

SCOTT

Oh, it's so important for this day and age. And kindness isn't a word we hear very often when we're talking about leadership or healthcare. So it's a really important topic for us today in a world that is very polarized. You know, everyone has their opinions. They're throwing them out there. And the louder you yell, the more you're hoping someone can hear your view and no one can hear of that. And so this this topic is really about if you want to be heard, if you want to sway other people's thinking, we have to try a new approach because what we're doing today isn't working.

MCGUIRE

Right.

SARIKAS

Yeah. And I think kindness and just elicits think about types of kindness, but kindness and common courtesy, they really are strong medicine for what is going on in our cultures today, which, you know, at work and other areas they may be quite unhealthy, and that kindness can really go a long way and they can be very small acts of kindness to start you on a positive journey.

MCGUIRE

Sure. And that kindness, I'm assuming, versus rightness, helps us to be more open to other people's perspectives and opinions and all those good things. Correct?

SCOTT

Hopefully it does. It helps the other person relate to you so that so that you can have a real conversation. But when when we're insisting that our perspective is the truth, we just shut down the room and and what we're saying to everyone else in the room is: my perspective is more important than you, and I really don't need to hear from you.

SCOTT

And so that's what we're saying when when we just practice common courtesy and kindness, empathy, listening, asking questions prior to sharing our views, it goes a long, long way.

SARIKAS

And I think the beauty of that is that all of us can exhibit that and use kindness. It's not limited to who does it, how often, you know, there is there's no embargo on it. Right. I mean, everyone can practice kindness. And when you do that as leaders, especially with your teams, that has a trickle down effect and others will follow along and they'll see just how important that is to having conversations, being open, giving them that safe environment for them to to ask questions.

MCGUIRE

Right. And I'm glad, Kathy, that you mentioned empathy. Is there any empathy in rightness?

SARIKAS

That's a great question.

SCOTT

That is a great question. I think when you're putting your rightness first, it's extremely hard to demonstrate empathy, which is putting yourself in the other person's shoes. And and that lack of empathy, what it looks like is intolerance.

Multiple Speakers  
Blame, impatience.

SCOTT

Disrespect, all the violence we're seeing going on and social unrest, those are all symptoms of the empathy famine that we're living in. And we see it every day and yelling louder, your truth is not going to turn that around. We have to connect human to human. And kindness is really connecting to the human spirit of another person. It changes it really changes the dynamic in the room.

SCOTT

Totally. It's pretty cool to watch.

MCGUIRE

Yeah.

SARIKAS

Yeah. I think, you know, we often say that kindness is is completely restorative. It really has the ability to do that. And I, I love that when you go into a room and so there's so much negativity in it. And if you just start with a really positive comment. you know, it's almost like the room just gives you a sigh of relief, like, okay, you can almost you can really feel it.

MCGUIRE

I love the expression *empathy famine*. That was that was well, well-put. And Bridget, to your point, it's it's rewarding for people who lean more to more toward rightness practicing like you said, it's literally practicing a new skill. Is that kindness just the positive reactions of other people is such a reinforcement to keep doing it. It's really inspiring once you cross that line and make that make that move.

MCGUIRE



And some people are really uncomfortable with that, that kind of thing, but they need to get.

SARIKAS

And I think you have to.

SARIKAS

And I think you have to be to be reminded that, you know, kindness does not mean you're rolling over. Kindness does not mean you're accepting what someone else is out saying without challenging. It's being respectful when you do that. It's opening your your mind, your ears to really listening and making sure that they they know that.

MCGUIRE

Love that.

SCOTT

Yeah, that's a really important comment. Don't mistake kindness for. Oh, I agree. I have to agree with what you say. No, I don't. It's how I go about it. And and if I don't even care enough to hear why you think that that that's a demonstration of lack of empathy, I mean, so tell me why you think that.

SCOTT

And and we don't know other people's experiences and it's always good to be able to connect with them and understand where they're coming from, their point of view. It's important.

MCGUIRE

Yeah. I like the way you spoke to it, being fully present with someone and really paying attention to their opinion and hearing that because that touches us on a completely different level, right?

SCOTT

It does. Kindness, kindness. Think about these many small acts that are free. Not all are free. I like coffee. So somebody wants to give you a cup of coffee. I'm always good with that.

SARIKAS

I'll buy you coffee, Kathy.

