

Authentic Leadership from Tina Freese Decker, CEO of Corewell

Jacob Morgan 00:00

You are about to listen to an exclusive conversation that I had with Tina Freese Decker. She is the president and CEO of Corewell Health, which is a health product company with over 60,000 team members. This conversation was one of the over 100 conversations that I had in doing research for my brand new book, *Leading with Vulnerability*, which is officially out October 3, and is now available for pre-order by going to leadwithvulnerability.com. And I really do hope you get a chance to pre-order a copy for yourself and your team. The whole premise of the book is looking at how can leaders approach vulnerability in the right way so that they can lead to change, unlock the potential of others, drive business performance and create trust? Because the truth is that vulnerability for leaders, it's just not the same as it is for everybody else. So I hope you enjoyed this conversation with Tina, you will actually be getting access to the first half of this discussion now. And to get access to the second half, you have to head over to greatleadership.substack.com. Again, that's greatleadership.substack.com. And now let's get right into this discussion with Tina. When you hear the phrase vulnerable leader, what pops into mind for you? What, what do you think of?

01:23

I think of a leader that knows who they are, I think of a leader who is authentic, who is probably quite effective and engaged, especially as a listener, and somebody that's willing to care for others and to be cared for.

Jacob Morgan 01:39

Okay, simple definition. Yeah, I think that has come up quite a bit through a lot of the conversations that I've been having. So I guess that definition in mind, can you think of a time during your career when you have had to be vulnerable with your team, your peers, and it could be early on? It could be now I mean, any any point,

02:01

I'm sure there's many times that I've had to be vulnerable, and probably lean into more of my humanity, I'm quite grateful that I'm in a position where I'm not too worried about being vulnerable. And I have, I think I have a good balance of some of that confidence and calm and what we need for authenticity. There's probably many examples of communicating with our teams and our communities in the earliest days of the pandemic, where we had to acknowledge the uncertainty of what that we just didn't know that much about the virus, what we would know and what we would do, you know, there's the acknowledging the profound hurt and exhaustion. Many of us were feeling in the wake of George Floyd's death. But maybe there's a couple examples that I can say that I think come up. I think sometimes being vulnerable is most visible when you have to take a position and sometimes potentially controversial issues. And I'm particularly passionate about eliminating health inequities, as I should be

in a health care organization. And in some cases, that means we need to address the institutional racism within our organizations and in our society. So in that manner, I think vulnerability is a mixture of courage and commitment to a greater good. I think the another example of vulnerability is when we talked about the vaccine, we decided to require the COVID-19 vaccine for our healthcare innovation. And this was prior to the Centers for Medicaid and Medicare, making it a requirement for all of healthcare organizations. And the vulnerable piece about it is that I actually talked about it with in a town hall and said I was considering it, but had not made the decision. So put it out there. And immediately, we received letters from team members and community members talking about, you know, their views of the vaccine. Yeah. And we took the time to listen and to read those views. And then we took some of those into consideration when we made the final decision regarding what we would do for the vaccine. So I think that there's examples will follow ability is visible, and there's examples where it may not be as visible.

Jacob Morgan 04:13

I forgot to ask actually, how many employees do you guys have? For about

04:16

64,000? Team members?

Jacob Morgan 04:18

Wow, that's amazing. So yeah, huge company. So okay, so yes, it's a good example of, you know, going in front of everybody and basically saying, Hey, I'm considering making the vaccine mandatory, maybe not. And it's kind of, you know, putting yourself out there a little bit. What about when you first became CEO, like, do you remember when you found out that you were first becoming CEO and how you were feeling at that point? Did you have any feelings of vulnerability around they're like, you know, maybe I don't know what I'm doing or maybe I need help, or were you just confident and ready to go the whole time?

