

WEBVTT

NOTE duration:"00:42:02"

NOTE recognizability:0.880

NOTE language:en-us

NOTE Confidence: 0.860068608064516

00:00:00.000 --> 00:00:02.784 Honor to see. It's an honor to see

NOTE Confidence: 0.860068608064516

00:00:02.784 --> 00:00:04.803 former colleagues and friends as well

NOTE Confidence: 0.860068608064516

00:00:04.803 --> 00:00:07.388 as I see the first resident or the

NOTE Confidence: 0.860068608064516

00:00:07.388 --> 00:00:09.272 person who was the first resident

NOTE Confidence: 0.860068608064516

00:00:09.272 --> 00:00:12.100 that I ever supervised on the call.

NOTE Confidence: 0.860068608064516

00:00:12.100 --> 00:00:16.000 So it's really a real honor to be here.

NOTE Confidence: 0.860068608064516

00:00:16.000 --> 00:00:17.245 And Doctor Karasu,

NOTE Confidence: 0.860068608064516

00:00:17.245 --> 00:00:19.735 I'm so grateful that you're here

NOTE Confidence: 0.860068608064516

00:00:19.735 --> 00:00:22.199 today and thank you so very much.

NOTE Confidence: 0.860068608064516

00:00:22.200 --> 00:00:25.210 So I'm not going to give the

NOTE Confidence: 0.860068608064516

00:00:25.210 --> 00:00:27.120 typical grand rounds today.

NOTE Confidence: 0.860068608064516

00:00:27.120 --> 00:00:28.976 What I'm going to do is talk a

NOTE Confidence: 0.860068608064516

00:00:28.976 --> 00:00:31.424 little bit about my career as it

NOTE Confidence: 0.860068608064516

00:00:31.424 --> 00:00:34.840 influenced who I am as a leader.  
NOTE Confidence: 0.860068608064516

00:00:34.840 --> 00:00:37.232 And so I'm going to give a much  
NOTE Confidence: 0.860068608064516

00:00:37.232 --> 00:00:39.520 more sort of personal story today  
NOTE Confidence: 0.860068608064516

00:00:39.520 --> 00:00:42.383 than the grand rounds with data and  
NOTE Confidence: 0.860068608064516

00:00:42.383 --> 00:00:44.639 slide data and things like that.  
NOTE Confidence: 0.860068608064516

00:00:44.640 --> 00:00:46.920 I know that Donna shared,  
NOTE Confidence: 0.860068608064516

00:00:46.920 --> 00:00:48.880 you know, parts of my CV with you,  
NOTE Confidence: 0.860068608064516

00:00:48.880 --> 00:00:52.040 and that's usually what we know about people.  
NOTE Confidence: 0.860068608064516

00:00:52.040 --> 00:00:54.800 But I've come to appreciate as a leader  
NOTE Confidence: 0.860068608064516

00:00:54.800 --> 00:00:57.769 that we are way more than how many  
NOTE Confidence: 0.860068608064516

00:00:57.769 --> 00:00:59.768 publications we have or books we've  
NOTE Confidence: 0.860068608064516

00:00:59.768 --> 00:01:01.880 written or how much grant money we have.  
NOTE Confidence: 0.860068608064516

00:01:01.880 --> 00:01:04.400 But it's sort of who we are as people.  
NOTE Confidence: 0.860068608064516

00:01:04.400 --> 00:01:06.094 And so I've really come to think  
NOTE Confidence: 0.860068608064516

00:01:06.094 --> 00:01:08.124 as a leader that what we want to  
NOTE Confidence: 0.860068608064516

00:01:08.124 --> 00:01:09.919 know about people is who they are,

NOTE Confidence: 0.860068608064516  
00:01:09.920 --> 00:01:12.640 both inside of work and outside of work.  
NOTE Confidence: 0.860068608064516  
00:01:12.640 --> 00:01:15.440 What are the things that matter to you?  
NOTE Confidence: 0.860068608064516  
00:01:15.440 --> 00:01:16.560 Who are your mentors?  
NOTE Confidence: 0.860068608064516  
00:01:16.560 --> 00:01:18.144 For me, for example,  
NOTE Confidence: 0.860068608064516  
00:01:18.144 --> 00:01:19.168 Congressman Lewis,  
NOTE Confidence: 0.860068608064516  
00:01:19.168 --> 00:01:22.240 Who are the people that matter?  
NOTE Confidence: 0.860068608064516  
00:01:22.240 --> 00:01:23.866 You know what matters like traveling  
NOTE Confidence: 0.860068608064516  
00:01:23.866 --> 00:01:25.240 and and things like that.  
NOTE Confidence: 0.860068608064516  
00:01:25.240 --> 00:01:27.347 And so here's really the CV that  
NOTE Confidence: 0.860068608064516  
00:01:27.347 --> 00:01:29.839 I want to share with you today,  
NOTE Confidence: 0.860068608064516  
00:01:29.840 --> 00:01:34.394 or part of it as I speak with you today  
NOTE Confidence: 0.860068608064516  
00:01:34.394 --> 00:01:36.640 about my leadership journey or parts of it.  
NOTE Confidence: 0.860068608064516  
00:01:36.640 --> 00:01:38.691 I hope that you take some time  
NOTE Confidence: 0.860068608064516  
00:01:38.691 --> 00:01:41.008 now and over the next few days to  
NOTE Confidence: 0.860068608064516  
00:01:41.008 --> 00:01:43.194 reflect on your own personal and  
NOTE Confidence: 0.860068608064516

00:01:43.194 --> 00:01:45.118 professional history as leaders,  
NOTE Confidence: 0.860068608064516

00:01:45.120 --> 00:01:47.360 both the successes you've had  
NOTE Confidence: 0.860068608064516

00:01:47.360 --> 00:01:48.680 and the challenges you've had,  
NOTE Confidence: 0.860068608064516

00:01:48.680 --> 00:01:50.832 because a lot of the lessons I've learned  
NOTE Confidence: 0.860068608064516

00:01:50.832 --> 00:01:53.119 have been through the challenges I've had,  
NOTE Confidence: 0.860068608064516

00:01:53.120 --> 00:01:56.120 not the successes.  
NOTE Confidence: 0.860068608064516

00:01:56.120 --> 00:01:58.112 What is your what are your  
NOTE Confidence: 0.860068608064516

00:01:58.112 --> 00:01:59.440 own values about leadership?  
NOTE Confidence: 0.860068608064516

00:01:59.440 --> 00:02:02.356 And what's your approach to leadership?  
NOTE Confidence: 0.860068608064516

00:02:02.360 --> 00:02:05.624 We heard about President Salivate today  
NOTE Confidence: 0.860068608064516

00:02:05.624 --> 00:02:08.908 and what he shared with all of you.  
NOTE Confidence: 0.860068608064516

00:02:08.908 --> 00:02:10.981 And I think that says so much  
NOTE Confidence: 0.860068608064516

00:02:10.981 --> 00:02:12.338 about Peter's values,  
NOTE Confidence: 0.860068608064516

00:02:12.338 --> 00:02:15.392 about leadership and his approach to  
NOTE Confidence: 0.860068608064516

00:02:15.392 --> 00:02:18.927 leadership I think is captured in the  
NOTE Confidence: 0.860068608064516

00:02:18.927 --> 00:02:21.357 communication you will receive today.

NOTE Confidence: 0.860068608064516  
00:02:21.360 --> 00:02:24.681 So I think that the truth is my story  
NOTE Confidence: 0.860068608064516  
00:02:24.681 --> 00:02:28.195 as a leader begins early in my life.  
NOTE Confidence: 0.860068608064516  
00:02:28.200 --> 00:02:31.800 In the 60s when my mom got her PhD and  
NOTE Confidence: 0.860068608064516  
00:02:31.895 --> 00:02:35.399 that's picture of her PhD graduation,  
NOTE Confidence: 0.860068608064516  
00:02:35.400 --> 00:02:39.160 there were not very many women in psychology.  
NOTE Confidence: 0.860068608064516  
00:02:39.160 --> 00:02:42.400 And so I think that just growing up in  
NOTE Confidence: 0.860068608064516  
00:02:42.400 --> 00:02:46.488 a family with a with a mom who was a  
NOTE Confidence: 0.860068608064516  
00:02:46.488 --> 00:02:49.238 psychologist leader had a big impact on me.  
NOTE Confidence: 0.860068608064516  
00:02:49.240 --> 00:02:53.076 And I learned so much from that.  
NOTE Confidence: 0.860068608064516  
00:02:53.080 --> 00:02:56.332 And here's us at my APA  
NOTE Confidence: 0.860068608064516  
00:02:56.332 --> 00:02:58.233 presidential convention where we  
NOTE Confidence: 0.860068608064516  
00:02:58.233 --> 00:03:00.037 did an interview together.  
NOTE Confidence: 0.887675645384615  
00:03:02.080 --> 00:03:04.236 And there were many advantages of having  
NOTE Confidence: 0.887675645384615  
00:03:04.236 --> 00:03:06.870 a parent in the same field, but they're  
NOTE Confidence: 0.887675645384615  
00:03:06.870 --> 00:03:09.120 also challenges with that as well.  
NOTE Confidence: 0.887675645384615

00:03:09.120 --> 00:03:11.500 And so really part of what I  
NOTE Confidence: 0.887675645384615

00:03:11.500 --> 00:03:13.693 learned through that is a lot  
NOTE Confidence: 0.887675645384615