SCOTT

Thank you so much. But think about that. I mean, you walk into a room and you you sit down next to someone, you're going to go get yourself a cup of coffee and you say to them, Hey, can I get you a cup of coffee, too? I mean, it's just a kind gesture. They look at you like, sure, you know, like, oh. It's small things like that.

It's opening a door for someone or letting them go in first. Or, like you said, eye contact. I see you. You're important enough for me to look at. It's putting away my iPhone and listening to you when you're talking to me. That is an act of kindness right there.

MCGUIRE:

That takes practice.

SARIKAS

Well, exactly. And I think it's so important for us to to see one another when we're having those kinds of conversations and really listen actively listen. Because how many times have you been with someone who you can tell they're already three thoughts ahead of you and they're not listening? I mean, the kindness part is to be that active listener and then ask the questions and be responsive.

SARIKAS

I mean, that's completely respectful and we need to start doing a little bit more of that.

MCGUIRE

Yes. And as leaders, that's a really important skill to display, right? Because people are going to mirror. They're always watching. That's the thing about leadership. Even if the door is closed, word gets out how

you're acting with other people. They're always paying attention to how you're behaving. And that kindness, like you said, Bridget, can trickle down in a really big way.

SCOTT

Now, we talk a lot about on stage and off. And as leaders, what's important to remember is you are always onstage, you're not off. So that means in the room you're demonstrating kindness. When you leave the room, you're not having backstabbing conversations about what went on in the room. You're continuing in that mode and it just brings the anxiety level down significantly and frees people up to do the same. To to to be more respectful to each other.

SCOTT

It's, it's, it's really powerful in changing a dynamic and a culture.

MCGUIRE

Right.

SARIKAS

Yeah. And I think one of the important things about that is, you know, when you start having those back door watercooler conversations that builds distrust. But when you exhibit this kindness, that builds trust with your team and you really want to do more of that.

MCGUIRE

Yeah, fantastic. I love that. And that rightness it. Just what effect does that have as teams watch that behavior? Like I know how it manifests in that particular individual we just talked about that how you're always right, they're rude, etc., but how does that manifest in their team? Do they become the same way or are they intimidated?

Multiple Speakers

Hmm.

SCOTT

Well, you probably see a variety of behaviors, but what doesn't happen is creativity. And speaking up. Healthcare let's talk about it. I mean, where is it more important than to be able to speak up to to stop the line to to improve a situation and if you can't do that, if you're not comfortable doing that. We all have this risk barometer, like, is it safe for me to speak up here? And if it isn't, I'm going to air on the side of being quiet and then bad things can happen.

SCOTT

So that's the result of I'm right, you're wrong. Listen to me, no conversation. It just shuts down the room and bad stuff happens.

SARIKAS

Yeah. And we often hear from individuals in our workshops that they they know what problems are. They want to be able to help bring them to the surface. But they really fear that because someone is on that mission to be right and you're not going to, you're not going to get in the way of that. They want to.

SARIKAS

But that's why it's really important for the leader to recognize that, step in and start having different kinds of conversations. Insert that kindness in there. That is really, really important.

MCGUIRE

I love the scenarios that you're presenting because I think every nurse that's listening or healthcare person who's listening to this podcast will remember a time in our in our business or in their careers when that has happened to them. And that's you know, it's a sad thing. If there should be kindness anywhere, it should be within healthcare.

MCGUIRE

I think we're kind to our patients in most cases, I would hope. But to each other it seems to be a bit of a challenge. So I think it's a really important piece for leaders to keep in mind is that that's what we need to

what we need to lead with for sure. Any particular stories or incidences that you can share of a similar kind of situation where you've seen this in action?

SCOTT

Oh, I had a couple of thoughts as you were talking. The first was my background was critical care nursing. So I was critical care nurse for a long time and just a demonstration of kindness in the room as a nurse. I'd have a patient who was not even conscious and all kinds of drips on a ventilator.

SCOTT

You walk over and you just put your hand on their forearm and talk to them as if they're a human being. And I can't tell you how many times, and I'm sure you've seen this do you see their heart rate, which is, you know, 90 – 100 and start to come down. They start to calm down. And it's just this impact that's a kind gesture that happens with us on teams too. You know, the anxiety is up here and when you demonstrate kindness.

A great way to do that, by asking a question, asking someone's opinion, or tell me why you think that. But you see the anxiety in the room come down, the heart rates come down, and people like, okay, okay, I can, I can do this.

MCGUIRE

Safe.