04:56

Well, even taking a step back applying for the current role took her urging vulnerability, because I had to put myself out to the community that I was vying for the position. And I also had to reframe my leadership capabilities to meet the needs of the future. So I had to be very open about what I was doing as an as an internal candidate. That's challenging. And I asked the board to consider me as an external candidate throughout the process. After I, after I got the role. Yeah, I'm a curious person, I'm not afraid to ask questions. And I'm not afraid to say I don't know. And so that was my typical process. And even as a CEO, you'd have to model that behavior. Because there's so many people that know it far better than I do what's going on. And so I did a lot of listening sessions, I did listening surveys, that a lot of input to create our mission, vision and values and those first three months. And that was really helpful to best understand the organization from the role of the CEO versus my previous role.

Jacob Morgan 05:57

I mean, do you remember like, where you were when you found out that you actually got the role? Like, were you just at home, you got a phone call was like, Hey, by the way,

06:07

yeah, I was at out to dinner with a big group of people, and got the phone call. And it took probably 20 minutes to talk through it. And then I had to return to that big group of people and not say a word. And so that was that was really challenging to not share this wonderful news that I was so excited about, but to keep it under wraps for a little bit.

Jacob Morgan 06:29

Oh, very cool. Yeah, I bet that was probably a very good dinner after that. All right, any other situations or stories of vulnerability. And the reason I keep asking for for stories is, you know, a lot of times when we read a business book, business books can be super boring and dry. So I find that one of the things that a lot of people love the most is, like stories of when, you know, these big CEOs had moments of vulnerability when they had to put themselves out there and be emotional. And when people read those stories, that gives them the confidence and reassurance knowing that they can be vulnerable at work, too. So any other stories or situations come up when you had the, I don't know, ask for help admit you made a mistake, show emotion, anything like that.

07:14

But like I said, there's countless why that I think it happens every single day. You know, we just held listening sessions throughout our organization. And it's, it's really hard just to sit back and listen. But I did for the full hour of three listening sessions to understand what our team members were going through, because there was a significant event in our community. And I also then responded at the very end and showed my emotion and appreciate what people had to say. And reflected on the challenges that people are going through. Because there's different views of what happened and how we having come together and how my focus in my role is how we're caring for our team members, and making sure that they are in a safe place to open up and to come to work and talk about that. So I think showing the vulnerability is just present in every in everything. What one example, if you're looking for one is when I took a decision to a board, and the board voted on it, we move forward. But then later, I had new information. And I actually took it back to the board and ask them to rethink the decision that they already made. And I did that in the first three months of being the CEO. And that was challenging to do. Because you don't want to rethink every decision. You don't want to take that back to the board. But I think it was the right decision. And I did it in a way that made sure that we were moving forward and didn't feel like we were going backwards.

Jacob Morgan 08:52

Are you able to share? Is it like confidential, what it was about? Are you able to share like what the context behind it is?

09:00

It was a decision about where we were going to locate a building. And and it was a big, significant issue for our community. And we needed to make sure that we were doing things with the affordability in mind and keeping things low cost. And so the new information was I found a couple ways to get the building in a different location for a lower cost or for the same amount of cost that would better serve the committee.

Jacob Morgan 09:31

Got it? And was that was that a vulnerable moment to kind of go back to the board and be like, hey, I need you to like rethink something that I suggested. I mean, did that how did that feel when you have to do that?

09:44

Well, you are worried because you are concerned that maybe people will think that you're indecisive. Yeah. And, and that would be my concern. But I think that the whole point of it is there's new information, here's what we're trying to accomplish. And here's how We're able to be innovative and trying to figure out a way to solve it to create Win Win solutions. And I think when you when you put it in the perspective of how do you create those Win Win solutions? What is your purpose was your overall goal, and you frame it in there? It's not about whether you were right or wrong. It's about how are you trying to accomplish the goals and help the organization move in that direction?

Jacob Morgan 10:21

Okay, yeah, that makes sense. You mentioned something about confidence earlier, and that you're confident in the stuff that you do? Where does confidence come from? Is it something that you had to work on? Is it just natural for you?

