



Podcast Transcript

Building Your Credibility and Team Skills: Building Your Own Credibility on and Off the Team

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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

INTRO

SOUNDBITE OF MUSIC

BRIDGET SARIKAS (GUEST):

I think we often say get comfortable with being uncomfortable because that's where the learning process really occurs. And when you can look at yourself objectively, which is hard, but really look at yourself and say, wow, I could have don't that better, you know? And then again, go back and ask someone if you don't know how, you could have done that better. But you know intuitively you should have. Ask somebody what they think you could have done better. Believe me, there's lots of people out there with some pretty amazing opinions. So, and they're more than willing to give them. So go ahead and ask.

SOUNDBITE OF MUSIC

LEANA MCGUIRE (HOST):

Hello and welcome to Building Your Own Credibility on and Off the Team. I'm Leana McGuire. I will be your host for this podcast and featuring Kathy Scott and Bridget Sarikas. Welcome.

MULTIPLE SPEAKERS:

Thank you.

KATHY SCOTT (GUEST):

Good to be here.

MCGUIRE:

They are coauthors of Viral Stupid Gone Viral. I was going to say viral gone stupid. But it's Stupid Gone Viral. So, we're going to talk today again about building your own credibility. And today we're going to focus on right now we're focusing on biases. So, let's talk about bias. How does that have implications when it comes to credibility and leadership?

SCOTT:

Well, our we all come with a set of biases and it's our human tendencies because that's our brains filter out a lot of information. And in fact, we get, listen to this number, about 11 million pieces of information per second. So, you think about that. This is really zipping through and your your brain is trying to organize all that.

So, we often, you know, absorb some of that and file it. And we fill in the missing information with other information which may or may not be accurate that comes out of our our experiences growing up and ongoing as adults. So, it impacts the way we think. And out of that comes some biases that can take us down the wrong pathway at times. So, it's really good to be aware of what your biases are and really work at trying to understand yourself better.

BRIDGET SARIKAS (GUEST):

Yeah, I think sometimes when we have so many biases coming in, we just call that a hot mess.

MCGUIRE:

That's a good way to a good way to summarize it. Interesting what you said to Kathy about filling it in. So any past experiences or comments or anything that and really the the past experiences could have been affected by previous biases before that.

SCOTT:

Correct. For sure. So and we all do this, it's because we have so much information coming into our heads. We have to take these mental shortcuts, but there's a price to pay for that. So yeah, we and we, we usually have a tendency to believe what we've seen most or believe we've seen most. So, we, we go

with what's familiar to us and that's not always right. Or, and if we grew up with stereotypes and prejudice, I mean, that gets filtered in as well. So yeah, it's, it, it's a problem for all of us and we all need to cut each other slack with it, but also get tuned in to our own thinking.

SARIKAS:

And I think stress can also lead to that. You know, the more stressed we are, the quicker we are to judge or go or fall back on our old perceptions, our old biases, because we're just too quick to think, you know, we're not stopping to really think about what has, what is occurring. So, I think stress is a big factor in that as well.

SCOTT:

And pressure. Oh, yeah,

MCGUIRE:

Absolutely, yeah. I can see that in a big way. I would also think that given human nature and I'm just going with an assumption here, so please correct me if I'm wrong, but I think that we as humans don't like to admit when we're wrong. So, we probably perceive things in ways that support our already existing biases and opinions.

SCOTT:

Is that ever true? And of course, that impacts the way we behave, doesn't it? So, it doesn't just impact our thinking, but it impacts our perceptions, our behaviors, our choices. And yeah, none of us want to look bad or feel stupid. So, we do a lot of protecting ourselves.

Multiple Speakers

Along, right? Right. Sure.

SARIKAS:

But how sad is that? Because when we can admit that we're wrong, you know, our teams really appreciate that so much better, you know, and then they start mirroring that good behavior. But when we show our own vulnerability, you know, even in our biases to our teams, that can be really helpful. It can be really a game changer for many.

MCGUIRE:

Yeah, I can see that. So, let's talk about managing relationships in the face of biases.

SCOTT:

We call that social competence, but it can really being able to manage not just your own self but have an understanding of what the other person is experiencing. It requires some empathy and tuning in, paying attention and being able to manage those conversations and pick up on cues that are important to understanding those emotions below the surface, though it's pretty important in the workplace, particularly since we are really interdependent on each other now. We work in teams and it's all the more important to figure out how to work better together.

SARIKAS:

Yeah. I think Kathy said something really interesting there. Truly about those conversations. You really have to learn how to listen, because quite often, I mean, how many times have you probably had a manager or a one up who who was already thinking about or responding to something without even hearing what you said and you had to stop and say? But that's not that's not what I said. And they don't really care. They just keep moving on. So, that can be very frustrating.

MCGUIRE:

Yeah, I can totally see that. And so is part of this process of managing relationships with people on your team is maybe getting to the point where you consider the fact that you might actually be wrong in your perceptions.

SCOTT:

Oh my.

MULTIPLE SPEAKERS:

Yeah, I know.

SCOTT:

But that is really what this is all about. I mean, and there's some humility in that, but it's about learning your own triggers. What sets me off. I mean, those, those are, you know, some fallibility is in us that we should be paying attention to what makes me fearful or aggressive or angry. So when you start recognizing those things in yourself, which isn't really fun, but it's important. When you start recognizing that, then you know you're going to be better able to manage yourself. And that promotes, you know, confidence, and it also promotes trust from your team. You're keeping yourself under control.

MCGUIRE:

Right.