SARIKAS

Yeah. I think there's I recall a situation where an individual in a in a large team meeting, she just had had a really bad day, lots going on in her life and she just lost it. And the leader exhibited kindness in saying, you know, why don't we all just take a break? It's been a it's been a long day for everyone.

SARIKAS

Let's just take a break. 10 minutes will come back at it. During that period, she went out to speak to that individual, and I'm sure that individual thought she was going to get in trouble. But she exhibited such kindness and talked to her and said, you know, it's okay to have a bad day. We're all we all have them.

It's all right. Take a few more minutes. Come back in, see if you can get a better mindset coming in. And if not, that's okay. Take the rest of the day off. I thought that was really impressive. When a leader can recognize that that wasn't who that person is on a regular basis, they were having really something wrong and that exhibited that that level of kindness. And believe me, the other team, the team members saw that.

MCGUIRE

Sure. Yeah. And level of loyalty is developed with that individual too. I would think.

SCOTT

And think about all of the the burnout we have in healthcare and and how far that an act like that goes either in a conference room or as you're working with patients. I mean, it's just giving the other person the benefit of the doubt. Stepping in. I know you're exhausted. I'll I'll take this call. I'll I'll do this.

SCOTT

Those are those go so far and build build a team that begins to trust each other with each other.

SARIKAS

And I think being a leader that sorry, I think being a leader that steps in and does something that is completely out of the ordinary. Maybe they haven't done that in three or four years, but they go back to that because they know that there's burnout in their teams. They really want to be part of the solution and be helpful and give someone that break when a leader can do that.

SARIKAS

Oh, that really is a game changer.

MCGUIRE

Yes Absolutely. It's a huge game changer. And you know that scenario with the woman who kind of lost it in the team meeting, there are times when leaders lose that, too. But I think that all of this speaks to connecting on a human level, this kindness piece. And I think it's it's more than okay, you correct me if I'm wrong. That it's okay to be transparent after you've blown up and come back and say, okay, you know what?

MCGUIRE

Look, I had this was going on. I had a lot of things on my plate. I reacted badly and I apologize. Let's start again. That does that build so much credibility, don't you think? To be able to admit that and not have to right?

SCOTT

Yeah, yeah. I think that goes a long way because everybody knows it happened. And for you to say I behave badly and I do not want to behave that way is really important. And then to work on it, so it doesn't keep happening. But those those go a long way and people then are more able to do the same, say, all right, yeah, I shouldn't have done that. Let me work on this one.

SARIKAS

You know, you can influence at all levels on your leadership journey. You know, it's not just when you think you've gotten to the pinnacle of whatever it is you're trying to achieve all along that journey, you have a sphere of influence, and when you insert kindness in that sphere, you'll see a lot of positive results.

SCOTT

Yeah, that's a great, great point. We've talked a lot about leadership, but who. Whoever you are. Wherever you are, you when you demonstrate kindness, it changes as the other person and it also helps you. It's it's pretty powerful. But it's it's a it's a dynamic that is powerful. And so we always want to encourage people to start where you are, change you. And that in turn, will influence other people.

SARIKAS

Yeah, I like to say that's where the magic happens.

MCGUIRE

Yeah. Right. And be kind to yourself. Yeah, there's that. I mean people who people who are trying to let go of rightness, if you if you mess up or, Lord forbid you be wrong, be kind, you know, just allow grace. I think that's a really important thing to think about. I actually think that we'll be talking a little bit more about grace in the next section of this series, so we'll we'll wrap up.

But I love the reframing that's happening with this piece as well of kindness over rightness and I love that you said reframing that kindness is not just rolling over. It's it's a strength and it has a lot of power and a lot of positive outcomes that can come from that. So that's a really important reframing. The next time we get together, we'll have another episode in this series that will be changing your value equation: grit and grace, living and leading.

So we'll look forward to that. And again, we'll get together with Bridget Sarikas and Kathy Scott. Until next time, this is Leana McGuire for Elite Learning, Colibri Healthcare.

### Episode 3

INTRO

SOUNDBITE OF MUSIC

SCOTT

Too many today are doing work without understanding the importance of the connection to the bigger picture. And it's it's just discouraging. And so, as a result, you feel like I'm not adding any value and I'm just going to disengage. And some people disengage loudly saying, I hate this, I'm not going to stick

around. And some people disengage quietly and they just stay under the radar and do as little as they have to.