10:37

Well, I do believe that you need confidence to be vulnerable, and to be authentic, I think you have to be okay with being your real self. And when you're comfortable with being yourself, then that confidence comes. And then the authenticity and the vulnerability come naturally. So I think confidence is something you have to build every single day. Depends on what you're doing, what you're working on. And having that experiences or some examples to kind of lean on. Helps helps you build that confidence.

Jacob Morgan 11:09

So it seems like it's kind of like a muscle that you need to keep practicing. And, yeah, I mean, is there a way like if somebody said, Hey, Tina, hey, you know, I want to be more confident like you? How do I? How do I practice that? What do I do? I'm one of those like, hard, hard things to like, tell people how to become more confident, I find that it's very challenging.

11:34

Well, so I think that one of the clear things is you have to know who you are, you have to know your values. You have to know what you stand for. You have to know your why and your purpose. Hang is really, really important to understand that about yourself. Because if you don't, then you're floating around, and then what are you going to be competent for. So if you have a good understanding of what you want to accomplish, I think that helps. And then I think you have to understand your brand. What defines you? What, how do your actions communicate your purpose and your values and the things that are driven from there. And so if you have a good handle on both who you are and your brand, and how you live your values, and I think that really helps you be confident and be vulnerable. You know, the best leaders I know, are comfortable being themselves, and they are authentic, and they are genuine, I think they also then create that followership from that

Jacob Morgan 12:31

what's funny, it's so easy to say be authentic, but I find a lot of lead. And I don't know if you can tell me in your your experience. Personally, I find that a lot of leaders sometimes struggle to be authentic and genuine, because they want to have this, you know, work persona and the home persona. And oftentimes they don't want those two different personas to meet. You know, the leader always has to know the answers doesn't want to show any weakness, but then, you know, you show at home to your spouse or your significant other, and you're a completely different person. So have you noticed that like, Is it hard for for leaders to be authentic and genuine?

13:09

I'm sure it's hard to be authentic and genuine. But I think if you put the purpose first, what are you trying to accomplish? And so for us, it's the mission every single day, there is no way I know everything to get us to that mission. And there are a bunch of other smart people that can help us navigate to get there. And my job is to reach out and say how can you help us get there? And I need you to help us to get there? Because I won't be able to do it all. So I I do think it comes back to how do you work as a team? How do you collaborate? How do you engage with people? How do you develop others to really buy into what you're trying to accomplish? And as he had that purpose, and you rally around what that is, and it's not about you or the other person? It's about how do you collectively get there?

Jacob Morgan 14:02

Yeah. Okay, that makes sense. When you think about like, earlier on in your career, would you say that leadership has changed? In other words, you know, when you first entered the workforce, did you feel that you could be vulnerable and open and genuine and transparent? Or is this like a relatively new thing for leaders over the past few years?

14:22

I think it's evolved. I think with our society, it's about that you can be more of the of your real self. I think that it depends on the organization and the leadership about what is rewarded, what is expected. And so I really try hard to make sure people know that I want to see them and not something different, and that it's okay to make some small mistakes, as long as we learned from them and were able to move forward.

Jacob Morgan 14:51

Okay. So one of my favorite questions always asked CEOs is around mistakes and failures. So when you look back at your career What do you think was the biggest mistake or failure you ever made?

15:04

I don't know if this is the biggest mistake, but one of them is making sure that you can match the the the tone and the approach with the people that you're trying to work with and the partnership. And so I think it's really important that we that when you're working on a partnership opportunity, that you do it the way you think is will connect to get a win win solution. And so there was an example where we went down the path of doing it, you know, the probability traditional way, the approach that every other example would work, but it didn't see it seemed to deteriorate the relationship. And I stepped back a

few weeks ago and said, Yeah, I think we need to change that. And instead put out, you know, just, uh, hey, here's what I think we should do. Do you agree with this, let's, you know, solidify it via email. And their response was, that's fantastic. We want to do it that way. And it just solved some of the issues. And it actually elevated the partnership to a better place, because I think we brought more humanity into it, instead of doing it more than logical way. As far as think some of those mistakes, they're not huge, but they're little things that can either drive a relationship or partnership apart, or could further move it together. And they're all different. And so you have to really navigate which ones make the most sense.

