



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks  
Episode 014: What If My Employee Just Doesn't Get It? Feedback  
June 27, 2014

**Daphne Scott:** Welcome to the Super Fantastic Leadership Show with Daphne Scott and...

**Katie Hendricks:** Katie Hendricks!

**Daphne:** This is *the* podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun.

**Katie:** Ahh, fun and effectiveness. I love the dance.

**Daphne:** It is a fun dance, and we love doing it, don't we?

**Katie:** We sure do.

**Daphne:** It is our favorite.

**Katie:** That's the reason that we do this. We're having a great time, and we invite you and hope you're having a great time as you're expanding your awareness about different aspects of leadership that you may not have considered.

**Daphne:** Yeah, and that's really where we love to play. At the beginning of the show, our announcer guy makes the point that this is a paradigm. We're breaking down old paradigms; and Katie, I know that's a place where you love to play, and it is definitely a place where I love to play.

**Katie:** Yes, and that's one of the things I'm also very excited about...the whole area of collaboration and co-creativity and what we can really evolve together that we can't do on our own. That's the underlying purpose of this show. It's to generate that in the hearts, minds, and bodies of our listeners as well.

**Daphne:** Absolutely, and based on all of the comments we've been getting and the posts and sharing that people have done, people are kind of diggin' it. I'm really appreciative of people for making those comments and asking the questions, and we'll share a little appreciation right now. I have a few people I'd like to appreciate.

**Katie:** Sure.

**Daphne:** One would be Jeff Stevens. Thanks for supporting me and supporting the show, and thanks, Jenny Donohoe, for listening. Katie, is there anybody who comes to mind for you today?

**Katie:** Yes. I'm particularly thinking of my new co-assistant, Maurie Arnold, who is assisting me with my leadership program and comes to trainings and really helps to hold the space but is also looking for what wants to emerge and just really lending her whole heart and very fabulous mind to the enterprise.

**Daphne:** Oh, that's so great. I love that. Isn't it nice to be supported, Katie?

**Katie:** Oh, it's kind of a new skill for me, but I'm growing in that area.

**Daphne:** That's good. Good for you. Yeah, we probably all have some level of that. As leaders too, we get a lot of kudos for taking it all on ourselves, that hero role.

**Katie:** Yeah. "I can handle it myself. Thank you."

**Daphne:** Right. "I've done it all by myself," which is such an illusion, by the way.

**Katie:** Oh, totally.

**Daphne:** Totally. Okay, so this week we're continuing on the topic of feedback, right?

**Katie:** "Oh man! More feedback?"

**Daphne:** "More about feedback? How much can you people possibly have to say on this topic?" Well, a lot.

**Katie:** A lot!

**Daphne:** I imagine one of the things that has been going on out there as people have been listening to these is them saying, "Yeah, but what do I do with this problem employee? What do I do with this person who just won't change what really needs to be changed? What do I do with them?" So I thought we had better talk about this.

**Katie:** Yeah, because it doesn't always work out where everybody ends up dancing on the dance floor together in wild abandon.

**Daphne:** Right, and despite your best efforts at becoming more adept at giving feedback, facing into your fear about offering feedback, being willing to receive it, sharing appreciation, and all of those great things we talked about, sometimes there is kind of a disappointing result.

**Katie:** Yeah, and I so appreciate your bringing up this topic, because I don't think most people have actually ever just confronted that head on.

**Daphne:** Yeah.

**Katie:** I say, "It sounds like you really don't like what you're doing. Is that accurate? I hear kind of a downward tone in your voice, and your energy seems to get less animated as we're talking about this project, and I noticed you're looking through your..." There will be a number of indicators.

**Daphne:** Right.

**Katie:** People ignore them and don't say anything and think, "Oh, well, maybe I'm just misinterpreting it and they're having a bad day."

**Daphne:** Right. Every day.

**Katie:** Every day.

**Daphne:** Every day is a bad day. For the past four years, this person has had a bad day every day. Yeah, but again, and I've lived this... The fear of confronting these things comes up, right?

**Katie:** Even before we get into that, I'm finding myself wanting to make a distinction between the kinds of things I will actively intervene with and the kinds of things about which I'm thinking, "Well, this person is still learning, and I can support them in their learning, and they haven't quite gotten there yet, but I can see they're moving."

**Daphne:** Yeah, that's a great distinction.

**Katie:** If a person is in a learning mode and they're having kind of a slow learning curve on one thing, I'm going to do my best to support that and see what it is I can do to support that, but if someone is just relentlessly not willing to take responsibility, that's the one that I will confront directly.