SARIKAS:

And I think sometimes you have to ask individuals to help you check in on yourself. You know, it's always good to have a friend, a colleague or someone that you can bounce that off of and say, do I do this? You know, can you did you really watch the next time and help me figure this out? Because I sense that I'm doing that.

SARIKAS:

That can be very helpful and it's also a safe place to be because you are extending that. You're asking for that help to a friend or colleague. And they're much I mean, they really are very good at helping you figure those things out.

MCGUIRE:

Yes. Someone that you can trust, to be honest with you, like you don't want to go to this to the person who's always agreeing with you on everything. Well, maybe you do, but that doesn't help. It's not the person to go to. Maybe you want to, but that is not the person to go to. So can you learn how to do this or is are we just stuck with how we're born to to our social competence level?

MCGUIRE:

It comes with genetics or whatever. However you want to put it.

SCOTT:

Well, that is the good news. These are all skills. Otherwise we wouldn't be really talking about them, because if you can't do anything about it, then we're kind of wasting our time. But these are really skills, that we can drill down on and learn. And you know, this is a lifelong learning process, so we will probably never arrive.

I don't know any real saints in this world, but but to learn and practice skills over and over. So like if you notice yourself reacting, that's a huge red flag for you. Reacting. Oh, I wonder what that's about. Let's dig deeper. So yeah, you can learn and and grow and continue to get better.

SARIKAS:

I think we often say get comfortable with being uncomfortable because that's where the learning process really occurs. And when you can look at yourself objectively, which is hard, but really look at yourself and say, Wow, I could have done that better, you know? And then again, go back and ask someone if you don't know how, you could have done that better.

But you know intuitively you should have. Ask somebody what they think you could have done better. Believe me, there's lots of people out there with some pretty amazing opinions. So and they're more than willing to give them. So go ahead and ask.

MCGUIRE:

I would think that active listening would be an important part of this process as well. Any tips on that?

SCOTT:

Wow. Yeah. What is active listening? I mean, it it's really zeroing in. Eye contact is a beautiful thing. So it means put your phone down, get off your computer, talk to me and listen with a real intention to understand what they're saying and with a willingness to even change your mind.

SARIKAS:

But that's such a beautiful thing. I mean, think about how we ourselves love to be listened to.. So can't we extend that courtesy to others and listen intently intentionally as well?

MCGUIRE:

Absolutely.

MCGUIRE:

It sounds a lot like sending the ego to the back seat or out the back door.

SCOTT:

Well, and also it's an intention, because a lot of times we're not trying to be rude or not really listen, but we're our mind is someplace else or we're multitasking, which could be a very dangerous thing. And so it's it's really getting much more intentional about how you interact with people, particularly your team in the in the workplace. How do I want to come across and you know, it's being intentional about improving your own leadership or your being a better team member. So be conscious.

SARIKAS:

I think the other day I had someone they were driving and they were going to take a call from me and they said, You know what, I'm going to pull over and have this conversation with you because I really want to be all in. And I thought that was so great. I thought, you know, they took the time.

SARIKAS:

They also told me that they were doing that, which meant that they were really going to pay attention to what I had to say. So that goes a long way. It really meant a lot.

SCOTT:

Boy, that's a statement.

MCGUIRE:

Right, isn't it? Yeah. Instant credibility marker. That's fantastic. So how do we get to know ourselves? What are some ways to get to know ourselves? We're talking about listening to others and paying attention. But that I mean, you talked about how we need to be aware of how we react, etc. But are there, other ways to raise our awareness about ourselves as much as we as others?

SCOTT:

Well, Bridget referred to getting feedback. Always good and getting feedback from someone who will give you real feedback that you trust. So powerful and to also take time to think about your day. What went well, what didn't? What could I have done differently? Those are those are all just basics that we don't take the time to do. And then, you know, create your list of what do I need to be more intentional about?

SCOTT:

How can I be more empathetic? How can I listen better? So it really comes back to some mindfulness stuff about, you know, your day and who you are and how you come across.

SARIKAS:

I think there's also some good behavioral surveys out there that you can take personally that will help you hone in on that. You can find them all over. You just Google them and they really can help you. They don't give you all the answers, but sometimes they lead you in the direction that you need to go.

MCGUIRE:

Fantastic. Okay. This is really, really good stuff. Any examples that you can give of a situation where bias has gotten in the way?

SCOTT:

Yeah, so many times. So just being females, you know, I would approach the world a bit differently than most males and and sometimes I think they should understand where I'm coming from. And they don't, they don't they're not thinking like I am. Or a person of a of a different color or ethnic background. So often we assume they're experiencing the world like we are, but they don't.

So they're coming at it from a very different place. And I remember working with a group for about a year. It was we were involved in a merge, and I came from a academic medical center. We were merging with a unionized mostly not high acuity hospital. So very, very different, very different training of the the nurses and the physicians.

And it took me quite a while to realize I was speaking a different language. I was approaching this work as if they all got the way, I think. And it took me too long to figure that out. And that was based on my own biases that I came to the work or the workplace with. And then over time I started asking better questions and figuring out, Holy cow, we got to go back to base and start over here. Because they didn't understand what I was saying, and I didn't I couldn't hear what they were saying to me.

MCGUIRE:

Wow, that's a really good example.