00:03:13.693 --> 00:03:15.518 about developing my own identity,  
NOTE Confidence: 0.887675645384615

00:03:15.520 --> 00:03:17.275 ensuring that we each have  
NOTE Confidence: 0.887675645384615

00:03:17.275 --> 00:03:18.679 our own separate identities,  
NOTE Confidence: 0.887675645384615

00:03:18.680 --> 00:03:22.376 but can also work together in  
NOTE Confidence: 0.887675645384615

00:03:22.376 --> 00:03:24.840 meaningful and collaborative ways.  
NOTE Confidence: 0.887675645384615

00:03:24.840 --> 00:03:26.335 Just moving quickly through the  
NOTE Confidence: 0.887675645384615

00:03:26.335 --> 00:03:28.248 earlier part of my career at  
NOTE Confidence: 0.887675645384615

00:03:28.248 --> 00:03:29.676 the University of Pennsylvania,  
NOTE Confidence: 0.887675645384615

00:03:29.680 --> 00:03:31.640 where I was in undergrad,  
NOTE Confidence: 0.887675645384615

00:03:31.640 --> 00:03:34.944 I learned a lot there with Marty Seligman  
NOTE Confidence: 0.887675645384615

00:03:34.944 --> 00:03:37.840 and Lynn Abramson and Lauren Alloy.  
NOTE Confidence: 0.887675645384615

00:03:37.840 --> 00:03:39.862 I really learned how to think  
NOTE Confidence: 0.887675645384615

00:03:39.862 --> 00:03:40.873 like a researcher.  
NOTE Confidence: 0.887675645384615

00:03:40.880 --> 00:03:44.560 I learned about publishing and I

NOTE Confidence: 0.887675645384615  
00:03:44.560 --> 00:03:46.260 learned that despite the hardships  
NOTE Confidence: 0.887675645384615  
00:03:46.260 --> 00:03:48.401 or the difficulties we may have in  
NOTE Confidence: 0.887675645384615  
00:03:48.401 --> 00:03:49.997 our careers that we can succeed.  
NOTE Confidence: 0.887675645384615  
00:03:50.000 --> 00:03:53.640 I had quite low GRE scores and  
NOTE Confidence: 0.887675645384615  
00:03:53.640 --> 00:03:55.840 mentor support really helped me  
NOTE Confidence: 0.887675645384615  
00:03:55.840 --> 00:03:59.157 be able to move on in in my life.  
NOTE Confidence: 0.887675645384615  
00:03:59.160 --> 00:04:01.446 I learned about offering mentees the  
NOTE Confidence: 0.887675645384615  
00:04:01.446 --> 00:04:03.470 opportunity to study what interests  
NOTE Confidence: 0.887675645384615  
00:04:03.470 --> 00:04:05.650 them and a tremendous amount  
NOTE Confidence: 0.887675645384615  
00:04:05.650 --> 00:04:07.394 about balancing different views.  
NOTE Confidence: 0.887675645384615  
00:04:07.400 --> 00:04:09.344 I was in a cognitive, behavioral,  
NOTE Confidence: 0.887675645384615  
00:04:09.344 --> 00:04:11.040 very research oriented lab.  
NOTE Confidence: 0.887675645384615  
00:04:11.040 --> 00:04:13.542 My mom was a family systems  
NOTE Confidence: 0.887675645384615  
00:04:13.542 --> 00:04:15.400 person and I was in psychotherapy,  
NOTE Confidence: 0.887675645384615  
00:04:15.400 --> 00:04:15.962 psychoanalysis,  
NOTE Confidence: 0.887675645384615

00:04:15.962 --> 00:04:18.772 and so had multiple different  
NOTE Confidence: 0.887675645384615

00:04:18.772 --> 00:04:21.473 perspectives that I was trying  
NOTE Confidence: 0.887675645384615

00:04:21.473 --> 00:04:24.984 to figure out how to balance and  
NOTE Confidence: 0.887675645384615

00:04:24.984 --> 00:04:27.080 ultimately choose to integrate.  
NOTE Confidence: 0.887675645384615

00:04:27.080 --> 00:04:28.936 I went to Graduate School to the 1st  
NOTE Confidence: 0.887675645384615

00:04:28.936 --> 00:04:30.867 at the University of Pittsburgh and  
NOTE Confidence: 0.887675645384615

00:04:30.867 --> 00:04:32.973 then I transferred to the University  
NOTE Confidence: 0.887675645384615

00:04:33.036 --> 00:04:35.038 of Houston with my advisor Lynn Ream.  
NOTE Confidence: 0.887675645384615

00:04:35.040 --> 00:04:36.816 I learned a lot about choosing  
NOTE Confidence: 0.887675645384615

00:04:36.816 --> 00:04:38.000 an advisor or mentor,  
NOTE Confidence: 0.887675645384615

00:04:38.000 --> 00:04:39.960 somebody who is really going  
NOTE Confidence: 0.887675645384615

00:04:39.960 --> 00:04:42.272 to put your career first about  
NOTE Confidence: 0.887675645384615

00:04:42.272 --> 00:04:43.680 dealing with problematic peers,  
NOTE Confidence: 0.887675645384615

00:04:43.680 --> 00:04:45.228 which ultimately I think teaches you  
NOTE Confidence: 0.887675645384615

00:04:45.228 --> 00:04:47.838 a lot as a leader about dealing with  
NOTE Confidence: 0.887675645384615

00:04:47.838 --> 00:04:50.112 challenging people in the work environment,



NOTE Confidence: 0.887675645384615  
00:04:50.120 --> 00:04:51.134 handling accusations.  
NOTE Confidence: 0.887675645384615  
00:04:51.134 --> 00:04:53.669 I was accused of cheating  
NOTE Confidence: 0.887675645384615  
00:04:53.669 --> 00:04:55.680 on a statistics exam.  
NOTE Confidence: 0.887675645384615  
00:04:55.680 --> 00:04:57.200 You know, I can look back on it now and say,  
NOTE Confidence: 0.887675645384615  
00:04:57.200 --> 00:04:58.240 well, I didn't do that.  
NOTE Confidence: 0.887675645384615  
00:04:58.240 --> 00:04:59.280 It wasn't a big deal.  
NOTE Confidence: 0.887675645384615  
00:04:59.280 --> 00:05:01.088 But at the time it felt like it  
NOTE Confidence: 0.887675645384615  
00:05:01.088 --> 00:05:02.955 was going to be the end of my  
NOTE Confidence: 0.887675645384615  
00:05:02.955 --> 00:05:04.360 career before it even started.  
NOTE Confidence: 0.887675645384615  
00:05:04.360 --> 00:05:06.355 And we all have stories like that  
NOTE Confidence: 0.887675645384615  
00:05:06.355 --> 00:05:08.175 where things just feel like they're  
NOTE Confidence: 0.887675645384615  
00:05:08.175 --> 00:05:10.340 going to be career ending and  
NOTE Confidence: 0.887675645384615  
00:05:10.340 --> 00:05:12.980 balancing personal and professional  
NOTE Confidence: 0.887675645384615  
00:05:12.980 --> 00:05:15.440 decisions in terms of staying or  
NOTE Confidence: 0.887675645384615  
00:05:15.440 --> 00:05:17.240 moving in relationships and career.  
NOTE Confidence: 0.887675645384615

00:05:17.240 --> 00:05:19.480 Again, something all of us struggle with.

NOTE Confidence: 0.866346551764706

00:05:21.600 --> 00:05:23.886 I was had the good fortune as a grad

NOTE Confidence: 0.866346551764706

00:05:23.886 --> 00:05:26.157 student to do a lot of different research,

NOTE Confidence: 0.866346551764706

00:05:26.160 --> 00:05:29.640 a lot of different clinical work.

NOTE Confidence: 0.866346551764706

00:05:29.640 --> 00:05:32.335 This really set me up well for

NOTE Confidence: 0.866346551764706

00:05:32.335 --> 00:05:35.185 being a generalist and also for

NOTE Confidence: 0.866346551764706

00:05:35.185 --> 00:05:36.796 doing intervention research.

NOTE Confidence: 0.866346551764706

00:05:36.800 --> 00:05:39.632 I learned again a lot about

NOTE Confidence: 0.866346551764706

00:05:39.632 --> 00:05:41.520 defining my own identity.

NOTE Confidence: 0.866346551764706

00:05:41.520 --> 00:05:42.996 Lynn Ream was a wonderful mentor,

NOTE Confidence: 0.866346551764706

00:05:43.000 --> 00:05:45.310 but our world views about

NOTE Confidence: 0.866346551764706

00:05:45.310 --> 00:05:47.158 psychology were quite different,

NOTE Confidence: 0.866346551764706

00:05:47.160 --> 00:05:50.530 and so I really had a struggle to to find

NOTE Confidence: 0.866346551764706

00:05:50.613 --> 00:05:54.636 my own voice and pick my own career path.

NOTE Confidence: 0.866346551764706

00:05:54.640 --> 00:05:56.600 The truth was, my faculty wanted me to

NOTE Confidence: 0.866346551764706

00:05:56.600 --> 00:05:59.000 get a job in the psychology department.