**Daphne:** Yes.

**Katie:** "It's not my fault."

**Daphne:** Yes.

**Katie:** "It's those guys over in..." whatever the other department is. "I did my part and everybody else..." People who just will not take responsibility given lots of opportunities to do so are the people who are really the problems, because they rip off the whole group.

**Daphne:** Yes, and I call that *chronic defensiveness*.

**Katie:** Ah, yes. Beautiful.

**Daphne:** There's just no willingness to see, "What is my part in this?"

**Katie:** Right.

**Daphne:** Right, and it can be true. Computers go down. Stuff happens. But really, "What's my part in this?" Katie, I so appreciate you bringing that up. That's a place where you intervene right away. So leaders, if you're listening, this is so important because it isn't about just checking the boxes, right? It isn't just about the learning pieces but whether or not this person is progressing and how they show up in the face of feedback, right?

**Katie:** Yeah.

**Daphne:** Do they show up always defending? It looks like blaming other people, coming back to you and saying, "Well, you didn't tell me that before," and saying, "You didn't say that directly enough," and, "Why didn't you tell me this sooner?"

**Katie:** They're justifying their behavior. We have a whole list of excuses, and this is what we call *below the line*, but it's basically defensive.

**Daphne:** Yeah.

**Katie:** And we know from body intelligence research that if you're defending, you are not growing.

**Daphne:** Yes.

**Katie:** There is no opportunity to grow. Here's the great punchline for feedback: it's the best opportunity to grow that each of us is given. If we could see everything that was going on through our own perspective, we wouldn't need feedback.

**Daphne:** Right, right. That leads into something I wanted to comment on. I just read this article in *Harvard Business Review*, and it was titled, "Engaging Doctors in the Health Care Revolution." Katie, I think this article really was pointing to a fundamental issue around what I would call global feedback.

**Katie:** Uh-huh.

**Daphne:** It isn't just feedback where I sit down with you and we have a conversation like, "Hey, here are the things I would like to see moving a little differently," or, "Here's how I'd like to see you do that document." The world is changing around you.

**Katie:** Right. Yes.

**Daphne:** Right?

**Katie:** Yes.

**Daphne:** I am in total denial and resistance.

**Katie:** Yes. I actually have an image for that. I don't know if I've shared it. Tell me if I have. Down in Los Angeles, we have a place called the La Brea Tar Pits.

**Daphne:** Okay.

**Katie:** It's very famous because these tar pits are fatal.

**Daphne:** Wow.

**Katie:** From the past, from very, very long ago, if an animal would walk into the tar pit, they did not walk out.

**Daphne:** Ew.

**Katie:** So if an animal got stuck in the tar pit, they were already dead, but they didn't know it yet, so they were flailing around.

**Daphne:** Oh no!

**Katie:** My sense is that a lot of times when the global context is shifting and we're not aware of that, we really become like dinosaurs in the La Brea Tar Pits.

**Daphne:** Oh man, that is a stark image of me just flailing around in the tar pits.

**Katie:** Yeah.

**Daphne:** Yeah, I'm just flinging tar everywhere.

**Katie:** Right. Exactly.

**Daphne:** And then somebody throws in some feathers.

**Katie:** Right, and if I were really open to feedback, someone could help me to get out. I cannot get out myself.

**Daphne:** Yeah! Oh, that's even better! That's even better. So people are giving feedback. I want to read some highlights from this article, because I think you'll dig it.

**Katie:** Oh, super.

**Daphne:** Here's the second line of the opening paragraph, okay? "...the hard work and best intentions of individual physicians can no longer guarantee efficient, high-quality care." Then it says, "And yet, many physicians are deeply anxious..." There's our fear word. "...about the changes under way and are mourning..."

**Katie:** Wow.

**Daphne:** Yeah. This is what really got my attention. "...real or anticipated losses of autonomy, respect, and income."

**Katie:** Yeah. In other words, what they have constructed around themselves to give themselves a sense of value.

**Daphne:** Yes, exactly. What I loved about this was when I came back to the work of Daniel Pink and his work about what motivates people, autonomy was in his top three!

**Katie:** Wow.

**Daphne:** Yeah! So Katie, what really excited me about the first part of this article was that you and I talk so much about collaboration and how important that is (and we know how important that is in this day and age) and what that has done to our kind of Greco-Roman upbringing in the United States that says, "I'm in charge."