Jacob Morgan 16:27

How much of vulnerability do you think is sharing? Like the personal side of you? So do you share for example, your personal struggles, your challenges anything about your family, or your hobbies, with your with your peers and coworkers?

16:43

Yeah, I do share, I try to make sure I balance it. So it's not always about me. But it's, it's something that contributes to the conversation to where we need to go. I don't mind sharing about what's going on in my life and my family to if it helps us advance forward with what we're trying to accomplish. Because I think that's a key piece of it.

Jacob Morgan 17:04

Yeah. So it's not sharing for the sake of sharing, it's sharing with the idea. So in other words, understanding why it is that you're sharing, like having that purpose behind, like, why am I talking about my family? Why am I sharing this personal story? It's not just just to share it, but to have some sort of reasoning behind it. Right. Okay. All right, great. And then how much of a boundaries Do you think plays a role? Like, can you be too vulnerable at work?

17:34

Well, I do think that you need to have boundaries, I think it's really important that you set things up to ensure that there's like psychological safety, that you have respect and trust and dignity, I think those are really important to maintain. And then to, you know, I think those define your integrity and your values. So I do think having those boundaries up. But they may differ based on the relationship that you have with people, but it's important to have that.

Jacob Morgan 18:04

Okay, so the boundaries are important. You can't it sounds like what you're saying is you can't be too vulnerable.

18:11

I think you have to make sure it's applied to her what you're trying to accomplish.

Jacob Morgan 18:15

Okay. Can you think of a time when somebody was vulnerable with you? And what happened or what the impact might have been on on you or on them?

18:25

I think it's wonderful when people are vulnerable with me and talking about what they can do to improve or where they have shared their mistakes. And actually, it energizes us because instead of not talking about it, we can talk about it, and we can actually move it forward. So I do think that that's helpful when you engage in in in some of those vulnerable conversations, because it actually focuses the energy on what we should be spending our energy on.

Jacob Morgan 18:53

Yeah. Do you find that people are vulnerable with YouTube?

18:59

I do. Yes, they are. I'm someone that is curious. And so I like to brainstorm and talk about things. And when you get into some of those, it's natural, then then just think about what what are the what ifs? What are the way could be used and imagine it? And that opens us up to the conversation about what do we really want to accomplish? What do we really want to go? And you start to see some of that vulnerability come out with people.

Jacob Morgan 19:25

Can you think of a time when you were vulnerable and had it backfire? Or somebody like use it against you? Like, I don't know, you admit to not knowing something and somebody took it and said, you know, she shouldn't be doing that. You see, Tina doesn't know what she's doing. Has that ever happened to you during your career?

19:43

Well, we all have scars. And I think the important thing is that we ointment on those scars to make sure that we keep going with it. I'm sure there are some of those like the example about the vaccine that I used earlier where someone disagrees with that, or that I shouldn't have put out ahead of the decision that we were contemplating the decision. But I think it actually helped, because, you know, we put it out there, we got the input and feedback from people. And I believe it helps us create a better decision and process as we as we went forward. So there's always different viewpoints, but I do think it's helpful.

Jacob Morgan 20:22

And why be vulnerable? Right? I mean, one of the things that I'm exploring in the book is, do you even need to be vulnerable as a leader? Or can you be, you know, because, you know, there are lots of leaders out there who are not vulnerable, and they still lead multibillion dollar companies. And even though they don't create any human connection with anybody, people might look at them and say, what, why don't we need to be vulnerable? Look at this person, they're successful and rich, and they're not vulnerable? What do you say to people who might say that?