SARIKAS:

Yeah, that's a great one. I think, too, having worked many years in supply chain in health care, one of the things that was so important for me, because you have a very different perspective, your your time, your negotiating, it becomes very much a numbers game. What's really important is to partner with your clinical teams. Sometimes it's rounding with them and really understanding their perspective of why they may need something, you know, certainly when it comes to major clinical equipment, you know, enough said, but when it comes to certain supplies, you may think it's so easy to not use that where it's really important to understand what is used for the clinical perspective and that coming together and partnering is so important because we both have biases right? Coming into it, you're just going to be on the financial side, you know, and the other supply chain may be, you know, you just want everything. So it's really important to come together in a different way and have those conversations.

SCOTT:

That's great example.

MCGUIRE:

Yeah, it is. It's a really good example. This conversation about bias, I mean, really, it's something that could be could go on for a very long time because there's so many intricacies and levels to it. When you think about it. And I know that we're focusing on credibility on and off the team. So when we talk about off the team, for example, it's important when delivering patient care, I would think, to be aware of your biases as well.

SCOTT:

You bet. Delivering patient care, being home, being a parent or a spouse. Oh, my gosh. I mean, I learned a lot about me from my sons. They're pretty free with their feedback. And they always have something to tell me so I can learn.

Anyway. And, you know, a lot of times I think, doggone it, they're right. So yeah, it's important, you know, in your team of colleagues, it's important when you're interacting with patients, especially when they're from a different world than you live, a different socioeconomic background or race or anything. You've got to really tune into yourself and how you're coming across and and communicating with them and and listening to what they have to say or what they are saying that you should be picking up on.

MCGUIRE:

Right? Right.

SARIKAS:

Yeah, I think that's I think those are such great points. And, you know, they have a way of grounding us, really getting us back to ground zero, you know, because sometimes we really get way ahead of

ourselves or we're so into our head thinking about something and someone can come back and just bring it, bring us right down to earth and have us think differently.

And I think that that's the well is certainly the beauty of children. It's also the pain of them sometimes. But it can be the beauty of everyone. Right.

MCGUIRE:

Right, right, right. That's interesting. Yeah, it's it's it's tricky, this bias piece, because it's not always a conscious thing, you know, but but I love the feedback. I think that's probably the best way to find out what's going on. That's excellent advice. Well, thank you so much. So we've been talking today about biases and we will continue the conversation of building your own credibility on and off the team.

We're going to have a follow up podcast and we'll talk about trust. And thank you, Kathy and Bridget, for this interesting conversation. We encourage you to explore all of the available podcasts and learning on Elite Learning dot com. This is Leana McGuire for Elite Learning with Colibri Healthcare.

SOUNDBITE OF MUSIC

OUTRO

Episode 2

INTRO

SOUNDBITE OF MUSIC

BRIDGET SARIKAS (GUEST):

Yeah, I think the curiosity is so important. I think in order to be successful in anything, you have to have a level of curiosity. So you need to be curious in perspectives, understanding biases, you know, really getting to that trust and building that credibility. But if you're not curious and you just walk in and out of a situation, you know, there's no improvement going on. There's no you know, you're not growing at any level. So the curiosity piece is really important to your personal and your professional success.

(SOUNDBITE OF MUSIC)

LEANA MCGUIRE (HOST):

Welcome to part two of our podcast series, Building Your Own Credibility On and Off the Team. Joining us again are Kathy Scott and Bridget Sarikas, coauthors of Stupid Gone Viral. Welcome back, ladies.

MULTIPLE SPEAKERS:

Thank you. Good to be here.

MCGUIRE:

I'm Leana McGuire, your host for this series. And today we're talking about trust, how trust contributes to your credibility on and off the team. So let's start off by talking about what does trust mean, what do you need in order to gain trust?

KATHY SCOTT (GUEST):

Oh, you need a lot more than what people are getting today. It sounds like we have a workforce that's really hurting and and not trusting those above them or even a lot of their colleagues because of the polarization we have experienced over the last few years. So, yeah, it's going to take some different ways of behaving and relating to get trust back into the workplace and one of those is just humility as a leader or a coworker, it's it's it's coming forward as someone who wants to understand the situation and others in the situation and in admitting, I'm I don't have all the answers, we, we need to work together. It's humility that's really important.

SARIKAS:

And I think today, especially as Kathy was mentioning, that is so important when leaders come in, your one up's come in and they think that they they know everything. It can be so off putting to so many because people really want to relate. They want to find something meaningful in their work and they're looking to their supervisors and others to help them gain a little bit of that clarity.

So I think that that's so important. And in building trust, you really have to go there. You can't be the one that comes in saying, you know, hey, I got all the answers. Just do what I tell you. Nobody, nobody's nobody wants that these days.

MCGUIRE:

Plus nobody believes it, right? I mean who has all the answers?

SCOTT:

Not in this complex day.

MCGUIRE:

There's no way. No, it's it it just sounds. It just it just screams my way or the highway.

SCOTT:

Bridget reminded me of this story, and we talked a little bit in the last one about supplies and and supply management and working with clinicians and being a former chief nursing officer for many, many years. I remember this one scenario where they changed all the gloves out in the organization and they didn't really get feedback from the nurses or the physicians, but these were the everyday gloves, not the sterile.

And I kept hearing complaints from nurses, and I kept trying to ignore that and think, come on, you know, these are significantly cheaper. So one one day I finally went out and rounded and which I did routinely, but I was out rounding and the nurses see me and they're like all over the gloves. I hate these gloves.

And I'm like, Look, you guys like, what can be so bad? And they flip them on and hand, fingers went right through the end of the gloves. They were so thin and they said, We're using three times as many gloves because they're so crappy. That wasn't really the words, but close enough. And I immediately got it and I had to apologize and and and say, wow, I didn't know that. I heard you, but I didn't really hear you.