**Katie:** "I'm an individual, my individual needs are paramount, and I don't bow to anybody!"

**Daphne:** Yes! Right.

**Katie:** "Nobody tells me what to do."

**Daphne:** Right, and there is also the compassion we can bring in when people are struggling with change, when they're struggling in the face of feedback. As things are changing around them, there could be some mourning.

**Katie:** That's such a good point. Gosh, I'm remembering somebody...their name escapes me now...whose coaching is entirely about allowing people to mourn the losses of change.

**Daphne:** Wow. Yeah.

**Katie:** How valuable that is. That's such a great thing to point out, Daphne. Even if you're moving toward a change that's going to benefit everybody, you're still losing something.

**Daphne:** Yeah, and there is a quote I had in some presentation... By the way, you can go back and listen to our other episodes where we talked about change, which were, I think, episodes 6 and 7. We talked about change...individual change and then organizational change. In the face of change, there's always some letting go to get to the next evolution.

**Katie:** Yeah.

**Daphne:** So as we talk about what to do with this problem employee, I want to also bring in this idea of, again, compassion and also the fact that there may be changes occurring, and boy, what organization hasn't gone through that?

**Katie:** Oh, over and over again!

**Daphne:** Over and over again, which speaks a lot, Katie, to what you were talking about, which is, "Does this person come to that from a position of 100 percent responsibility, or do they come to that from defensiveness?" Now we're on the road of bringing this person along, right?

**Katie:** Right. Carrying them by our backs.

**Daphne:** Yes, and there's another line in this article that I thought was so great. This was in the first three paragraphs, okay? Remember the title of that article was, "Engaging..." It was about how to engage these doctors.

**Katie:** Right, engaging. Yes.

**Daphne:** Okay. Okay. You're going to love this. This was in the third paragraph in here. It said, "Leaders at all levels must draw on reserves of optimism, courage, and resilience. ...and be ready to part company with clinicians who refuse to work with their colleagues to improve outcomes and efficiency." What I loved about this was the fact that the whole article is about how to engage people, how to use optimism and set goals and have a bigger vision, but right in the third paragraph...

**Katie:** Yeah. They must "be ready to part company." Yeah.

**Daphne:** Yes.

**Katie:** In Gay's book, *The Corporate Mystic*, that's what he calls "high firing."

**Daphne:** Ooh, high firing. Say more. Say more.

**Katie:** *High firing* is really about seeing that you have a fundamental mismatch, that the organization or the mission of the organization or the structure and the way people are working together doesn't fit what the individual wants and is doing.

**Daphne:** Yeah.

**Katie:** See, there's a certain point where... It's also what Gay calls "trying to get oranges in a Birkenstock store." There's a certain point where you have to just get, "Oh. This is not happening, and it's not going to happen."

**Daphne:** Yeah.

**Katie:** So I'm all for listening really consciously and tossing with people, and it's almost always a body-felt sense of, "No. This is not working." I will go ahead and say that out loud.

**Daphne:** Yeah. Yeah.

**Katie:** I'll let the person really find their no. Saying that in a straightforward way allows *them* to let go rather than doing this messy kind of thing with accusations or stomping out the door or failing at some project so they get fired. It's much better that everybody just gets a clear, "No, I don't want to go on this new adventure."

**Daphne:** Yeah. "No, I don't want to do things differently." I don't want to make this episode about health care, but this can show up anywhere and anytime there are big changes.

**Katie:** Oh, exactly.

**Daphne:** Again, these are changes that might not be driven by just the organization, right? They may be global changes that, if your company is nimble and they want to stay afloat, will require everyone to make a trajectory shift. Boy, you just might have some people who just don't want to do that, and I can't tell you, Katie, how often I've watched this go on.

The blame game starts, and one of the defensive people just stays on in the organization and stays on, and the leaders move this person around in the organization, sending them to different departments and having them work with different managers. All of the managers start second-guessing themselves. I've seen this happen so many times.

**Katie:** I'm sure we all have. I'm sure anybody who has been in any kind of leadership position has seen this.

**Daphne:** Yeah. Yes.

**Katie:** I think what is not happening is just the straightforward, "You know, it really looks like you don't want to be here. Is that true?"

**Daphne:** Yeah. "Is that true?" It's such a powerful question. Leaders and friends out there who are listening, if your palms are sweating, that's good. That's good, because this is a really different way to show up, and in the past two episodes, really what Katie and I were pointing to a little bit around feedback... This episode here is really, really leaning into it. How do we get ourselves trapped in our own denial?