## SOUNDBITE OF MUSIC

MCGUIRE

Welcome back to our Building Your Credibility and Team Skills podcast series with Bridget Sarikas and Kathy Scott. I'm your host, Leana McGuire. And today we are going to talk about changing your value equation, grit and grace, living and leading. This is part of our why positive reframe is critical and healthcare leadership. So let's talk about the value equation.

MCGUIRE

What are we referring to when we're talking about this value equation?

SCOTT

Well, I think we all need to think about what it is we have to offer the world that's our value. What is it that we bring to the table? This is usually our string or set of strengths and it's usually something we enjoy. But so often we don't really pay attention to that and we're just busy trying to do what other people want us to do and meet those expectations. So this is a great time for us to reframe that conversation into what's the value that I can bring.

MCGUIRE

I love that.

SARIKAS

Yeah, I think that's so important. The definition is fantastic, but I think it's so important to understand your value because quite often we're moving at such a fast pace that when we are involved in something, we forget to ask ourselves, How can I be? How can I really add value to this situation? Here's what I bring to it and here's what I want others to bring to it. And as leaders, it's really helpful to help bring that out. But ourselves, it's so important to understand our value.

MCGUIRE

Okay. And you're saying that value is determined by us and not someone else, is that correct? Should be or.

SCOTT

No, that's not correct. I think we need to be clear about what value we bring. But it's also very important to understand what value, need and desire. So who are the key stakeholders in the workplace? I mean, if you're a caregiver, what do your patients need and value? And then you've got to connect your strengths to theirs. But be really clear about that. Here's something I do well, and this is something that they need and let them know I'm I'm the person who can deliver this for you. So it's really a connect the dots. Define it, weigh it, calibrate the value and bring it forward.

SARIKAS

Nice. Well, and I think sometimes value comes from working as part of that team, right. It's not just you individually, it's what's the value of the team. What are you what are those contributions we can make together? That's really important.

MCGUIRE

Yeah, absolutely.

SCOTT

And you know, we live in this productivity model, so that's where this comes becomes very important. And we can talk about healthcare. We're very focused on productivity and getting to the outcomes. And when we're in that mode, we're going fast. We're going as fast and furious with no time, with no reserves, and no time to think necessarily.

And bad stuff happens again. And when you turn that around to a value equation, which is what does the customer need? What does the patient need, what does the team need? It's a different conversation than

a productivity model. What is the cost of this service today? So to think about it that way, because then we will change. We will change what we're doing we'll change how we're working, and and we'll start to think about our contributions in a different way.

SARIKAS  
I love that.

MCGUIRE  
I do, too. So it's not just outcomes, it's relationships. It's kind of, right?

SCOTT  
Absolutely. And it's it's relationships. It's the quality of our relationships which are really important. So how do you, you know, tune in to have quality relationships with those you work with? And it's also about your connectivity to others, the quality of connection with others, because you can you can give and receive value through the quantity of connections which are really important in healthcare today.

Multiple Speakers  
Yes.

SARIKAS  
And I think we're seeing more and more often these days that relationships do matter, that connectivity is so important and people want to be connected in that way. So I think it's it's even more more pronounced that we really make sure that we keep that in the forefront of our mind is is building those kinds of relationships.

MCGUIRE  
And what are some ways to change that traditional value equation?

SCOTT  
Well, I think for for each of us, there's many. But it starts with get clearer about what's expected of me, you know. So so often, and there's actually a recent Gallup survey that that demonstrates that the majority of employees don't even know what's expected of them today. The world has changed.

MCGUIRE  
Wow.

SCOTT  
So before you can add.

SARIKAS  
It's so bad.

SCOTT  
It's so bad, but so before you can establish, you know, what's the value I bring to the table, you also need to understand what are the expectations here so that I can meet them or have a conversation about them. So get clear about expectations. And when we talk to teams, they're like, I don't really know why I'm here or I'm not sure when this is due.

SCOTT  
Ask the question, put it on the table. Leaders, check in. So getting clear is very important.

SARIKAS  
Yeah, I also look at that as an investment, right? Invest time in each other, time in hearing what each other has to say. You know, it's good to ask the questions, but then make sure that you are considered, and you're responding to those questions. Right. And I think that's really important.

MCGUIRE

I think it's also important for leaders in teams or otherwise to help their people feel empowered enough to speak out. Probably ties into the previous discussion we had on kindness, but I think that's an important piece as well. Right?

SCOTT

Yeah, it does. And it's it's important to kind of dig below the surface. So it's the it's the why are we doing what we're doing and why is it so important? And, you know, that that interaction you had with that patient the other day that was so powerful do more of that. So it's really getting to what's important in the workplace and having conversations about it that go well beyond productivity.