NOTE Confidence: 0.866346551764706  
00:05:59.000 --> 00:06:00.040 They were not happy.  
NOTE Confidence: 0.866346551764706  
00:06:00.040 --> 00:06:02.999 I chose to go into the psychiatry department.  
NOTE Confidence: 0.866346551764706  
00:06:03.000 --> 00:06:03.678 I think honestly,  
NOTE Confidence: 0.866346551764706  
00:06:03.678 --> 00:06:05.843 the only thing that saved me was the name  
NOTE Confidence: 0.866346551764706  
00:06:05.843 --> 00:06:07.439 of the psychiatry department was Yale,  
NOTE Confidence: 0.866346551764706  
00:06:07.440 --> 00:06:10.120 and I think if it had been any other name,  
NOTE Confidence: 0.866346551764706  
00:06:10.120 --> 00:06:12.040 it really would have been unacceptable.  
NOTE Confidence: 0.866346551764706  
00:06:12.040 --> 00:06:14.040 But because it was Yale,  
NOTE Confidence: 0.866346551764706  
00:06:14.040 --> 00:06:15.840 it was a good thing.  
NOTE Confidence: 0.866346551764706  
00:06:15.840 --> 00:06:18.332 I also learned about keeping ballet separate  
NOTE Confidence: 0.866346551764706  
00:06:18.332 --> 00:06:21.341 and sort of not bringing parts of me  
NOTE Confidence: 0.866346551764706  
00:06:21.341 --> 00:06:23.920 that weren't professional into the workplace.  
NOTE Confidence: 0.866346551764706  
00:06:23.920 --> 00:06:26.400 That's changed over the years,  
NOTE Confidence: 0.866346551764706  
00:06:26.400 --> 00:06:28.716 and I've learned a lot about  
NOTE Confidence: 0.866346551764706  
00:06:28.716 --> 00:06:31.519 how to be a good mentor.  
NOTE Confidence: 0.866346551764706

00:06:31.520 --> 00:06:33.992 Fortunate to do my internship and  
NOTE Confidence: 0.866346551764706

00:06:33.992 --> 00:06:35.640 postdoctoral residency in Madison,  
NOTE Confidence: 0.866346551764706

00:06:35.640 --> 00:06:37.920 WI had wonderful  
NOTE Confidence: 0.866346551764706

00:06:37.920 --> 00:06:39.440 interprofessional colleagues,  
NOTE Confidence: 0.866346551764706

00:06:39.440 --> 00:06:41.774 and it really confirmed my identity  
NOTE Confidence: 0.866346551764706

00:06:41.774 --> 00:06:43.836 as as a clinical researcher  
NOTE Confidence: 0.866346551764706

00:06:43.836 --> 00:06:45.956 as well as a clinician.  
NOTE Confidence: 0.866346551764706

00:06:45.960 --> 00:06:48.840 Also got to do a lot of research there,  
NOTE Confidence: 0.866346551764706

00:06:48.840 --> 00:06:52.320 a lot of clinical work,  
NOTE Confidence: 0.866346551764706

00:06:52.320 --> 00:06:54.795 but I learned a lot while I was there.  
NOTE Confidence: 0.866346551764706

00:06:54.800 --> 00:06:57.440 I learned about dealing with death.  
NOTE Confidence: 0.866346551764706

00:06:57.440 --> 00:06:57.933 Unfortunately,  
NOTE Confidence: 0.866346551764706

00:06:57.933 --> 00:07:01.877 I had a peer who was the chief  
NOTE Confidence: 0.866346551764706

00:07:01.877 --> 00:07:05.197 resident who was murdered by a patient.  
NOTE Confidence: 0.866346551764706

00:07:05.200 --> 00:07:06.118 I was there.  
NOTE Confidence: 0.731994632

00:07:08.920 --> 00:07:10.920 Excuse me, Heard the gunshots,

NOTE Confidence: 0.731994632

00:07:10.920 --> 00:07:12.339 heard her scream.

NOTE Confidence: 0.731994632

00:07:12.339 --> 00:07:13.758 I've been shot.

NOTE Confidence: 0.731994632

00:07:13.760 --> 00:07:16.200 I called the code.

NOTE Confidence: 0.731994632

00:07:16.200 --> 00:07:19.240 And so I learned a lot about that.

NOTE Confidence: 0.731994632

00:07:19.240 --> 00:07:21.568 And I also had a patient I was

NOTE Confidence: 0.731994632

00:07:21.568 --> 00:07:23.399 extremely attached to during that time,

NOTE Confidence: 0.731994632

00:07:23.400 --> 00:07:25.026 die by suicide.

NOTE Confidence: 0.731994632

00:07:25.026 --> 00:07:27.569 And that ultimately shifted my

NOTE Confidence: 0.731994632

00:07:27.569 --> 00:07:29.783 career trajectory to focus most of

NOTE Confidence: 0.731994632

00:07:29.783 --> 00:07:32.240 my research on suicide and women.

NOTE Confidence: 0.937517487777778

00:07:34.400 --> 00:07:36.283 And so I think I really learned

NOTE Confidence: 0.937517487777778

00:07:36.283 --> 00:07:38.403 from all of this the importance

NOTE Confidence: 0.937517487777778

00:07:38.403 --> 00:07:40.478 of taking from those experiences,

NOTE Confidence: 0.937517487777778

00:07:40.480 --> 00:07:42.839 even some of the most painful ones,

NOTE Confidence: 0.937517487777778

00:07:42.840 --> 00:07:45.700 and turning them into things

NOTE Confidence: 0.937517487777778

00:07:45.700 --> 00:07:48.560 that can matter going forward.  
NOTE Confidence: 0.937517487777778

00:07:48.560 --> 00:07:51.480 I think when I do debriefing that I  
NOTE Confidence: 0.937517487777778

00:07:51.480 --> 00:07:53.342 often do the kind of debriefing that  
NOTE Confidence: 0.937517487777778

00:07:53.342 --> 00:07:55.790 I wish people had done with us when I  
NOTE Confidence: 0.937517487777778

00:07:55.790 --> 00:07:57.440 was struggling with issues like that.  
NOTE Confidence: 0.85340522125

00:07:59.720 --> 00:08:02.840 My first job, as was mentioned by Donna,  
NOTE Confidence: 0.85340522125

00:08:02.840 --> 00:08:07.990 was at Yale, and I worked 1st at the  
NOTE Confidence: 0.85340522125

00:08:07.990 --> 00:08:10.453 Connecticut Mental Health Center and  
NOTE Confidence: 0.85340522125

00:08:10.453 --> 00:08:13.519 then at the Yale Psychiatric Institute,  
NOTE Confidence: 0.85340522125

00:08:13.520 --> 00:08:14.465 did research there.  
NOTE Confidence: 0.85340522125

00:08:14.465 --> 00:08:16.355 But the truth is I can.  
NOTE Confidence: 0.85340522125

00:08:16.360 --> 00:08:18.676 I struggle to be productive there.  
NOTE Confidence: 0.85340522125

00:08:18.680 --> 00:08:20.880 I struggle to get grants.  
NOTE Confidence: 0.85340522125

00:08:20.880 --> 00:08:24.120 While I was at Yale, I also taught  
NOTE Confidence: 0.85340522125

00:08:24.120 --> 00:08:26.520 and supervised for the first time.  
NOTE Confidence: 0.85340522125

00:08:26.520 --> 00:08:29.560 And as was true for so many of us back then,

NOTE Confidence: 0.85340522125  
00:08:29.560 --> 00:08:31.800 I had had no classes or seminars  
NOTE Confidence: 0.85340522125  
00:08:31.800 --> 00:08:34.078 or supervision of supervision.  
NOTE Confidence: 0.85340522125  
00:08:34.080 --> 00:08:36.635 I was a postdoc on June 30th,  
NOTE Confidence: 0.85340522125  
00:08:36.640 --> 00:08:39.360 and I had 12 supervisors on July 1st.  
NOTE Confidence: 0.85340522125  
00:08:39.360 --> 00:08:42.720 And I sort of supervised by  
NOTE Confidence: 0.85340522125  
00:08:42.720 --> 00:08:44.736 doing what Trying to emulate my  
NOTE Confidence: 0.85340522125  
00:08:44.736 --> 00:08:46.080 good supervisors and teachers,  
NOTE Confidence: 0.85340522125  
00:08:46.080 --> 00:08:48.636 and trying to not do the things that the  
NOTE Confidence: 0.85340522125  
00:08:48.640 --> 00:08:53.040 ones I didn't think were so helpful did.  
NOTE Confidence: 0.85340522125  
00:08:53.040 --> 00:08:56.370 And it was also my first  
NOTE Confidence: 0.85340522125  
00:08:56.370 --> 00:08:57.480 administrative experience.  
NOTE Confidence: 0.806015097272727  
00:08:59.520 --> 00:09:01.476 The reality is I made a  
NOTE Confidence: 0.806015097272727  
00:09:01.476 --> 00:09:03.080 lot of mistakes early on,  
NOTE Confidence: 0.806015097272727  
00:09:03.080 --> 00:09:05.980 doing administration and leadership,  
NOTE Confidence: 0.806015097272727  
00:09:05.980 --> 00:09:08.880 mistakes that in retrospect  
NOTE Confidence: 0.806015097272727

00:09:08.880 --> 00:09:10.240 weren't that big a deal,  
NOTE Confidence: 0.806015097272727

00:09:10.240 --> 00:09:11.794 but they felt like a big deal.  
NOTE Confidence: 0.806015097272727

00:09:11.800 --> 00:09:14.064 And part of it was because I didn't  
NOTE Confidence: 0.806015097272727

00:09:14.064 --> 00:09:15.999 know exactly how to navigate things  
NOTE Confidence: 0.9214920475

00:09:18.040 --> 00:09:21.430 when I when I made those  
NOTE Confidence: 0.9214920475