**Katie:** Mm-hmm.

**Daphne:** How do we play the game with ourselves in such a way that we're just not willing to face...?

**Katie:** You know, as you're saying that, Daphne, what occurs to me is that this is really about the very complex, nitty-gritty actions of healthy responsibility.

**Daphne:** Yeah, it is.

**Katie:** I cannot take responsibility for another person, and we've said for many years that responsibility starts when you take it. If I'm trying to make you take responsibility, then I'm being a cop for you. I've been in the place where I can so see that if the person could just make this one shift in their behavior, everything would unfold differently, and they're just not going to do it. Part of the game is me persuading them and them saying, "No, that didn't work either."

**Daphne:** I'm laughing because I have done this. I have done this at so many different times.

**Katie:** Well, we've all done it.

**Daphne:** And you have repeated meetings and conversations.

**Katie:** Repeated meetings and bringing in other consultants.

**Daphne:** Right.

**Katie:** I think an added pressure these days is all of the litigious stuff.

**Daphne:** Yes!

**Katie:** What contract they have and what grounds for terminations are there, and blah blah blah...

**Daphne:** "Did you document everything?"

**Katie:** None of that substitutes for just that clear, straightforward conversation of, "Here's what I'm noticing. Here's what I'm observing. Here are the trends. These are behaviors I've noticed three or more times, and they lead me to have the thought that you don't like your work and you don't like working with me. Is that true? Let's do something about it. I am not going to continue in this particular interaction."

**Daphne:** Yeah, and Katie, you're just talking about naming it, right?

**Katie:** Yeah.

**Daphne:** "Here's the thing that has been showing up, so I want to name this now." There can also be the openness of, "Maybe I'm completely wrong. I doubt it, but maybe I am, based on history."

**Katie:** "I doubt it. I rarely am."

**Daphne:** "I so infrequently am." But yeah, and it's based on...again, this is from our last episode...the results.

**Katie:** Yeah.

**Daphne:** So leaders, for all of our listeners and friends out there, you probably have had this situation come up in your work or have seen it. Maybe you're not in a direct leadership role where you're doing the hiring and the firing, but you have someone on your team, and you've seen this.

**Katie:** Yeah.

**Daphne:** Being gentle with yourselves if you are in a direct leadership role where you're trying to bring somebody along, really get to the nitty-gritty and ask the question, "Do you really want to be here?"

**Katie:** And, "Do you commit to getting the job done effectively?"

**Daphne:** Yes.

**Katie:** "Are you going to step in? Are you going to take responsibility?" That is, "Are you going to respond to what's going on around here rather than reacting?" Those conversations can be sweaty conversations, and they are so timesaving.

**Daphne:** Yes, and Katie, I want to say something. I have heard this happen. I've sat in on so many conversations where leaders have been coaching and they've wanted to make these changes, and I loved what you said earlier about how you're all for collaboration. I love pointing people to the positive and saying, "Here's the vision," more than anybody, actually.

I love doing that. One of the key things I notice in conversations with leaders and their subordinates or when two people are coming together is they miss the part of, "Now do we have an agreement?"

**Katie:** Oh, that's such an important thing. Or, "Here's my understanding of our next action."

**Daphne:** Yes!

**Katie:** "Here's my understanding of what you're going to be doing and what I'm going to be doing. Is that your understanding? If it's anything complicated, more than one or two actions, we have it written down.

**Daphne:** Yes, and we have a "who is going to do what by when" agreement. That's a foundational piece of agreement. I think a little bit of this is driven by, "This is just the way you have to do it, so here's your edict, and you have to do it this way, so just go do it." When we're really wanting to find out whether or not that person wants to be there, then, "Okay, are you willing to take responsibility for this? Here's what this really looks like. Do you agree to do *this* by *this time*?"

**Katie:** Yeah.

**Daphne:** I find that gets missed in conversations all the time.

**Katie:** Right, because people mistake temporary good feelings or even a truce for actually making an agreement.

**Daphne:** I love that. "Do you agree to just make a truce?" I love that.

**Katie:** "Do you agree to have more favorable feelings about me for at least half an hour?"

**Daphne:** "And not go out and say bad things about me?"

**Katie:** Right. "Will you make a no-gossiping zone at least until tomorrow?"

**Daphne:** Yeah. I love what you're saying there, Katie. People mistake those good feelings for, "Hey, I think the meeting went pretty well!"