Productivity is just one of so many measures that we should be talking about, but we let it dominate the conversation to the harm of of many.

SARIKAS

Yeah, I think what Kathy is talking about too, is it's all about extending grace in those moments, right? I mean that's really, really important.

MCGUIRE

And helping people understand their role. I mean, if that's that loud and clear, that's obviously something that needs to happen. And why am I here? Adults love rationale. We we like to know why we're doing things. So I think that's really important as well.

SCOTT

Yeah. When when people don't know the why, they just get really cynical. I mean, you know, I'm I'm not a dope. Tell me tell me the rationale for this. And if you don't know the rationale, then you better find, find one. Because we all want meaning in our life. We want to do things that are purposeful and and make sense.

And too many people today are doing work without understanding the importance or the connection to the bigger picture. And it's it's just discouraging. Yeah. And so as a result, you feel like I'm not adding any value and I'm just going to disengage. And some people disengage loudly saying, I hate this, I'm not going to stick around. And some people disengage quietly and they just stay under the radar and do as little as they have to.

MCGUIRE

Right. Right. Yeah.

SARIKAS

I think that they often refer to those as those quiet quitters. Right. Which is which is so sad. But, you know, there's also those leaders that walk down the hall and they they give the same request to three different people just to see who can get it to them first. Talk about not adding value. And, you know, the team knows that they all talk to each other and they find out, did you did you get that request?

I just got that one. And so they know that there is something amiss and they're part of something that they don't like being part of. So we need to do better at that.

MCGUIRE

I liked at the beginning of this conversation how you said our value is off, it's what we bring to the table. And often things that we enjoy. Can you give me an example or elaborate on that?

SCOTT

Yeah, when we work out of our strengths, it's it's generally something that we enjoy, but not always. Sometimes we're just really good at doing something we don't like that much, which is why it's important to, like, pay attention. You know, if I'm I'm feeling really put out or used, what is that about? And, and how do I how do I change that value equation?

What is it I, I want to bring to the table that will provide value to me and to you. So, it isn't necessarily that our strengths aren't always something we enjoy, but we should strive to work out of the strengths that we do.

MCGUIRE  
Nice.

SARIKAS

Or bring some of that joy with you when you're, when you're doing whatever that is that that doesn't necessarily give you so much joy. Find a way to do something else that you can co-mingle it. I think that can be a lot of fun because we spend a lot of time at work. Most of us do. And sometimes it's really, really intense. And if you can't find the value in the meaning of what you're doing, then it makes for very long days. And if you definitely have no joy you're just miserable. So you get to try to infuse it in a lot of different ways.

MCGUIRE

So when it comes to those values is that we think we bring to the table or that we do enjoy. Is it okay to come to your leader and say, Hey, you know what, I feel like I'm really good at: fill in the blank. Is there any way I could do more of that? Is that an acceptable conversation?

SCOTT

Oh, my gosh. That's a beautiful conversation. I, you know, when when people come forward and volunteer a strength or want to do better, it just opens the door for all kinds of good to happen. And in today's workplace, that's so important because healthcare in particular is so complex. So we're really dependent on each other. We're interdependent in the work. And so to to to focus in on those relationships and bring your strengths to the team in new and different ways adds tremendous value. So those are great conversations to have with your leader and with the team.

MCGUIRE  
Right?

SARIKAS

Yeah, they're great conversations. But as a leader, you need to be open to listening to what those individuals are saying, because quite often in and I've seen this happen, it's even happened to me, you know, I've come and said, you know, I would really love to get involved in something. And they're like, No, you need to be right over here.

SARIKAS

Yeah, they'll try to keep you in that box or doing what you're doing instead of realizing that you can probably do both and you'll be much more creative and much more productive. So as a leader, be open minded. Listen to what your staff are telling you.

MCGUIRE

Boy, I'm so glad you brought that point up. That's brilliant. It's so important. And you know, it does because we're talking about building your credibility and team skills and building your credibility is this would really help towards that is to have that conversation and say because I think sometimes people hesitate.

SCOTT

Yeah, they're there. They've been shut down a lot and people are not comfortable speaking up in many, many organizations ones today, which is why we talk a lot about grit and grace and how important those are. Those are two sides of the leadership coin that we emphasize. So grit is having the determination to get the work done. It's sticking with it when there's obstacles in front of you and you've got to navigate around them.