And we got to go back and look at this. And and we did. But that's just, you know, I wanted to defend the decision, but at the same time, you couldn't. And so ended up going through a process where we involved the people who wore the gloves. I know it's crazy.

MCGUIRE:

There was a thought.

SCOTT:

And we came up with a different solution.

MCGUIRE:

What a great example.

SARIKAS:

Well, you know, there's always when in hospitals, they love to do this because people when they, when they try to cut costs, they always love to cut the the ply in the toilet paper. There's nothing worse in this world than to cut the ply in the toilet paper. Right? I mean, you can find you can find efficiencies elsewhere. But just got to add a little levity here.

SCOTT:

Yeah, we had to do that during the pandemic at our house. Not a big hit.

SARIKAS:

Right, exactly.

MCGUIRE:

Okay. Both good examples. No, and that really is that's key is to really listen and not just defend your position for the sake of defending the position. You know what I mean? I guess that's what we're talking about by humility is just, you know. Admitting. Does empathy play a part in this?

SCOTT:

Oh, yes. You know, empathy is a lot of people think of empathy as sympathy. It is not that. I want to be clear. Empathy is really connecting to that feeling below the surface and in understanding the situation that they're that they're experiencing, it might be different for you, but they truly are experiencing something in a certain way. And and when you're able to do that, which, you know, in the glove story, I was pretty able to get there pretty fast.

Having been a bedside nurse for a long time. But how frustrating that would be and how senseless that would seem and how angry they were getting about that. I mean, didn't take, you know, too much emotional competence to pick up on that. But empathy is really important. And it's important for us to think about intentionally being empathetic that we call that cognitive empathy. But it's saying, I'm I'm really going to try to get into your experience and understand that it's very important.

SARIKAS:

Yeah, I think that's the beauty of rounding too because that's so helpful. You can walk in their shoes for a moment, for 30 minutes, for an hour, and it can completely change your perspective, which is really helpful. I mean, you quite often get caught up in the busyness of the day to just step out and partner with them or, you know, take that step back and go back to when you were in those front lines and did that. You know, it really it's humbling. And it also allows you to project that empathy, which I think is so important. And they you know, your team, they love that. They relate to that. They respond to that.

MCGUIRE:

Absolutely. So, empathy really is, again, separate from sympathy, as I can relate to this situation and from an experience that I've had in the past, or at least I can try and put myself in your position if I haven't experienced it myself.

SCOTT:

So yeah, but it's also you are correct, but it's also knowing that you're, you're going to experience things differently than me. So just the fact I'm going to say that I am I'm a white female who's been in the profession for a long time and I'm in a position of power, quote unquote, as a leader. I'm going to experience people and situations very differently than you. I mean, how many times have you watched someone interact? I always pay attention to how people treat my assistant when they come in the office and if they are disrespectful, they're like, Wow, and then they come in to see me and they're a whole different person. That's what I'm talking about.

So sure that cognitive empathy is is recognizing that we are we are different people and in different roles and have different experiences. And I need to pay attention to yours. I need to hear what you're saying to me about your experience and understand that better. It's very different.

MCGUIRE:

Absolutely. This ties in a little bit to the humility. Well, a lot to the humility piece as well, because if you're being humble, it creates trust. Which right, am I? Right. I'm thinking of it. Let me give you I'll give you an example of I had a leader several years ago who lost his temper. It was just a really bad day.

And my simple question was the straw, right? That he was he was at the end of his rope and and lost his temper. So, you know, I somebody gave me the example of a credibility piggybank. So coins either go in or come out. And I took a whole bunch out because I thought, you know, I had the old this guy's a you know, I don't I can't work here.

You know, I had the whole night shift with that. In the next morning. He came in and said, you know, I, I didn't handle that situation very well last night. And he explained why and said, can we start over? And and that credit the trust and the credibility. But that level of humility created a level of trust in me, where I thought, okay, I can trust this guy to do the right thing if he loses it. Right? So I don't know, I was just trying to tie the two together, but I think that's a pretty good example too.

SCOTT:

Wow. I think that's a great example. You know, to say I was an idiot or I behaved badly or, you know, and to apologize and work on and then bring it back to. Let's try this again. I like that. It's one thing, you know, there's some people that could apologize and keep doing it. But the the the fact was, we are all human and we will all do dumb things. And so to be able to apologize and, and then correct the situation or try to correct the situation is, is a great example of humility.

MCGUIRE:

Right. And credibility.

SARIKAS:

I think it's that that, as you mentioned, Kathy, that human aspect, which is so important, is sometimes we forget that we're all humans, we're not widgets and we'll mess up. but it's it's important to own it when we do mess up and, and, and show that show that empathy that you just talked about.

MCGUIRE:

And asking questions, right. Like you with the glove example, like really getting in there and finding out what the issue is instead of just, oh, my, you know, like, I don't I don't want to hear this. That's a really big piece of this, isn't it?

SCOTT:

It is. And and again, it took me too long on that one. But to to ask questions that are not Yes, no questions. Do you like the gloves? No.

MCGUIRE:

Good point. Yeah. Right?

SCOTT:

So you want to ask open-ended questions that that help you have a better understanding of the situation. And, and when you ask those kinds of questions, there's more energy and people want to talk to you about it, which, which is always good. So, you know, questions like what happens when, you know, people different? They are one size fits all, but is this happening with everyone?