00:09:21.430 --> 00:09:22.560 administrative errors.  
NOTE Confidence: 0.9214920475

00:09:22.560 --> 00:09:24.639 So a couple of things I failed to negotiate,  
NOTE Confidence: 0.9214920475

00:09:24.640 --> 00:09:27.132 never even dawned on me when I  
NOTE Confidence: 0.9214920475

00:09:27.132 --> 00:09:28.862 was offered the position that  
NOTE Confidence: 0.9214920475

00:09:28.862 --> 00:09:30.800 I could negotiate for anything.  
NOTE Confidence: 0.9214920475

00:09:30.800 --> 00:09:32.280 So I failed to negotiate.  
NOTE Confidence: 0.9214920475

00:09:32.280 --> 00:09:33.790 And that's actually been a  
NOTE Confidence: 0.9214920475

00:09:33.790 --> 00:09:34.998 theme throughout my life,  
NOTE Confidence: 0.9214920475

00:09:35.000 --> 00:09:37.840 is not negotiating as well as I could.  
NOTE Confidence: 0.9214920475

00:09:37.840 --> 00:09:41.760 I think that's why I teach about negotiation.  
NOTE Confidence: 0.9214920475

00:09:41.760 --> 00:09:43.760 I also learned about making



NOTE Confidence: 0.9214920475  
00:09:43.760 --> 00:09:45.360 administrative errors and again  
NOTE Confidence: 0.9214920475  
00:09:45.360 --> 00:09:47.053 realizing the importance of having  
NOTE Confidence: 0.9214920475  
00:09:47.053 --> 00:09:48.895 a consultant or a coach when  
NOTE Confidence: 0.9214920475  
00:09:48.960 --> 00:09:50.760 you're starting to be a leader.  
NOTE Confidence: 0.9214920475  
00:09:50.760 --> 00:09:52.041 And there are many of you on  
NOTE Confidence: 0.9214920475  
00:09:52.041 --> 00:09:53.360 the call who know David Snow.  
NOTE Confidence: 0.9214920475  
00:09:53.360 --> 00:09:55.280 He was certainly a person that  
NOTE Confidence: 0.9214920475  
00:09:55.280 --> 00:09:58.200 I turned to during that time.  
NOTE Confidence: 0.9214920475  
00:09:58.200 --> 00:10:00.275 I learned about building teams  
NOTE Confidence: 0.9214920475  
00:10:00.275 --> 00:10:01.520 and quite frankly,  
NOTE Confidence: 0.9214920475  
00:10:01.520 --> 00:10:03.940 I learned about handling  
NOTE Confidence: 0.9214920475  
00:10:03.940 --> 00:10:05.755 confrontation and shame.  
NOTE Confidence: 0.95565  
00:10:08.600 --> 00:10:10.600 I also learned about prioritizing,  
NOTE Confidence: 0.95565  
00:10:10.600 --> 00:10:11.988 mentoring, and career development,  
NOTE Confidence: 0.95565  
00:10:11.988 --> 00:10:14.374 even when at the time it felt  
NOTE Confidence: 0.95565

00:10:14.374 --> 00:10:16.160 like that was not so mentoring and  
NOTE Confidence: 0.95565

00:10:16.160 --> 00:10:17.560 career development of other people,  
NOTE Confidence: 0.95565

00:10:17.560 --> 00:10:19.282 even though at the time that didn't  
NOTE Confidence: 0.95565

00:10:19.282 --> 00:10:21.360 feel like it was really highly valued.  
NOTE Confidence: 0.95565

00:10:21.360 --> 00:10:23.300 I know that that's changed  
NOTE Confidence: 0.95565

00:10:23.300 --> 00:10:25.240 a lot over the years,  
NOTE Confidence: 0.95565

00:10:25.240 --> 00:10:27.880 and I learned that stories about  
NOTE Confidence: 0.95565

00:10:27.880 --> 00:10:29.640 us change over time.  
NOTE Confidence: 0.95565

00:10:29.640 --> 00:10:31.760 I learned this when I came back to  
NOTE Confidence: 0.95565

00:10:31.760 --> 00:10:36.308 to give grand rounds at Yale and I  
NOTE Confidence: 0.95565

00:10:36.308 --> 00:10:38.396 was introduced and the story that  
NOTE Confidence: 0.95565

00:10:38.396 --> 00:10:41.478 was told about my time at Yale was so  
NOTE Confidence: 0.95565

00:10:41.478 --> 00:10:43.802 different than the story I had ever  
NOTE Confidence: 0.95565

00:10:43.802 --> 00:10:45.993 told myself about my time at Yale.  
NOTE Confidence: 0.95565

00:10:46.000 --> 00:10:47.768 And I called out my best friend that  
NOTE Confidence: 0.95565

00:10:47.768 --> 00:10:49.555 night after the grand rounds and I said,

NOTE Confidence: 0.95565

00:10:49.560 --> 00:10:50.940 you won't believe what they said

NOTE Confidence: 0.95565

00:10:50.940 --> 00:10:52.480 in the grand rounds introduction.

NOTE Confidence: 0.95565

00:10:52.480 --> 00:10:52.968 And Stephanie,

NOTE Confidence: 0.95565

00:10:52.968 --> 00:10:54.188 I actually think you're the

NOTE Confidence: 0.95565

00:10:54.188 --> 00:10:55.640 person who gave the introduction

NOTE Confidence: 0.91456621625

00:10:57.800 --> 00:11:00.800 and she said, well, what did they say?

NOTE Confidence: 0.91456621625

00:11:00.800 --> 00:11:02.354 And I told her and I said,

NOTE Confidence: 0.91456621625

00:11:02.360 --> 00:11:04.227 but it's not true. And she said, well,

NOTE Confidence: 0.91456621625

00:11:04.227 --> 00:11:06.549 maybe you ought to start believing

NOTE Confidence: 0.91456621625

00:11:06.549 --> 00:11:08.680 their story instead of your story.

NOTE Confidence: 0.91456621625

00:11:08.680 --> 00:11:11.119 And I think that it's so often we focus

NOTE Confidence: 0.91456621625

00:11:11.119 --> 00:11:14.038 so much on the things that were harder

NOTE Confidence: 0.91456621625

00:11:14.038 --> 00:11:16.454 that were challenging that we lose sight

NOTE Confidence: 0.91456621625

00:11:16.454 --> 00:11:21.280 of the things that might have gone well.

NOTE Confidence: 0.91456621625

00:11:21.280 --> 00:11:24.011 I've been at Emory since 1990.

NOTE Confidence: 0.91456621625

00:11:24.011 --> 00:11:27.066 I've had a really wonderful  
NOTE Confidence: 0.91456621625

00:11:27.066 --> 00:11:28.388 time in many ways.  
NOTE Confidence: 0.91456621625

00:11:28.388 --> 00:11:30.040 I could get to to do lots  
NOTE Confidence: 0.91456621625

00:11:30.107 --> 00:11:31.319 of different things.  
NOTE Confidence: 0.91456621625

00:11:31.320 --> 00:11:34.056 I get to to do clinical work at  
NOTE Confidence: 0.91456621625

00:11:34.056 --> 00:11:36.093 both Grady Health System which  
NOTE Confidence: 0.91456621625

00:11:36.093 --> 00:11:38.599 is a public safety net hospital  
NOTE Confidence: 0.91456621625

00:11:38.599 --> 00:11:40.880 as well as memory healthcare.  
NOTE Confidence: 0.91456621625

00:11:40.880 --> 00:11:45.040 So I do very different kinds of work  
NOTE Confidence: 0.91456621625

00:11:45.040 --> 00:11:48.496 got get to do a lot of science and  
NOTE Confidence: 0.91456621625

00:11:48.496 --> 00:11:51.560 scholarship in in many different  
NOTE Confidence: 0.91456621625

00:11:51.560 --> 00:11:54.115 areas and I really love doing that.  
NOTE Confidence: 0.91456621625

00:11:54.120 --> 00:11:56.142 Probably the work I'm most passionate  
NOTE Confidence: 0.91456621625

00:11:56.142 --> 00:11:58.837 about is the work with the NIA project,  
NOTE Confidence: 0.91456621625

00:11:58.840 --> 00:12:01.165 which has been to celebrated  
NOTE Confidence: 0.91456621625

00:12:01.165 --> 00:12:03.400 its 30th year last year.

NOTE Confidence: 0.902991721578947

00:12:05.800 --> 00:12:08.056 I've really enjoyed moving much more

NOTE Confidence: 0.902991721578947

00:12:08.056 --> 00:12:10.170 into patient and family centered

NOTE Confidence: 0.902991721578947

00:12:10.170 --> 00:12:12.885 care and doing that collaboratively

NOTE Confidence: 0.902991721578947

00:12:12.885 --> 00:12:14.514 with interprofessional colleagues

NOTE Confidence: 0.902991721578947

00:12:14.520 --> 00:12:16.968 and I had really wanted to do global

NOTE Confidence: 0.902991721578947

00:12:16.968 --> 00:12:18.777 mental health work and had struggled

NOTE Confidence: 0.902991721578947

00:12:18.777 --> 00:12:20.840 to figure out how to do that.

NOTE Confidence: 0.902991721578947

00:12:20.840 --> 00:12:23.185 Unfortunately, in the past few

NOTE Confidence: 0.902991721578947

00:12:23.185 --> 00:12:26.095 years I've been able to increasingly

NOTE Confidence: 0.902991721578947

00:12:26.095 --> 00:12:29.434 figure out how to do that work.