SCOTT

We need that grit to get the results. And it's really important. But the the flip side of the coin, which we've been talking about today quite a bit, is really what we call grace. And grace is connecting human to human. It's caring enough to know you, and to understand what value you bring to the table and what value I could offer you.

SCOTT



And so grace. Think about all the people leaving the workplace today and the high turnover and the burnout and the and the mental exhaustion in healthcare. Grace is connecting to the human spirit and getting the talent to the table. And if we can't get talent to table in healthcare and keep it there, we're going to lose.

SCOTT

We're all going to lose. And so we've got to demonstrate both sides of that leadership or influence coin.

SARIKAS

Yeah, and I think what's important too is quite often individuals may be all grit or they may be all grace, right? You know, in some situations it may call for more grit than grace and vice versa. But overall, there's a balance there and you need to know yourself and you need to know those situations and how to exhibit, you know, one or the other at a given time.

But to just be all or nothing, you know, that's never a good thing. I mean, we've all probably had individuals that have led with all grit, you know, get out of the way. As a, you know, not a lot of fun.

MCGUIRE

No, not a lot of fun at all. And when you spoke to leaders being open to people sharing their value and what they would like to bring to the table, I think that that expresses that. That's a lot of grace in being able to do that and allow that. And I think people being able to express their own value and the things that they enjoy. I mean, come on. It has to add to retention.

SCOTT

Absolutely. I mean, it just, you know, somebody heard me, they want more of what I can give them. I feel important. I feel like I'm contributing. These are all retention tools that we can do if we'll just be a little bit more open, ask a few more questions and actually listen to the conversation.

Multiple Speakers  
Beautiful. Yeah.

MCGUIRE

Well, I love the conversation about grit and grace, and I love the conversation about value. What if someone is really not sure listening to this saying, I don't know what value I bring, I don't know if I have anything? How do they how do they find that? Just explore?

SCOTT

That's sad. I think we all need I think we all need to spend more time being a little more introspective about that. And when you're going at a very fast pace all of the time, it's just impossible to figure out because you're exhausted. So how do you treat yourself with some kindness, give yourself some a break, create some slack in the system that you work in for people to actually have some downtime and create some reserve for yourself. Those are all important and and ask a friend. I mean, there's so often we can see the strengths in another person that they can't see in themselves. And what a great gift to share your observations with that person.

MCGUIRE

That's huge. I'm a fan.

SARIKAS

That's a true friend. Yeah, you'll really tell you that, right? You know, or you can even find a mentor, right? And a mentor somewhere outside of your organization. Someone that has values similar to to your beliefs and and really talk to them about, you know, what their journey was like, how they added value, how you're wanting to add value, but you just don't know how to get there.

SARIKAS

I mean, those mentoring conversations can really be powerful and can help lead you to where you want to go in on that value spectrum.

MCGUIRE

Right. And you can help mentor other people on your team for sure. And you know, when we talk about we mentioned leaders a lot in these conversations and someone without a title listening to this may think, well, I'm not a leader. Well, you are a leader, right? Because anybody influences other people is considered to be a leader. You don't have to have a title.

So, every time we speak up and we act and say, these are my values and this is what I would like to do, we're we have a sphere of influence where somebody else may think, well, hey, you know, maybe, maybe I can do that, too. So, we're all leaders on some level if we're positively influencing other people.

SCOTT

Absolutely. We all we all influence the behavior of others. So just to keep that in mind, we have power simply by our actions and interactions. We can change a situation. Which I love, that so often we hear, well, my leader's a lunatic. You know, I don't know that that's going to work here. And we always say, start where you are and create your own. I like Margaret Wheatley, your own island of sanity where you are start.

SARIKAS

But that's really powerful. If you as an individual can realize that wherever you are in an organization, you do influence. And those actions can lead to a lot of good things. A lot of positivity in how you lead and how you influence. So I think that's I think that's that can be so, so powerful for for one individual. And when you start making change, it just continues to go throughout the organization.

MCGUIRE

Fantastic. That's perfect. Great way to wrap up the last installation of our series on building your credibility and team skills, why positive reframing is critical in healthcare leadership. Today's topic was changing your value equation, grit and grace, living and leading with Bridgette Sarikas and Kathy Scott.

MCGUIRE

Thank you for your expertise and input on these topics. I am Leana McGuire for Elite Learning by Colibri Healthcare.

SOUNDBITE OF MUSIC

OUTRO

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