20:52

Well, I think for me, it's, it's not really a choice, I want to be authentic. And, and as part of being authentic, that means that I'm vulnerable. And I think being authentic helps us tackle some of these really big issues that we're faced with right now. I don't know of a CEO who isn't trying to create

something new or better, to take care of their team and organization and to serve others an exceptional way. And I think if you want to engage with others and to innovate, you have to create that real followership has that real connection to the purpose and one's ability to to be real. It's critical to engage the team for that togetherness, and then grit and to move forward. So I don't think it's a choice to be vulnerable. I think it's, it's that I prefer to be authentic. And part of that is, is being vulnerable. And I believe that the results from our team who clearly knows our mission, vision and values, and why it's important, and that they are cared for, and that they are listened to, is one of the aspects of why we're successful.

Jacob Morgan 21:59

What impact have you seen just as a leader, like when you're vulnerable with your people? Have you noticed an impact? Like, what does it do to your business? What does it do to your employees when you are vulnerable with them?

22:12

I think it further engages them in it, I think it helps helps us really define why we're here. Because we don't believe that we should be a different person at home. From work. I think that you got to bring your your best self and that self is who you are, as long as it's consistent with the values of the organization. And so I believe that that needs to come together. And if you can do that, and bring your whole self to the table, then we get this really fantastic, innovative, creative ideas that impact the mission of the organization.

Jacob Morgan 22:47

So one of the big themes, and I mentioned this to you earlier, before I hit record, one of the big questions a lot of people always ask is How can I be vulnerable at work without being perceived as weak? You know, how do I ask for help without being seen as incompetent? Or how do I admit that I've made a mistake without people thinking that like, you know, I don't belong in this role? Any any suggestions or advice on how to balance that?

23:13

Yeah, I think it's all about how you respond after that. So I'm a big believer in continuous learning and improving. And I don't think we're ever done learning or growing. And so you have to, you know, have the growth mindset. And so I think the important part is what you do after if you're, if you make a mistake, or something like that, I always love the story about Bonnie St. John, when she talked about failing or a falling at the end of the slope. And she reminds us that the importance of getting back up, and that winners just get up faster. And so if you're worried about that piece, what are you going to do if you do fail? What are you going to do if you're procedurally How are you going to take that advice that you learned and apply it going forward? There was there was one time that somebody gave me advice, and, and I tried it, and it was not me. And I hated myself after taking that advice. And the outcome wasn't good, either. But when I think of that experience, now, you know, that person actually helped me, because, you know, I tried it, hid it. And I know, I'm not going to do that again. So I learned from it, and know that I won't apply that to that situation again. So overall, it was helpful. It was a helpful experience.

Jacob Morgan 24:30

Well, you know, I'm gonna ask you now, if you have a story around that.

24:35

Well, it's just basically that someone told me to be more aggressive in a meeting, and it didn't, it didn't. It wasn't who I was, and I tried it and I just, it didn't accomplish the outcome we wanted to achieve. And so then I tried it in a different meeting, not being as aggressive but being who I was and collaborative and innovative there and, and actually achieved better outcomes. So it was clear to me that sometimes that advice works for, for some people, and, and it doesn't work for others, but you have to, you have to go back to who you are, what you stand for your values and who your brand is, and make sure you're consistent there.

Jacob Morgan 25:14

Well, that's actually an interesting story. I like that because it kind of goes to this theme of like, you can't fake being something that you're not. So was this like a sales meeting and negotiation meeting? And you know, before you were in there, somebody was like, alright, Tina, you gotta go in there, you got to rip people's heads off, and you gotta you gotta be angry, and just, you know, pound the table. Was it admin? So you went in there, and you did your, you know, the the aggressiveness and what was the what was the impact that that had,

25:43

it was a bit of a negotiation. And, you know, I didn't pound the table, but I was more direct, and just maybe clear about what we wanted to make sure we did. And I, what I took away from that is, I didn't help people feel comfortable on the realm, because I was being so direct, and where I needed to make sure we were finding Win Win solutions, because ultimately, that was the goal. But when I was as aggressive as I was, it didn't feel like a win win solution. And so that's, that's the change is how you approach that to get to a win win solution.