NOTE Confidence: 0.902991721578947

00:12:29.440 --> 00:12:31.330 The pandemic actually opened up a

NOTE Confidence: 0.902991721578947

00:12:31.330 --> 00:12:33.599 lot of doors for me and I'm now,

NOTE Confidence: 0.902991721578947

00:12:33.600 --> 00:12:36.300 for example, consulting to our

NOTE Confidence: 0.902991721578947

00:12:36.300 --> 00:12:38.460 healthcare colleagues in Wuhan

NOTE Confidence: 0.902991721578947

00:12:38.460 --> 00:12:41.624 and Beijing and Shanghai related

NOTE Confidence: 0.902991721578947

00:12:41.624 --> 00:12:44.160 to healthcare worker well-being.  
NOTE Confidence: 0.902991721578947

00:12:44.160 --> 00:12:48.280 Also been able to do a lot of  
NOTE Confidence: 0.902991721578947

00:12:48.280 --> 00:12:51.118 education and training and I really,  
NOTE Confidence: 0.902991721578947

00:12:51.120 --> 00:12:55.240 really enjoy that very much and doing  
NOTE Confidence: 0.902991721578947

00:12:55.240 --> 00:12:58.600 a lot of advocacy and leadership.  
NOTE Confidence: 0.902991721578947

00:12:58.600 --> 00:13:01.024 We have the Atlanta Behavioral Health  
NOTE Confidence: 0.902991721578947

00:13:01.024 --> 00:13:03.081 Advocates that we have formed.  
NOTE Confidence: 0.902991721578947

00:13:03.081 --> 00:13:05.286 It's a social justice advocacy  
NOTE Confidence: 0.902991721578947

00:13:05.286 --> 00:13:08.365 group and I have multiple sort of  
NOTE Confidence: 0.902991721578947

00:13:08.365 --> 00:13:10.819 more formal title roles in which  
NOTE Confidence: 0.902991721578947

00:13:10.819 --> 00:13:13.360 I can do advocacy and leadership.  
NOTE Confidence: 0.928566321428571

00:13:15.760 --> 00:13:17.475 I've learned a lot over the time.  
NOTE Confidence: 0.928566321428571

00:13:17.480 --> 00:13:20.960 My professional identity has really evolved.  
NOTE Confidence: 0.928566321428571

00:13:20.960 --> 00:13:24.128 I started out sort of identifying  
NOTE Confidence: 0.928566321428571

00:13:24.128 --> 00:13:26.240 as a scientist practitioner,  
NOTE Confidence: 0.928566321428571

00:13:26.240 --> 00:13:28.048 added educator to that,

NOTE Confidence: 0.928566321428571  
00:13:28.048 --> 00:13:30.760 added advocate to the my identity,  
NOTE Confidence: 0.928566321428571  
00:13:30.760 --> 00:13:34.200 and then added leader and sort of finding  
NOTE Confidence: 0.928566321428571  
00:13:34.200 --> 00:13:38.120 ways to balance all of those different  
NOTE Confidence: 0.928566321428571  
00:13:38.120 --> 00:13:40.965 parts really have become clear that  
NOTE Confidence: 0.928566321428571  
00:13:40.965 --> 00:13:43.880 I've needed to articulate my values,  
NOTE Confidence: 0.928566321428571  
00:13:43.880 --> 00:13:46.028 knowing what are the values that  
NOTE Confidence: 0.928566321428571  
00:13:46.028 --> 00:13:48.928 for me as a leader are really  
NOTE Confidence: 0.928566321428571  
00:13:48.928 --> 00:13:52.036 central to my core and my identity.  
NOTE Confidence: 0.928566321428571  
00:13:52.040 --> 00:13:54.488 That they really serve as a  
NOTE Confidence: 0.928566321428571  
00:13:54.488 --> 00:13:56.840 foundation and my moral compass.  
NOTE Confidence: 0.928566321428571  
00:13:56.840 --> 00:13:59.157 That these values inform what I do,  
NOTE Confidence: 0.928566321428571  
00:13:59.160 --> 00:14:00.548 they evolve over time.  
NOTE Confidence: 0.928566321428571  
00:14:00.548 --> 00:14:03.014 And that one of the hardest things  
NOTE Confidence: 0.928566321428571  
00:14:03.014 --> 00:14:05.462 for me as a leader has been to  
NOTE Confidence: 0.928566321428571  
00:14:05.462 --> 00:14:07.590 figure out what to do when the  
NOTE Confidence: 0.928566321428571

00:14:07.590 --> 00:14:09.744 values that I hold near and dear

NOTE Confidence: 0.928566321428571

00:14:09.744 --> 00:14:11.712 to my heart come into conflict.

NOTE Confidence: 0.928566321428571

00:14:11.720 --> 00:14:12.842 So for example,

NOTE Confidence: 0.928566321428571

00:14:12.842 --> 00:14:15.086 I had situations in which values

NOTE Confidence: 0.928566321428571

00:14:15.086 --> 00:14:17.265 such as loyalty and integrity

NOTE Confidence: 0.928566321428571

00:14:17.265 --> 00:14:18.993 have come into conflict,

NOTE Confidence: 0.928566321428571

00:14:19.000 --> 00:14:21.114 both of which are important to me.

NOTE Confidence: 0.928566321428571

00:14:21.120 --> 00:14:25.085 Sometimes they can't be equally

NOTE Confidence: 0.928566321428571

00:14:25.085 --> 00:14:27.628 important and thinking really about

NOTE Confidence: 0.928566321428571

00:14:27.628 --> 00:14:31.200 how to act in accord with my values.

NOTE Confidence: 0.928566321428571

00:14:31.200 --> 00:14:33.306 So things like valuing the people

NOTE Confidence: 0.928566321428571

00:14:33.306 --> 00:14:35.496 with my work with collaborating and

NOTE Confidence: 0.928566321428571

00:14:35.496 --> 00:14:38.360 teach as well as those I care for.

NOTE Confidence: 0.928566321428571

00:14:38.360 --> 00:14:39.866 Really incorporating community

NOTE Confidence: 0.928566321428571

00:14:39.866 --> 00:14:42.860 advisory boards and the the voices

NOTE Confidence: 0.928566321428571

00:14:42.860 --> 00:14:45.800 of our patients and their families.



NOTE Confidence: 0.928566321428571  
00:14:45.800 --> 00:14:47.852 Building programs through collaboration,  
NOTE Confidence: 0.928566321428571  
00:14:47.852 --> 00:14:50.417 creating service and educational programs  
NOTE Confidence: 0.928566321428571  
00:14:50.417 --> 00:14:52.759 that value and highlight diversity,  
NOTE Confidence: 0.928566321428571  
00:14:52.760 --> 00:14:54.068 equity and inclusion.  
NOTE Confidence: 0.928566321428571  
00:14:54.068 --> 00:14:56.684 And being sure that I prioritize  
NOTE Confidence: 0.928566321428571  
00:14:56.684 --> 00:14:58.960 in all of my work service,  
NOTE Confidence: 0.928566321428571  
00:14:58.960 --> 00:15:03.440 serving the public or the multiple publics.  
NOTE Confidence: 0.928566321428571  
00:15:03.440 --> 00:15:05.492 And here's sort of a different  
NOTE Confidence: 0.928566321428571  
00:15:05.492 --> 00:15:08.066 way to to highlight what some of  
NOTE Confidence: 0.928566321428571  
00:15:08.066 --> 00:15:09.951 those values are associated with  
NOTE Confidence: 0.928566321428571  
00:15:09.951 --> 00:15:12.673 each part of my identity and the  
NOTE Confidence: 0.928566321428571  
00:15:12.673 --> 00:15:14.800 importance of pulling those together.  
NOTE Confidence: 0.938294876666667  
00:15:16.880 --> 00:15:18.824 I've learned about balancing  
NOTE Confidence: 0.938294876666667  
00:15:18.824 --> 00:15:19.796 multiple missions.  
NOTE Confidence: 0.938294876666667  
00:15:19.800 --> 00:15:22.644 Probably most everyone on the call  
NOTE Confidence: 0.938294876666667

00:15:22.644 --> 00:15:26.276 does 234 or more kind of activities,  
NOTE Confidence: 0.938294876666667

00:15:26.280 --> 00:15:28.164 and you can't do them all  
NOTE Confidence: 0.938294876666667

00:15:28.164 --> 00:15:30.120 equally well all of the time.  
NOTE Confidence: 0.938294876666667

00:15:30.120 --> 00:15:31.280 And how do you prioritize  
NOTE Confidence: 0.938294876666667

00:15:31.280 --> 00:15:32.440 and which do you do?  
NOTE Confidence: 0.938294876666667

00:15:32.440 --> 00:15:34.645 When and how do you make sure  
NOTE Confidence: 0.938294876666667

00:15:34.645 --> 00:15:37.234 that you do a good enough job  
NOTE Confidence: 0.938294876666667

00:15:37.234 --> 00:15:39.194 with everything that you do?  
NOTE Confidence: 0.938294876666667

00:15:39.200 --> 00:15:41.755 Through my various leadership roles at Emory,  
NOTE Confidence: 0.938294876666667

00:15:41.760 --> 00:15:43.820 I've had amazing opportunities.  
NOTE Confidence: 0.938294876666667

00:15:43.820 --> 00:15:46.684 One of the most special opportunities  
NOTE Confidence: 0.938294876666667

00:15:46.684 --> 00:15:49.498 was that His Holiness the Dalai Lama  
NOTE Confidence: 0.938294876666667

00:15:49.498 --> 00:15:52.340 joined the faculty at Emory and I was  
NOTE Confidence: 0.938294876666667

00:15:52.340 --> 00:15:55.880 chair of the University Senate at the time.  
NOTE Confidence: 0.938294876666667

00:15:55.880 --> 00:15:58.848 And so I had the opportunity to  
NOTE Confidence: 0.938294876666667

00:15:58.848 --> 00:16:01.599 to welcome him to our faculty.