**Katie:** Yeah. "I think it went pretty well!" And then we go back and do the same thing all over again.

**Daphne:** Yes! And I say, "Well, what did you agree to?" "Oh. Well, they'll change."

**Katie:** "They'll change. We just need to give them a little time."

**Daphne:** Yeah, and boy, that's the other piece, right? We can use that as our excuse all day long. "I just need more time. I just need more time."

**Katie:** "I'm trying!"

**Daphne:** Yes, "I'm trying," which we know is kind of a below-the-line move, right?

**Katie:** Yep.

**Daphne:** "I'm trying." Yes. That's so good. I wanted to say one thing here also. We have been talking about feedback and the difference between feedback and criticism. I want to say, and we did an episode about this, but I just want to bring this back, appreciation is also feedback, friends.

**Katie:** Oh, it's so important! Remember, thriving relationships have a five-to-one ratio of appreciation to what we might call feedback.

**Daphne:** Yes. It was almost like you were kind of yelling that from the mountaintop.

**Katie:** Yes. Well, I feel very strongly about it. In fact, I was stretching my leg while I was saying it.

**Daphne:** I love it. So one of the ways I loved to practice when I was first learning how to get really good at feedback... Now you want to be very intentional and very authentic about this, but I started practicing with just sharing appreciations and learning how to get specific about appreciations.

**Katie:** Oh, that's wonderful!

**Daphne:** Yeah, that's how I actually learned.

**Katie:** I love that. That's really a great place to start. If you want to practice giving feedback, start with appreciations, because that's actually, for a lot of people, more difficult to receive. They're not used to it.

**Daphne:** It is. People think you're a little weird at first.

**Katie:** You're going to throw them off guard, for sure.

**Daphne:** Because they're so used to what we said a couple episodes ago, which was that they're so used to being criticized.

**Katie:** Yes.

**Daphne:** Right. They really don't know...

**Katie:** It's very disarming, but it also allows them to see you as a person who is really for them.

**Daphne:** Yes.

**Katie:** That opening and that invitation is just so... You can't overestimate the power of your doing that, doing that deliberately...especially what I call customized appreciation, where you know the kind of appreciation that person values, whether it's written or delivered privately or delivered in front of a bunch of other people.

**Daphne:** Oh, yeah.

**Katie:** The more you customize and the more specific you are, it'll give you a great place to practice your feedback.

**Daphne:** Yeah, and you have to ask the people around you how they like to be able to customize it. Ask them. "How would you like to have feedback shared with you?" I want to untangle, now, since I brought it up...

**Katie:** Yeah.

**Daphne:** We have an opportunity. The invitation is to get away from this idea that there's negative and positive feedback.

**Katie:** Right, or that there's negative and positive *anything*.

**Daphne:** Okay.

**Katie:** Really. Energy is energy, and feedback is about measurable things.

**Daphne:** You just blew my mind.

**Katie:** Well, great!

**Daphne:** You can just play with the feedback being positive and negative, or you can actually get away from anything being positive or negative. You can go Katie's route and just go *all out*.

**Katie:** That's what I like to do...really go for it.

**Daphne:** You do. You do really go for it. But it's true. Energy is just energy. Absolutely. And of course, we layer on our stories about it, right?

**Katie:** Yes.

**Daphne:** Which is totally cool, and we talked about that a couple of episodes ago...you know, putting on your story hat and when are you in story or fact mode. That's definitely a great practice to do. But yeah. Untangling this; it's just feedback. Here's what I love about feedback, getting feedback: I learn about people.

**Katie:** Yes.

**Daphne:** Because when they're giving me feedback, what they're really saying is, "Man, here's something you're doing that I really dig, and here's something I don't."

**Katie:** Yeah.

**Daphne:** It immediately untangles itself from being about me, really.

**Katie:** It's really about their experience.

**Daphne:** Yeah.

**Katie:** I get a window into their world.

**Daphne:** Yes, and when I want to connect with somebody, if I get a window into their world, now I can really create with that person, because I understand how they like things delivered. I understand how they like what tone of voice I use or... I've been given feedback about how fast I talk.

**Katie:** Yep.

**Daphne:** Some people really like that I talk fast, and they'll say, "Man, I just love your energy and how quickly you talk!"