Tell me more about when this has happened to you. So ask with curiosity and and, you know, to to get more information and get people to share their stories. It definitely deepens trust and it certainly gives you information to make decisions from.

SARIKAS:

Yeah, I think the curiosity is so important. I think in order to be successful in anything, you have to have a level of curiosity. So you need to be curious in perspectives, understanding biases, you know, really getting to that trust and building that credibility. But if you're not curious and you just walk in and out of a situation, you know, there's no improvement going on.

There's no you know, you're not growing at any level. So the curiosity piece is really important to your personal and your professional success.

SCOTT:

And then and then you can take that information. So say you're a supervisor, you know, middle manager, which those are tough positions and you're getting beat up by your staff on a particular issue. So if you can, it's so often we shut down like, well, that's what they said we have to do, so we're going to have to do it versus asking, I encourage people to ask those expansive questions to get more information and then to present what they're learning to the people who made those decisions.

It's it's really powerful. It's one thing to say everybody hates them. It's another thing to say, here's the problems my team is experiencing and wow, that really gets people's attention. And and so ask those questions and then take that information forward. That's leadership.

SARIKAS:

Yeah. I think you get two for the price of one. You get the what and the why, which is really important. You know, you're not being left with, okay, this is the what. But now I still have all these other questions

around that as to the why. So as Kathy mentioned, when you can give both of those, that's that's that adds to your credibility.

MCGUIRE:

That's a really good point. And I love that you mentioned the fact that that's leadership because you don't have to have the title of a leader to be a leader. That's not that's not the definition. It's anyone who has an influence on other people can be a leader. And this is very influential.

SCOTT:

Yeah, it really impresses me when when people who are I'll say at the point of service, they're delivering the care, they're in the trenches when they take the time to frame something up so that those around them can better understand an issue. It's really powerful. That is leadership, and we need more of that. We need that from everyone. You know, in the workplace because there's so much going on and it's so complex, we're never going to understand it without those kinds of conversations.

MCGUIRE:

Wow, that's so powerful.

SARIKAS:

And that's when people really listen. Yeah. When you provide them with complete information, they really do tune in, you know, otherwise quite often they just hear it as, Oh, it's just another complaint or someone saying something, you know, negative, whatever it may have been. But if you can really frame it appropriately, people will listen, your credibility will grow, and they'll also be more inclined to have you on their teams for future projects because they know that you have that ability to kind of cut through it all and really give them the full story. So that's really important.

MCGUIRE:

Yeah. And I would think that how you communicate that is important as well.

SCOTT:

It really is.

MCGUIRE:

And yeah, it can't be that, you know, I'm sick of these gloves. And here's the proof, you know, piece of paper on the table. It has to be, I would think on a professional level, cost analysis always works well.

SCOTT:

It will certainly help you move the issue along for sure.

MCGUIRE:

Yeah, absolutely. Absolutely. Wow, this is really good information.

SARIKAS:

Although I do appreciate a good cost analysis. I have to say.

MCGUIRE:

Yeah, yeah. I was just I was just thinking that I could prove that they if, you know, you're using three pairs of gloves for a procedure that you used to use one on, then that's going to that's going to raise some attention. Absolutely. You know, no doubt about that.

SCOTT:

Well, we actually did go back and look at the volume of gloves being used and could see very clearly that it had increased significantly. I don't remember the number, but we got down.

MCGUIRE:

There you go.

SARIKAS:

I know you would. I have no doubt.

MCGUIRE:

It makes me think of those paper towels, you know, women's restrooms or I'm assuming men's where it spits out this much paper and you end up doing it four or five times. I'm thinking this is not right, not healthy. I also I had a little giggle when you said open ended questions because every time I hear that, I think NCLEX, you know, it was always the the answer was always, how do you feel about that? That's when you knew you had the right answer. No, of course. That's I it's been a while since I wrote mine, so I'm just assuming it's the same way.

SCOTT:

My favorite time of stupid questions, as I call them, is, is after a sports event where they're interviewing, say, the losing quarterback and they say, how do you feel? I am always waiting for that guy to slug the person who asks. How do you think?

Multiple Speakers

Oh, but anyway. Exactly, exactly.

MCGUIRE:

Well, this is a really important topic is trust. And I think sometimes leaders oftentimes aren't aware that their actions are affecting the trust level and their credibility. And that could be, you know, giving short, curt answers to people or not looking up, could be talked about eye contact and listening in. In our last part, our last section of this podcast series, the first one, and how important it is to really pay attention. All of those little things lead to trust and credibility. Am I right on that?

Multiple Speakers

Yeah, yeah.

SCOTT:

For sure. And and I've said this before, but we need to remember the higher you are in the organization, the more the information gets filtered on its way to you. So if you really believe and know that and believe that, then you've got to find ways to get good information because you're not and and nobody wants to, you know, well, some people want to deliver bad news, but they're it's you're not going to hear the full story. And Bridget and I always talk about keeping it real. You know, how do you keep it real as a leader and get real information?

Multiple Speakers

It's wow to be. Yeah.

MCGUIRE:

That's such a good point. Wow.

SARIKAS:

I think it's also good to really go down in many levels in the organizations. We also we often call that skip level meetings, but having those kinds of meetings because people, you know, at different levels will make sure that they're telling you the truth. And, you know, and they love those opportunities because they believe you care. And so when you're in those kinds of conversations, you know that that intentional listening is so important because they're going to tell you a lot.

SARIKAS:

And they and it won't be filtered.

MCGUIRE

That's a good point.