NOTE Confidence: 0.938294876666667  
00:16:01.600 --> 00:16:02.800 And what I would say,  
NOTE Confidence: 0.938294876666667  
00:16:02.800 --> 00:16:04.186 there's a lot I could say  
NOTE Confidence: 0.938294876666667  
00:16:04.186 --> 00:16:04.879 about that experience.  
NOTE Confidence: 0.938294876666667  
00:16:04.880 --> 00:16:07.048 But one of the things that I would  
NOTE Confidence: 0.938294876666667  
00:16:07.048 --> 00:16:09.372 say from a leader perspective is  
NOTE Confidence: 0.938294876666667  
00:16:09.372 --> 00:16:12.084 that even though I believe 12,000  
NOTE Confidence: 0.938294876666667  
00:16:12.084 --> 00:16:15.960 people were watching this ceremony,  
NOTE Confidence: 0.938294876666667  
00:16:15.960 --> 00:16:18.360 when I was talking with him,  
NOTE Confidence: 0.938294876666667  
00:16:18.360 --> 00:16:20.112 he looked at me in the eyes in  
NOTE Confidence: 0.938294876666667  
00:16:20.112 --> 00:16:22.062 the way in which I felt like I  
NOTE Confidence: 0.938294876666667  
00:16:22.062 --> 00:16:23.840 was the only person in the space.  
NOTE Confidence: 0.938294876666667  
00:16:23.840 --> 00:16:25.208 There were lots and lots of  
NOTE Confidence: 0.938294876666667  
00:16:25.208 --> 00:16:26.919 people in the room that he really,  
NOTE Confidence: 0.938294876666667  
00:16:26.920 --> 00:16:29.320 truly made eye contact with me  
NOTE Confidence: 0.938294876666667  
00:16:29.320 --> 00:16:32.963 in a way that made me feel like  
NOTE Confidence: 0.938294876666667

00:16:32.963 --> 00:16:34.915 we were really connected.  
NOTE Confidence: 0.938294876666667

00:16:34.920 --> 00:16:36.276 And I think as a leader,  
NOTE Confidence: 0.938294876666667

00:16:36.280 --> 00:16:40.360 that is just so very, very important.  
NOTE Confidence: 0.938294876666667

00:16:40.360 --> 00:16:43.260 I've learned lots of things  
NOTE Confidence: 0.938294876666667

00:16:43.260 --> 00:16:47.140 along my time at at Emory dealing  
NOTE Confidence: 0.938294876666667

00:16:47.140 --> 00:16:48.520 with problematic employees.  
NOTE Confidence: 0.938294876666667

00:16:48.520 --> 00:16:51.472 I tend to be somebody who likes to  
NOTE Confidence: 0.938294876666667

00:16:51.472 --> 00:16:53.912 avoid conflict and can't always do that.  
NOTE Confidence: 0.938294876666667

00:16:53.912 --> 00:16:54.956 As I mentioned,  
NOTE Confidence: 0.938294876666667

00:16:54.960 --> 00:16:57.160 I'm not very good at this negotiating thing,  
NOTE Confidence: 0.938294876666667

00:16:57.160 --> 00:16:59.158 so I've didn't do as well.  
NOTE Confidence: 0.938294876666667

00:16:59.160 --> 00:17:01.528 I haven't done as well as I could  
NOTE Confidence: 0.938294876666667

00:17:01.528 --> 00:17:03.566 negotiating for my salary or time off  
NOTE Confidence: 0.938294876666667

00:17:03.566 --> 00:17:05.920 when I was APA president and trying to,  
NOTE Confidence: 0.938294876666667

00:17:05.920 --> 00:17:06.880 as I mentioned,  
NOTE Confidence: 0.938294876666667

00:17:06.880 --> 00:17:08.520 teach about negotiation to be

NOTE Confidence: 0.938294876666667  
00:17:08.520 --> 00:17:09.832 able to do this,  
NOTE Confidence: 0.938294876666667  
00:17:09.840 --> 00:17:12.000 practicing giving and getting feedback,  
NOTE Confidence: 0.938294876666667  
00:17:12.000 --> 00:17:13.644 asking others for help,  
NOTE Confidence: 0.938294876666667  
00:17:13.644 --> 00:17:16.920 and of course using data to advocate.  
NOTE Confidence: 0.938294876666667  
00:17:16.920 --> 00:17:19.545 I've come to appreciate what my style  
NOTE Confidence: 0.938294876666667  
00:17:19.545 --> 00:17:23.095 is as a leader as it's evolved and  
NOTE Confidence: 0.938294876666667  
00:17:23.095 --> 00:17:26.520 recognizing the pros and cons of my style.  
NOTE Confidence: 0.938294876666667  
00:17:26.520 --> 00:17:28.944 I've applied for jobs.  
NOTE Confidence: 0.938294876666667  
00:17:28.944 --> 00:17:30.156 Excuse me.  
NOTE Confidence: 0.938294876666667  
00:17:30.160 --> 00:17:31.040 Well,  
NOTE Confidence: 0.938294876666667  
00:17:31.040 --> 00:17:32.800 at Emory  
NOTE Confidence: 0.892231376666667  
00:17:35.320 --> 00:17:37.984 and I did not get all of the shops  
NOTE Confidence: 0.892231376666667  
00:17:37.984 --> 00:17:40.400 that I applied for And so sort of  
NOTE Confidence: 0.892231376666667  
00:17:40.400 --> 00:17:41.960 learning how to deal with that,  
NOTE Confidence: 0.892231376666667  
00:17:41.960 --> 00:17:44.095 especially when you don't get a job  
NOTE Confidence: 0.892231376666667

00:17:44.095 --> 00:17:46.381 in in your own space and just how  
NOTE Confidence: 0.892231376666667

00:17:46.381 --> 00:17:48.680 that feels and how to deal with that.  
NOTE Confidence: 0.892231376666667

00:17:48.680 --> 00:17:50.870 And then I being offered new  
NOTE Confidence: 0.892231376666667

00:17:50.870 --> 00:17:53.200 opportunities when I least expect them.  
NOTE Confidence: 0.892231376666667

00:17:53.200 --> 00:17:56.824 So my recent role in the Dean's office  
NOTE Confidence: 0.892231376666667

00:17:56.824 --> 00:17:59.940 was was a job that was created for  
NOTE Confidence: 0.892231376666667

00:17:59.940 --> 00:18:03.060 me and offered to me and that was  
NOTE Confidence: 0.892231376666667

00:18:03.060 --> 00:18:05.040 something that came quite unexpectedly.  
NOTE Confidence: 0.91306575

00:18:08.080 --> 00:18:10.780 I've really come to appreciate  
NOTE Confidence: 0.91306575

00:18:10.780 --> 00:18:13.480 the importance of stepping forward  
NOTE Confidence: 0.91306575

00:18:13.570 --> 00:18:16.080 during times of crisis and I'll  
NOTE Confidence: 0.91306575

00:18:16.080 --> 00:18:18.120 give a couple examples of this.  
NOTE Confidence: 0.91306575

00:18:18.120 --> 00:18:20.568 One is that we created this  
NOTE Confidence: 0.91306575

00:18:20.568 --> 00:18:22.200 model called caring Communities  
NOTE Confidence: 0.91306575

00:18:22.273 --> 00:18:24.277 during the COVID-19 pandemic,  
NOTE Confidence: 0.91306575

00:18:24.280 --> 00:18:26.280 developed a behavioral response model.

NOTE Confidence: 0.91306575  
00:18:26.280 --> 00:18:29.566 We published about this and  
NOTE Confidence: 0.91306575  
00:18:29.566 --> 00:18:32.200 and gave a lot of support,  
NOTE Confidence: 0.91306575  
00:18:32.200 --> 00:18:34.600 interventions, education, outreach  
NOTE Confidence: 0.723186265  
00:18:37.120 --> 00:18:40.240 at our institution and our area  
NOTE Confidence: 0.723186265  
00:18:40.240 --> 00:18:43.960 nationally and then increasingly globally.  
NOTE Confidence: 0.723186265  
00:18:43.960 --> 00:18:45.228 As I mentioned earlier,  
NOTE Confidence: 0.723186265  
00:18:45.228 --> 00:18:47.766 I had wanted to figure out how to  
NOTE Confidence: 0.723186265  
00:18:47.766 --> 00:18:49.832 get into the global space and the  
NOTE Confidence: 0.723186265  
00:18:49.832 --> 00:18:52.648 pandemic and the work we ended up doing  
NOTE Confidence: 0.723186265  
00:18:52.648 --> 00:18:54.800 locally opened the doors for that.  
NOTE Confidence: 0.723186265  
00:18:54.800 --> 00:19:00.340 And so I got the US Department of State,  
NOTE Confidence: 0.723186265  
00:19:00.340 --> 00:19:03.670 offered me a contract to consult  
NOTE Confidence: 0.723186265  
00:19:03.770 --> 00:19:06.151 to embassies throughout the world,  
NOTE Confidence: 0.723186265  
00:19:06.151 --> 00:19:08.533 really, but particularly a lot in  
NOTE Confidence: 0.723186265  
00:19:08.533 --> 00:19:10.757 the Middle East and in Africa.  
NOTE Confidence: 0.723186265