**Katie:** And others go, "Whoa, whoa, whoa! Wait a minute. Wait a minute. I lost you two sentences ago."

**Daphne:** Yes! Then I'm like, "Oh, okay, that person really will appreciate me slowing down a little bit."

**Katie:** Yeah.

**Daphne:** It really becomes an opportunity, at least in my experience, for me to create a deeper connection with people when I'm getting those levels of feedback.

**Katie:** It allows me to really improve my relational skills.

**Daphne:** Yes. Yes.

**Katie:** If I'm going on the dance floor... Every different person has a different style.

**Daphne:** Yeah.

**Katie:** And if I want to be able to be able to dance with them, the broader my adaptability and being able to connect with lots of different styles is, the more fun I can have dancing.

**Daphne:** That is a wonderful metaphor. I really appreciate you for saying that.

**Katie:** Mm, thank you!

**Daphne:** You're welcome. I love it. Yeah, I like to dance with a lot of people.

**Katie:** Yeah!

**Daphne:** I like to get out there and boogie it up!

**Katie:** Yeah, and some people are scared to get on the dance floor.

**Daphne:** Yeah, exactly, and we can hold space for that. Also, if they just really don't want to dance, we just covered that.

**Katie:** Exactly. Exactly. There are lots of other activities going on in other buildings.

**Daphne:** Yes, activities they can go participate in, and we can stay on the dance floor and do that. Okay, so leaders, here's the big question for you. How do you show up in the face of

feedback, whether it is direct feedback from a person or direct feedback from your cat that's biting you because it wants to be fed...? That's feedback, right?

**Katie:** Right. That's feedback.

**Daphne:** Or indirect feedback, like things changing around you, global changes happening. I think we've had so much of that...about our planet and the way the world is showing up. How do you show up? Do you defend, or are you able to see, "Hmm. What's my responsibility here? How do I become part of the change that needs to occur here?"

**Katie:** Mm. For me it all comes down to the question of, "What is there for me to learn here?"

**Daphne:** Yeah. Yes. That's it. "What is there for me to learn here?" Absolutely. And here's the whole piece of this around feedback. If you want to be a high-speed learner in life you just open to all levels of feedback.

**Katie:** Yep.

**Daphne:** All of it.

**Katie:** Opening your body, opening your breath, opening your posture, turning toward the feedback rather than running the other way...

**Daphne:** Yeah, right.

**Katie:** Let yourself feel what you feel. You might feel defensive. This is not to say you're not ever going to feel defensive, but then you name it.

**Daphne:** Yeah.

**Katie:** You bring that forward.

**Daphne:** That's such a great point, Katie. We're not talking about you being some amazing being that's just never going to experience any defensiveness again. That is not what we're talking about; but naming it, being with it, yeah. Like, "Wow, when that person said that, I really closed up. I really did not want to hear that."

**Katie:** Yeah, and then you're back present again.

**Daphne:** Yeah.

**Katie:** It's not a big deal. As we get more friendly with fear, which is what defensiveness is all about, we get to get back in the dance very quickly.

**Daphne:** I love that. Very quickly, we're back in the game, and we're dancing. Katie, I think I hit everything I wanted to hit on feedback.

**Katie:** I think we have pretty much covered feedback. Now we might want to come back to it in another year or so, because we're always learning things, but I think we've covered it.

**Daphne:** Yes. I think we have for now. We're just going to say *for now*.

**Katie:** Right. That's what we always say. "For now."

**Daphne:** "For now."

**Katie:** It has been great being with you...for now.

**Daphne:** Yes, just for now. That might be better...or not...later. We don't know. But for now, we don't know. We don't know. All right, well, we hope you enjoyed this podcast and that you remain more inspired than ever. Thanks so much for listening. If you think other people might be interested in this, feel free to share that with them. We'd be so appreciative, and thanks for staying with us through these episodes on feedback. We hope you got a lot out of it and you take some steps to applying these things.

**Katie:** Yes. We'd love to hear what your stories of feedback are about. What happened, what has shifted for you, what were your successes, where did you fall on your nose, and what did you learn from that?

**Daphne:** Yeah, and for our friends out there in our community and our tribe who are listening, your sharing your stories is so powerful for the people in our community and powerful for Katie and me.

**Katie:** It's very inspiring.

**Daphne:** Yes, very inspiring, even when it seems like a total failure.

**Katie:** Those are often the most valuable ones, as we all know in retrospect.

**Daphne:** Yes, absolutely. For sure. All right. Well, thank you so much for being with us, and keep living a Super Fantastic Leadership life!

**Katie:** Wonderful. Bye for now!

**Daphne:** Bye for now!