SCOTT:

You got to I kind of hold my breath and those like, all right, hit me with your best shot. Yeah, right.

Multiple Speakers

Exactly. It's coming, right? Yeah.

MCGUIRE:

That that's a big piece of trust. So that's that's wow. What a great topic. Okay. Well, thank you so much for joining us again. We'll look forward to speaking with you in the next section of this podcast series when we'll come back and speak about risk. And thanks to everyone for listening. Please explore all of the other wonderful learning experiences on Elite Learning dot com.

There's so much to learn on here. And I'm Leana McGuire for Elite Learning at Colibri Healthcare. We'll see you next time.

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Episode 3

SOUNDBITE OF MUSIC

INTRO

KATHY SCOTT (GUEST):

What I want to see is thrivers and those are two different things. So they're tired, they're burned out. They're they're leaving the profession, they're exhausted. Not just nurses - physicians, pharmacies, the list goes on. So that's why we've got to challenge those underlying beliefs that we have in healthcare that are just not working for us at all. And one of those is you can make decisions from above and push them down.

And they're good decisions when we've got to move to involving the people who do that work in the decision making process. That is a fundamental assumption that needs to be put out there. And and that changes our structures that changes so much. That's how we'll get to a more resilient workplace.

SOUNDBITE OF MUSIC

LEANA MCGUIRE (HOST):

Welcome back to part three of our podcast series on Building Your Own Credibility On and Off the Team with Kathy Scott and Bridgette Sarikas. They are coauthors of Stupid Gone Viral. Welcome back.

BRIDGET SARIKAS (GUEST):

Great to be here.

MCGUIRE:

And I am Leana McGuire, your host for this podcast series. And today we're talking about risk, which could be a risky topic, but we're we're talking about risk and how it contributes to credibility on and off the team. So who would like to kick us off on this topic? It's a good one.

SCOTT:

I'll, give it a shot.

Multiple Speakers

Give it a go. All right.

SCOTT:

Yeah. Risk. I mean, it's everywhere. I don't know if you've noticed and we don't always see it until we're in it, unfortunately. But just I think the last several years, we've learned how risky the systems that we work in are. Now, they those systems really failed us. And created problems that were difficult to manage. But we also experienced a lot of risks in our personal lives over the last several years. So it's a really important topic for us to talk about today.

MCGUIRE:

Okay. Reliability?

SARIKAS:

Yeah, I think it's, I think I was just going to say, I think risk is so important, but also how we react to that risk is equally as important. So should be should be an interesting thing.

MCGUIRE:

Yes, absolutely. So it sounds like a reliability issue when you're talking about, for the examples of the last couple of years and the system and it didn't really support us through everything we went through. Can you elaborate on that reliability and how it contributes to credibility? I mean, I can assume. Based on what you said. Yeah.

SCOTT:

Well, just just think about, you know, reliability is getting the same results every time. That's what reliability is. And of course, you want those to be positive results every time. And I think what we have been experiencing is we keep doing the same things over and over and are not getting the same results. And yet we continue to do that because it's more comfortable we are right.

Human beings are pretty risk averse. And and so we tend to error on the side of doing what we've always done and it takes us so long time often to recognize, I got to stop doing that. But that means you have to start addressing those risks that have, you know, reared their head in the system that you work in. And that means you have to change your behavior also. I mean, when you address risks and behave differently, it has a personal impact. And that's kind of tough to do.

MCGUIRE:

It is. It is.

SARIKAS:

Yeah, I think we've often seen, as Kathy mentioned, that we tend to revert back to whatever is status quo because it's so easy it's what we knew for so long. And just going back there takes away a lot of anxiety and we like to say the status is not quo. So if people could start thinking that way, it would be a lot better.

MCGUIRE:

So as a leader, it's important to be adaptable, is what I'm hearing.

SCOTT:

Yeah, as a leader, as a employee, as a parent, as anything. I think about the dinosaurs. They did not adapt fast enough. So we have and if you are to survive and actually thrive we need to, one be able to anticipate the risks out there and look for them so that means we got to be aware.

And then when they start coming at us, we have got to do something with them. So, you know, how can we adapt our behavior or our systems to to have a better outcome? And that requires being conscious about it and taking on some problems that might be really uncomfortable. So health care, let's talk about health care for a minute.

Lots of risks in the system and we often just keep our head down looking at the short term without thinking about the longer-term impact and can get into all kinds of problems. And I do a lot of investigations of errors that harm patients and have so many examples there. But so for people to stop the line or speak up, those are those are taking on the risks. And putting some risk on yourself can be tough.

MCGUIRE:

Sure. Yeah.

SARIKAS:

That can be very tough. I think adapting though and changing the older we get, the harder that sometimes becomes for individuals. So I think when you can do that in small ways to start adapting or changing your behavior is know you don't have to change overnight. It's impossible. Realizing that just those very small

ways that you change behaviors or you adapt can be very helpful to a situation and be willing to do that. You know, start small. It will be helpful.

MCGUIRE:

Yes, proactive. I was just thinking when you were saying that you see the risks coming and you start to develop a plan for that. So it's more proactive than reactive.

SCOTT:

Yeah, that's the ideal. And you know, in high reliability organizations are that are consistent in their good outcomes, they're, they're paying attention to day to day operations. They're paying attention to the risks in their midst. And when people bring them up, they're finding ways to address them quickly versus just let them, you know, simmer below the surface. And too often, you know, we normalize the bad behavior and we ignore the short cuts that are going on.