00:19:10.760 --> 00:19:13.880 And so that's really helped me be able  
NOTE Confidence: 0.723186265

00:19:13.880 --> 00:19:16.280 to get involved with more global health work.  
NOTE Confidence: 0.869826033

00:19:18.520 --> 00:19:20.320 It's another example of stepping  
NOTE Confidence: 0.869826033

00:19:20.320 --> 00:19:22.120 forward during times of crisis.  
NOTE Confidence: 0.869826033

00:19:22.120 --> 00:19:25.396 It's also for me related to diversity  
NOTE Confidence: 0.869826033

00:19:25.396 --> 00:19:26.800 initiatives and facilitating.  
NOTE Confidence: 0.869826033

00:19:26.800 --> 00:19:28.960 This relates to what Doctor Crystal  
NOTE Confidence: 0.869826033

00:19:28.960 --> 00:19:30.800 was talking about beginning today,  
NOTE Confidence: 0.869826033

00:19:30.800 --> 00:19:32.999 diversity dialogues and  
NOTE Confidence: 0.869826033

00:19:32.999 --> 00:19:35.198 anti racism conversations.  
NOTE Confidence: 0.869826033

00:19:35.200 --> 00:19:38.032 We created and implemented A diversity  
NOTE Confidence: 0.869826033

00:19:38.032 --> 00:19:39.920 dialogue facilitator training program.  
NOTE Confidence: 0.869826033

00:19:39.920 --> 00:19:42.690 First, we trained faculty throughout  
NOTE Confidence: 0.869826033

00:19:42.690 --> 00:19:46.495 our Med school to support these or  
NOTE Confidence: 0.869826033

00:19:46.495 --> 00:19:48.970 to facilitate these conversations and  
NOTE Confidence: 0.869826033

00:19:48.970 --> 00:19:53.600 then we refine the program to train



NOTE Confidence: 0.869826033

00:19:53.600 --> 00:19:55.784 learners like chiatry residents,

NOTE Confidence: 0.869826033

00:19:55.784 --> 00:19:57.968 psychology interns and postdocs

NOTE Confidence: 0.869826033

00:19:57.968 --> 00:20:00.375 and and the like and we're able to

NOTE Confidence: 0.869826033

00:20:00.375 --> 00:20:02.358 get some grant funding to do that.

NOTE Confidence: 0.869826033

00:20:02.360 --> 00:20:06.404 We're continuing to to grow that

NOTE Confidence: 0.869826033

00:20:06.404 --> 00:20:09.484 program and there have been other times

NOTE Confidence: 0.869826033

00:20:09.484 --> 00:20:12.032 of crisis in recent years that I've

NOTE Confidence: 0.869826033

00:20:12.032 --> 00:20:14.319 found stepping forward really matters.

NOTE Confidence: 0.869826033

00:20:14.320 --> 00:20:15.346 I've been.

NOTE Confidence: 0.869826033

00:20:15.346 --> 00:20:16.372 Doing work,

NOTE Confidence: 0.869826033

00:20:16.372 --> 00:20:17.398 psycho education,

NOTE Confidence: 0.869826033

00:20:17.400 --> 00:20:20.184 support and guidance to the actually

NOTE Confidence: 0.869826033

00:20:20.184 --> 00:20:22.760 economic teams in the Ukraine.

NOTE Confidence: 0.890836214545455

00:20:27.480 --> 00:20:29.685 So what have I learned from all

NOTE Confidence: 0.890836214545455

00:20:29.685 --> 00:20:31.120 this Leading through crisis?

NOTE Confidence: 0.890836214545455

00:20:31.120 --> 00:20:32.864 We're really prioritizing my  
NOTE Confidence: 0.890836214545455

00:20:32.864 --> 00:20:35.480 connection with the people on teams,  
NOTE Confidence: 0.890836214545455

00:20:35.480 --> 00:20:37.815 recognizing just how much leadership  
NOTE Confidence: 0.890836214545455

00:20:37.815 --> 00:20:39.683 is about relationships and  
NOTE Confidence: 0.890836214545455

00:20:39.683 --> 00:20:41.520 connections being really present,  
NOTE Confidence: 0.890836214545455

00:20:41.520 --> 00:20:42.561 visible and available.  
NOTE Confidence: 0.890836214545455

00:20:42.561 --> 00:20:45.418 And I don't think any time is more  
NOTE Confidence: 0.890836214545455

00:20:45.418 --> 00:20:47.592 important for that than the pandemic.  
NOTE Confidence: 0.890836214545455

00:20:47.592 --> 00:20:50.728 Going to the IC US every day from  
NOTE Confidence: 0.890836214545455

00:20:50.728 --> 00:20:53.011 March through the Friday after  
NOTE Confidence: 0.890836214545455

00:20:53.011 --> 00:20:55.096 Thanksgiving and just being there  
NOTE Confidence: 0.890836214545455

00:20:55.096 --> 00:20:57.878 for for people on the front lines.  
NOTE Confidence: 0.890836214545455

00:20:57.880 --> 00:21:00.960 Being about a lot about being flexible,  
NOTE Confidence: 0.890836214545455

00:21:00.960 --> 00:21:02.559 compassionate and coaching  
NOTE Confidence: 0.890836214545455

00:21:02.559 --> 00:21:04.158 others with compassion.  
NOTE Confidence: 0.890836214545455

00:21:04.160 --> 00:21:06.585 Taking appropriate action steps in

NOTE Confidence: 0.890836214545455

00:21:06.585 --> 00:21:09.520 collaboration with people that I leave,

NOTE Confidence: 0.890836214545455

00:21:09.520 --> 00:21:12.360 doing my best to work with people to

NOTE Confidence: 0.890836214545455

00:21:12.360 --> 00:21:14.466 get critical resources and something

NOTE Confidence: 0.890836214545455

00:21:14.466 --> 00:21:17.512 that I continue to to have to work

NOTE Confidence: 0.890836214545455

00:21:17.512 --> 00:21:20.920 on is taking good care of myself.

NOTE Confidence: 0.890836214545455

00:21:20.920 --> 00:21:23.420 Also learned the importance and

NOTE Confidence: 0.890836214545455

00:21:23.420 --> 00:21:26.710 again this is mentioned earlier in

NOTE Confidence: 0.890836214545455

00:21:26.710 --> 00:21:29.500 that conversation by Doctor Crystal

NOTE Confidence: 0.890836214545455

00:21:29.596 --> 00:21:32.830 of being engaged in the the Atlanta

NOTE Confidence: 0.890836214545455

00:21:32.830 --> 00:21:35.293 community in many different ways

NOTE Confidence: 0.890836214545455

00:21:35.293 --> 00:21:38.824 and how very important that is being

NOTE Confidence: 0.890836214545455

00:21:38.824 --> 00:21:42.375 available to the media as well as

NOTE Confidence: 0.890836214545455

00:21:42.375 --> 00:21:43.995 a spokesperson for psychology,

NOTE Confidence: 0.890836214545455

00:21:44.000 --> 00:21:46.388 translating psychology and psychological

NOTE Confidence: 0.890836214545455

00:21:46.388 --> 00:21:49.970 science to the public and really

NOTE Confidence: 0.890836214545455

00:21:50.052 --> 00:21:53.160 helping the public in times of crisis.

NOTE Confidence: 0.890836214545455

00:21:53.160 --> 00:21:56.000 And I just here want to sort of

NOTE Confidence: 0.890836214545455

00:21:56.000 --> 00:21:58.574 acknowledge the the loss of Missus

NOTE Confidence: 0.890836214545455

00:21:58.574 --> 00:22:00.804 Carter an amazing mental health

NOTE Confidence: 0.890836214545455

00:22:00.804 --> 00:22:02.160 advocate and leader.

NOTE Confidence: 0.842463913076923

00:22:07.000 --> 00:22:09.148 I know that people who lead

NOTE Confidence: 0.842463913076923

00:22:09.148 --> 00:22:11.920 and do well get lots of honors,

NOTE Confidence: 0.842463913076923

00:22:11.920 --> 00:22:13.789 but I really don't feel like it's

NOTE Confidence: 0.842463913076923

00:22:13.789 --> 00:22:15.678 the honors in and of themselves.

NOTE Confidence: 0.842463913076923

00:22:15.680 --> 00:22:16.844 That's what matters.

NOTE Confidence: 0.842463913076923

00:22:16.844 --> 00:22:19.560 But what we do with those honors

NOTE Confidence: 0.842463913076923

00:22:19.640 --> 00:22:21.836 to continue to pay it forward.

NOTE Confidence: 0.952443902222222

00:22:24.200 --> 00:22:26.168 One of the ways I've been

NOTE Confidence: 0.952443902222222

00:22:26.168 --> 00:22:27.508 involved in doing that,

NOTE Confidence: 0.952443902222222

00:22:27.508 --> 00:22:29.596 but also in learning to lead,

NOTE Confidence: 0.952443902222222

00:22:29.600 --> 00:22:32.365 is I've participated in a lot of

NOTE Confidence: 0.952443902222222

00:22:32.365 --> 00:22:34.160 different leadership development programs.