Jacob Morgan 26:20

So could you tell like, when you were being disagree, like, could you tell by looking at the room that people were not responding and resonating to, to the way that you were behaving.

26:33

But I could tell that it was that I wasn't getting to the outcome that I wanted. So I switched in the middle of the meeting and changed it. I mean, it's hard to recover when you're in a meeting to kind of switch. Yeah, but I just stopped going down that path. And, and tried to try to back up a little to make sure that we could get to a better outcome, as you could tell that both sides were just going to dig in. And so I decided, okay, I got it. I gotta come back and figure out how do we get us back together to get to an outcome that will work?

Jacob Morgan 27:08

Yeah. Okay. So then you ultimately went back to just being you and then you notice that that helped move things along.

27:15

But at least I felt better about how we were going to be able to move forward?

Jacob Morgan 27:19

Do you think you can fake vulnerability?

27:26

You might be able to, but I think people can see through it? You know, and I think you can I think there's various levels of vulnerability that you have to that you have to allow yourself to have. But I think ultimately, it won't come through. If it's not attached to what you're trying to accomplish to your purpose.

Jacob Morgan 27:46

Has anybody ever faked being vulnerable with you? And you could just tell, like, complete BS, I know that you are not being authentic and genuine right now.

27:59

Yeah, I think that happens a lot. And where you can really tell that is if someone's listening to you. I think it's one of the one of the things I think is really important for a leader is to be an effective listener. And when you do that, you have to engage, you have to not be thinking about what you're going to say, but listening to the person, and then engage in that conversation back and forth. And if you're with somebody that wants to make sure they get their point across, and they don't respond to your comments, then you can clearly tell that they're not. They're engaged for them to get their points across versus to listen to you.

Jacob Morgan 28:36

Yeah. And so what's the relationship with listening invulnerability? Like, you need to be a good listener to be vulnerable?

28:43

I think you do, because you need to understand what's going on with the other person in the conversation. You need to have a little bit of empathy and compassion there too, about what's what's going on? How do you engage in the discussion? How do you Your goal should be? How do you continue the conversation? Versus how do you get your point across?

Jacob Morgan 29:04

Yeah. All right. You mentioned compassion, which is something that I want to ask you about too, because that's going to be touched on in the book. So when we think about like, self compassion, you know, it's kind of how you talk to you sell yourself how you treat yourself, if you make a mistake, or you fail? Would you say that you're a self compassionate person? Or do you beat yourself up if things aren't going the right way?

29:28

I, I always love this piece of advice that I got from one of my physician friends. And one time I asked him, How was your day going? And he said, Well, we didn't cut the aorta. And that's a traffic visual. But

I also love the simplicity of the statement and its meaning, because it means you had some wins, but you also had some mistakes, but overall, we kept moving forward and no mistake was irrecoverable. And so I think that's important. That's how you have to treat your own self is Is Sunday's there's gonna be great when some days you're going to have mistakes, what you need to do is you need to own the mistakes, reflect on them and prove Ana, and then you know, make sure you're growing from that instead of so just dwelling on on that. So I think it's important that you are self reflective in how you can be even better or even more effective. And take care of yourself in that way and not beat yourself up too much. Because Because what you're really trying to do is get to that purpose, whether it's your own internal purpose or your organization's purpose

Jacob Morgan 30:32

for people who who want to be more vulnerable, and you know, they're they're hesitant, they have that kind of wall that they've put up at work. Do you have any suggestions or advice on on how you can start to be more vulnerable, especially if you're a leader?

30:47

Well, I would first start with over communicating and over listening, I think that's really important. Because when you do that, you start to build trust and support. And you also start to hear what people are saying, you know, and people feel that they are understood, if you're listening to them, and and you're reaching out to get their viewpoints, and people do value that, I think that you need to maintain humility and provide some compassion. I think the connection with people though, you know, relationships matter partnerships matter, people matter, it's, it's, it's creating that connection, and that you're just the same as them just one human to another. And then I think you do have to be courageous to be bold. And that can be small things that you may do, it doesn't have to be the huge things that you may innovate, but it is, what are you going to try to do that can change the status quo? What do you How are you going to collaborate? What questions are you going to ask? How is your curiosity going to allow you to excel going forward, because there's so much out there, and you have to practice some of this, you have to practice taking risks, and it practice sometimes failing, and then getting back up again, and racing up that big hill. And so I think that's important to practice.