And we don't do anything about it until there's a really bad outcome and then whack the person who happened to be the unlucky one gets punished in some way. And that's no way to build your organization or a culture of where people are willing to take on the tough problems that we're facing today. So we have to counter that.

SARIKAS:

Yeah, I think you see they also see that, you know, even beyond health care, you see that in the accounting and finance areas, you see it in the news almost every day. Someone starts out something small in an organization in defrauding the organization, and then before you know it, it becomes huge. And then, you know, you've got an Enron or many of the famous cases that are out there. It happens all the time.

MCGUIRE:

Yeah.

SCOTT:

We're not talking, we're not talking adapting in illegal or negative ways, which is what Bridget was just talking about and what I was talking about. We adapt. We do a work around. We're we're we're going for a better incentive. We take shortcuts and then we get in trouble. We're talking, about adapting so that we can be more resilient, which means we end up being in a stronger, better place. And those are two different outcomes that we're looking at here.

MCGUIRE:

Sure.

SARIKAS:

I think one of the important things there is critical to that is the learning component, because in there, as we're adapting, as we're changing, there will be failures. There'll be some kind of misstep along way. And as leaders, it's really important to help our staff learn from that. And I think that that when you can when you can experience that learning component and not be punished for that failure, that can that can go a long way to helping you enhance your risk. Your risk appetite.

MCGUIRE:

Sure. Good point. I was thinking of and this may be a bad example and it's certainly on a larger scale than just with a team. But I was thinking in terms of the nursing shortage, I mean, 20, 25 years ago, there was just a lot of talk about if we don't do something in 20 years, we're going to have a nursing shortage.

SCOTT:

Wow. Yes. So I've been a nurse. Yes. So I've been in nursing for more than 40 years. And we've been experiencing these nursing shortages. And quite frankly, we have kept doing the same old things. So it's really, that is a great example of not adapting in ways that are going to make us stronger in the future, at least not enough.

SCOTT:

So there's a lot of work going on in that area again. Personally, I'm working on a grant, a large grant to increase the pipeline of nurses in my state and we're really wanting to do it in a way that doesn't get the same results, you know, five and ten years from now. So we'll see. But but taking on those risks, even even as we're having conversations, we're saying, well, yeah, but that's kind of hard to do. Yes, it is. Yes, it is.

It is something we really need to get intentional about and adapt in ways that that move us to a stronger position.

MCGUIRE:

So it's making those positive adjustments along the way shows a level of resilience, right?

SCOTT:

Yeah, it is. Resilience comes when you've really been in an adverse situation or really challenging times and then, you know, that's when we get a little bit better at experimenting and in trying new ways and start questioning those beliefs that we have that no longer hold true. We hold on to those way past the point of when we should give them up.

But when we're in a crisis, we can usually acknowledge, okay, that belief, that assumption is no longer valid at all. It we got to get rid of it, replace it with something else. And when we're able to do that, that's when we can move to a more resilient state through adaptation that we wouldn't have done otherwise. But it's hard work.

SARIKAS:

Yeah, it's very hard work. And I think probably nursing is one of those areas, too, where they probably think that they're over resilient. You know, they've heard that word a lot. We built our resilience. We're so resilient. What more do you want us to do? But I think the key there is getting back that adapting, changing, taking risks, experimenting. You know, be okay with some failures along the way. But taking those risks also allows you to become more resilient.

SCOTT:

Yeah, I would say they're not. Our nurses are not for the most part more resilient. They there are amazing. And they have they have survived. I would call them survivors.

Multiple Speakers

Yeah.

SCOTT:

What I want to see is thrivers and those are two different things. So they're tired, they're burned out. They're they're leaving the profession, they're exhausted. Not just nurses - physicians, pharmacies, the list goes on. So that's why we've got to challenge those underlying beliefs that we have in healthcare that are just not working for us at all. And one of those is you can make decisions from above and push them down.

And they're good decisions when we've got to move to involving the people who do that work in the decision making process. That is a fundamental assumption that needs to be put out there. And and that changes our structures that changes so much. That's how we'll get to a more resilient workplace.

MCGUIRE:

Excellent. I was going to ask you for an example.

SARIKAS:

That's like almost like a mic drop there.

MCGUIRE:

That was perfect. Good. Good point. I think I think that we're very as a profession, very resilient. I think we're well, we're strong, but I think we're really good in a crisis. But what we what I'm hearing is what we need to be able to see things coming and make changes before it becomes a crisis, you know, it's like a nursing intervention.

Or if you see somebody with extremely high blood pressure, are you going to walk away until they code? No. So it's I think because I mean, we are we're most nurses I've worked with majority are really good in crisis but and I'm thinking patient care but but on a larger scale we don't want to ideally we don't want to get to crisis mode is kind of what I'm hearing here and I can see how that builds credibility if you're willing to do those things, how could it not? Right?

SCOTT:

Yeah. But that's a reactive mode. So we're reacting to the crisis. React, react, react. Holding it all together in very impressive ways. Where we need to move to like now that we're out of the pandemic, there's still a lot of bad going on. But but we should be we should be looking at and I'm not saying a lot of organizations do this, but what what did we learn from this?

And so now how do we adapt our current structures and our current processes, our current incentives, our current standards to in healthy ways will make it easier for people to do the right thing in the workplace. And a lot of people have they're tired, so they've just returned to whatever was going on before with very little adaptation. And that is deeply disturbing because there will be another crisis. And in the meantime, people are still working hard and reacting.

MCGUIRE:

Yes, yeah.

SCOTT:

So, not a good place.

MCGUIRE:

Yes. So if I you know, hypothetically, if I was in that situation, I don't work at the bedside currently, but if I was still at the bedside and someone came to me and said, we're going to put these measures into we're taking a look at the situation. We're trying to learn the most from it and adapt so that we're prepared for the next time. That would definitely build credibility in my eyes as opposed to let's go back to business as normal until. Right? Is that that's what we're talking about here? Basically.

SCOTT:

For sure. And I'll give you an example of someone I'm coaching who is a supervisor. And her one up came to her and said, you've got too much staff, you got to send the staff home. And she had one extra person for 4 hours and she said, Are you looking in the waiting room? This is the ER. Are you looking at the volume of patients we have? We have twice what we usually have. And she said, Yeah, but you're, you're budgeted to have this staff. So that's, that's I mean, that is a perfect example of we got to think here, you know, when you have more patients, you need more staff. We need to be able to adapt our work processes to account for those.

And same with how, how, you know, how do you adapt when you don't have any patients there? So it's just in in what do you think it did to that supervisor? She was really mad. She was just trying to just keep it going. So so the underlying assumptions of that budget are not adequate for this time or for that situation. So those need to be rethought.

MCGUIRE:

Yeah, yeah. Good example. Good example. So when talking about let's talk about I mean, this is all a great conversation when you tie all three of the episodes in this series together and we talked about biases and trust and risk and building credibility. I think it's just such a great discussion to help people get more of an understanding. Can we talk a little bit in general about success in the workplace?

Can we pull all that together? You're building credibility. Let's talk about that and moving forward, trying to move forward in our own professions. Definitely a connection between that credibility.

SCOTT:

Sure, I'll take a stab. It starts with this. It starts with my mindset. You know, whether I'm a at the point of service or a manager or a leader, and it really gets down to, am I willing to look at current state, observe

it, see it, see the risks, and learn new ways of doing business? I mean, that's really what we're talking about.

And if I'm willing to actually admit what's going on and see it and admit that there are problems, then we then we can start to experiment and get our arms around things. So it takes a mindset of curiosity, empathy, humility, asking questions, checking in, and then saying, I don't know the solution for this. Let's, let's try to figure this out and and to put a structure around figuring it out so you can do that. That would be a good start.

MCGUIRE:

Oh, wow. Absolutely. Absolutely.

SARIKAS:

Yeah. I think it's so great to to always keep in mind, I love the first one that you started out with, which was curiosity. That's a huge one for me. I mean, I know and anything that I'm learning, any crisis that I'm in it, the curiosity component is so critical to my success and how I move forward.

So I think that's important for everyone as they are building that credibility, you know, that resilience, that trust, the curiosity factor is so critical to them.

MCGUIRE:

Talk to me about an unhealthy mindset. What does that bring? Anything. Give me an example.

SCOTT:

Yeah, an unhealthy mindset is we don't want to look bad. We got to hit this. We got to hit this number. No matter what the cost. It's looking at short term and it's like, I don't want hear bad stuff. Let's, let's keep moving forward. So it's it's called a fixed mindset. There's no room for being creative or trying. I'm a I'm a huge fan of small tests of change. They're they're really powerful.

MCGUIRE:

I like that.

SCOTT:

The PDSA Cycle Plan Do Study Act. So, you know, we got to leave enough slack in your system to allow for that kind of work to go on during these times so we can learn and, and adapt and keep moving in a positive direction instead of the status quo. So I would say the opposite of a healthy mindset is I'm closed.

Here's, here's what we have to do, don't want to hear from you. Hit the number, hit the target. Get 'er done. It's not going to work in this day and age.

MCGUIRE:

No. Good point. Good point.

SARIKAS:

Well, and that's so unhealthy. It just stifles it stifles creativity. It stifles problem solving. It stifles innovation. You know, it stifles all that critical thinking that is so necessary so that that unhealthy mindset can almost be paralyzing.

MCGUIRE:

Takes coins out of that credibility, bank. Right? Absolutely. So a healthy mindset is about perception, being aware of perceptions, maybe listening, paying attention to those assumptions. We talked about biases. It's all of those things that we've covered in the last three episodes of this series and how that contributes.

SCOTT:

Yeah. And a willingness to take some risks.

MCGUIRE:

Yeah, absolutely. Yeah.

SCOTT:

You got to be willing to do that in this day and age. And that makes you a bit vulnerable. And that's kind of scary and challenging.

MCGUIRE:

Yeah, absolutely.

SCOTT:

It's important to have important to have some tools to do that kind of work.

MCGUIRE:

And while you're building credibility with people on your team, you're also building credibility with other people within the organization. That's how that contributes to helps with that, too, right?

SCOTT:

Absolutely.

SARIKAS:

Because everyone talks. Everyone tells the story. You know, hey, I just saw this occur. It goes like wildfire. I mean, it's unbelievable. So, you know, it could it could work to your advantage or just.

MCGUIRE:

Yeah, absolutely. It speaks to leadership. So that's really that's really cool. Well, this has been a really informative and helpful series on building your own credibility on and off the team. And we have covered, again, talking about bias in the first episode and trust and risk and success. It's been a really total of an hour of really great information.

So I thank you again both for coming here. As subject matter experts and having these great conversations with us. Thank you. Kathy Scott and Bridget Sarikas.

SCOTT:

Thank you. A pleasure.

SARIKAS:

Thank you.

MCGUIRE:

And I'm Leana McGuire, your host for this Elite Learning podcast by Colibri Healthcare.

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