Jacob Morgan 32:06

I do think even the humility piece can be hard, especially for a lot of leaders out there. You know, I've talked to a lot of them. And you can just tell that there's no humility going on, there is something that you've had to learn to develop, you know, you're the CEO, 64,000 team members who are there, you know, you could very easily be this type of CEO, that's like, you know, I'm the VIP, everybody. You know, don't challenge me, don't ask me any questions. Don't look at me when you see me. Because there are a lot of CEOs out there like that. So how do you build that humility in that connection piece?

32:48

I think every day, I'm just, I'm just one person. And and I'm in a role that can create a lot of impact. And I need to make sure that that impact, reflects positively and helps people within our community within our team. Like I said, 64,000 people and the millions of people that we serve every day, I take that responsibility extremely seriously. And and I want to make sure that whatever I do, we're helping us get to our mission every single day.

Jacob Morgan 33:19

All right, last few questions for you. When you think about some of the factors that can help create a culture of vulnerability, what are some of the things that come to mind that can help it and then also can hurt it?

33:35

Well, I think going back to, you need to have that psychological safety and a culture where people are open to take a few risks, and that they're developing that trust. I think that's really important to have, I think it's important for leaders to model competence and character, and then treat people with compassion and respect as they go forward. I do think in, in its organizations fear is a big area where it can take many forms, the fear of judgment, fear of colleagues looking at you differently, fear of feeling overly emotional. And I think we start to name it and talk about the fear and what that means and how do we address the risk of that fear? And how do we move forward? Yeah, I think providing transparency and clarity I remember prior to COVID When I got up on stage in front of 2000 of our leaders and talked about how it's okay to take a vacation. And it's okay to do to say no, I was trying to put out there that many people were afraid of doing some of those things. And I tried to say no, it's normal. You need to, you need to say no to things you need to take a vacation. You need to not answer emails after a certain time, because that time is about you and So it's naming it and then talking about it to so that you can reduce that fear

Jacob Morgan 35:04

like that naming it. So kind of like naming the emotion that you're feeling.

35:12

Yeah. And you can name the emotion that you're feeling, or the or more the barrier that is impacting you to be most successful.

Jacob Morgan 35:22

Okay, yeah, that's a good one. All right. Is there anything else that you wanted to touch on about vulnerability, any questions that you think I should have asked you, but didn't or any other stories or experiences or insights that popped into mind for you?

35:38

I think it's just a good question to talk about. Like you said, the generations per vulnerability, and how open we are to talk about it. And I do think that everybody is different, and you have to meet people where they are. Because some people have very different lived experiences than me. And I need to, I need to recognize that and accept that, that not everyone can do can be as vulnerable as perhaps I can be. But they can try to be who they are, and be comfortable with who they are, and contribute as much as possible.

Jacob Morgan 36:14

So that's interesting. Because what if somebody says, you know, I'm not vulnerable? That's just who I am. You know, they use that's just who I am, is a reason for why they shouldn't be vulnerable. Do you just kind of accept that? Or is there anything that you can work with? Or do in that situation?

36:31

I think the question is, does that help you be successful? Does that help you engage with other people to do your job? Does that help you with your family? How does? How does that contribute to your success or failure? Or how does that help you be even more effective? And have them reflect on that? Because it's ultimately up to them how they want to do that. And if they're effective in that way, then I would say, Well, how does that impact the people that work with you? Do they enjoy working with you? Do you help them be even better than when they when they weren't with you? And so it's kind of think about the impact on others?

Jacob Morgan 37:09

Yeah, so you can't like force vulnerability. It sounds like, right. Okay. All right. That makes sense.