NOTE Confidence: 0.952443902222222

00:22:34.160 --> 00:22:36.480 I came to realize pretty early on in,

NOTE Confidence: 0.952443902222222

00:22:36.480 --> 00:22:38.488 in part because of some of the mistakes

NOTE Confidence: 0.952443902222222

00:22:38.488 --> 00:22:40.635 that I made while I was in New Haven

NOTE Confidence: 0.952443902222222

00:22:40.640 --> 00:22:42.360 that I really didn't know how to lead.

NOTE Confidence: 0.952443902222222

00:22:42.360 --> 00:22:44.600 That leadership was a competency,

NOTE Confidence: 0.952443902222222

00:22:44.600 --> 00:22:47.108 but a competency that we don't

NOTE Confidence: 0.952443902222222

00:22:47.108 --> 00:22:49.670 necessarily learn the same way we learn

NOTE Confidence: 0.952443902222222

00:22:49.670 --> 00:22:51.974 how to do interventions or whatever.

NOTE Confidence: 0.952443902222222

00:22:51.974 --> 00:22:55.460 And so I participated in many different

NOTE Confidence: 0.952443902222222

00:22:55.545 --> 00:22:58.060 leadership development programs and have

NOTE Confidence: 0.952443902222222

00:22:58.060 --> 00:23:01.430 been on the faculty of many different

NOTE Confidence: 0.952443902222222

00:23:01.430 --> 00:23:03.680 leadership development programs as well.

NOTE Confidence: 0.952443902222222

00:23:03.680 --> 00:23:06.800 And I think that that's really helped me

NOTE Confidence: 0.952443902222222

00:23:06.800 --> 00:23:10.040 learn as much as I can about leadership.

NOTE Confidence: 0.802650338

00:23:12.360 --> 00:23:14.328 So in addition to learning that  
NOTE Confidence: 0.802650338

00:23:14.328 --> 00:23:15.640 leadership is a confidence.  
NOTE Confidence: 0.802650338

00:23:15.640 --> 00:23:18.797 I think her participating in these programs,  
NOTE Confidence: 0.802650338

00:23:18.800 --> 00:23:21.570 all of which include various  
NOTE Confidence: 0.802650338

00:23:21.570 --> 00:23:22.678 leadership assessments,  
NOTE Confidence: 0.802650338

00:23:22.680 --> 00:23:25.494 has really helped me learn what  
NOTE Confidence: 0.802650338

00:23:25.494 --> 00:23:27.370 my leadership strengths are  
NOTE Confidence: 0.802650338

00:23:27.453 --> 00:23:29.835 and how to capitalize on them.  
NOTE Confidence: 0.802650338

00:23:29.840 --> 00:23:32.320 Excuse me, I am not your typical leader  
NOTE Confidence: 0.802650338

00:23:32.320 --> 00:23:34.798 when it comes to those assessments.  
NOTE Confidence: 0.802650338

00:23:34.800 --> 00:23:37.158 So whatever assessment tool you do,  
NOTE Confidence: 0.802650338

00:23:37.160 --> 00:23:40.240 and I'm just gave 2 examples here  
NOTE Confidence: 0.802650338

00:23:40.240 --> 00:23:42.067 on the Berkman, the green has to  
NOTE Confidence: 0.802650338

00:23:42.067 --> 00:23:44.278 do with the feeling kind of leader.  
NOTE Confidence: 0.802650338

00:23:44.280 --> 00:23:46.714 Well, I was in a leadership program.  
NOTE Confidence: 0.802650338

00:23:46.714 --> 00:23:48.399 We all took the Berkman.

NOTE Confidence: 0.802650338

00:23:48.400 --> 00:23:51.360 They had all the Reds over red

NOTE Confidence: 0.802650338

00:23:51.360 --> 00:23:53.280 kind of leaders in one corner.

NOTE Confidence: 0.802650338

00:23:53.280 --> 00:23:54.668 The Blues who another.

NOTE Confidence: 0.802650338

00:23:54.668 --> 00:23:56.403 The yellows and another and

NOTE Confidence: 0.802650338

00:23:56.403 --> 00:23:58.038 the greens and the 4th.

NOTE Confidence: 0.802650338

00:23:58.040 --> 00:24:00.760 And I was the only one in the green category,

NOTE Confidence: 0.802650338

00:24:00.760 --> 00:24:03.637 the only one who led by feeling

NOTE Confidence: 0.802650338

00:24:03.640 --> 00:24:05.200 the same on the Myers Briggs.

NOTE Confidence: 0.802650338

00:24:05.200 --> 00:24:09.520 It doesn't matter what it is and

NOTE Confidence: 0.802650338

00:24:09.520 --> 00:24:13.654 really not feeling for a long time

NOTE Confidence: 0.802650338

00:24:13.654 --> 00:24:15.815 that I had a lot of models or

NOTE Confidence: 0.802650338

00:24:15.815 --> 00:24:17.840 support to to lead in those ways.

NOTE Confidence: 0.802650338

00:24:17.840 --> 00:24:20.477 But that those that what that is who I

NOTE Confidence: 0.802650338

00:24:20.477 --> 00:24:23.194 am and how to to capitalize on that.

NOTE Confidence: 0.802650338

00:24:23.200 --> 00:24:25.650 But also these leadership programs

NOTE Confidence: 0.802650338

00:24:25.650 --> 00:24:28.118 have you do 360° evaluations,  
NOTE Confidence: 0.802650338

00:24:28.118 --> 00:24:31.611 and we all have areas of strengths  
NOTE Confidence: 0.802650338

00:24:31.611 --> 00:24:34.807 and areas we can get better at,  
NOTE Confidence: 0.802650338

00:24:34.807 --> 00:24:36.843 and developing and implementing  
NOTE Confidence: 0.802650338

00:24:36.843 --> 00:24:39.764 action plans for myself related to  
NOTE Confidence: 0.802650338

00:24:39.764 --> 00:24:42.690 the areas that were ways in which  
NOTE Confidence: 0.802650338

00:24:42.690 --> 00:24:46.163 I needed to improve and being very  
NOTE Confidence: 0.802650338

00:24:46.163 --> 00:24:48.835 intentional about addressing those.  
NOTE Confidence: 0.802650338

00:24:48.840 --> 00:24:50.565 So for example,  
NOTE Confidence: 0.802650338

00:24:50.565 --> 00:24:53.440 I mentioned earlier dealing with  
NOTE Confidence: 0.802650338

00:24:53.440 --> 00:24:56.160 problematic employees being one of them.  
NOTE Confidence: 0.802650338

00:24:56.160 --> 00:24:56.972 Not surprisingly,  
NOTE Confidence: 0.802650338

00:24:56.972 --> 00:25:00.220 I am probably not the only person on  
NOTE Confidence: 0.802650338

00:25:00.304 --> 00:25:03.156 this zoom who's a perfectionist and  
NOTE Confidence: 0.802650338

00:25:03.156 --> 00:25:05.736 really learning about striving for  
NOTE Confidence: 0.802650338

00:25:05.736 --> 00:25:07.800 excellence rather than perfection,



NOTE Confidence: 0.802650338

00:25:07.800 --> 00:25:11.760 which is of course always unattainable.

NOTE Confidence: 0.802650338

00:25:11.760 --> 00:25:13.098 As Donna mentioned,

NOTE Confidence: 0.802650338

00:25:13.098 --> 00:25:15.328 I've been very involved nationally

NOTE Confidence: 0.802650338

00:25:15.328 --> 00:25:18.206 and lots of different ways and

NOTE Confidence: 0.802650338

00:25:18.206 --> 00:25:20.118 lots of different organizations.

NOTE Confidence: 0.802650338

00:25:20.120 --> 00:25:22.520 And through that I've learned about

NOTE Confidence: 0.802650338

00:25:22.520 --> 00:25:24.848 reaching out for help and guides

NOTE Confidence: 0.802650338

00:25:24.848 --> 00:25:27.032 from other people who I trust

NOTE Confidence: 0.802650338

00:25:27.032 --> 00:25:29.146 and can and depend on.

NOTE Confidence: 0.802650338

00:25:29.146 --> 00:25:31.918 Taking responsibility for my own behaviors,

NOTE Confidence: 0.802650338

00:25:31.920 --> 00:25:33.012 my own actions,

NOTE Confidence: 0.802650338

00:25:33.012 --> 00:25:35.560 and being willing to reflect on those.

NOTE Confidence: 0.802650338

00:25:35.560 --> 00:25:37.880 Always trying to be curious,

NOTE Confidence: 0.802650338

00:25:37.880 --> 00:25:39.700 valuing learning from diverse

NOTE Confidence: 0.802650338

00:25:39.700 --> 00:25:41.520 people with different views,

NOTE Confidence: 0.802650338

00:25:41.520 --> 00:25:43.347 knowing that you can't be a leader  
NOTE Confidence: 0.802650338

00:25:43.347 --> 00:25:44.936 by yourself and you really need  
NOTE Confidence: 0.802650338

00:25:44.936 --> 00:25:46.724 to share that leadership burden,  
NOTE Confidence: 0.802650338

00:25:46.724 --> 00:25:48.436 creating and following through  
NOTE Confidence: 0.802650338

00:25:48.436 --> 00:25:50.280 and vision and mission.  
NOTE Confidence: 0.802650338

00:25:50.280 --> 00:25:51.960 I don't know how many of you have  
NOTE Confidence: 0.802650338

00:25:51.960 --> 00:25:53.168 been involved in strategic planning  
NOTE Confidence: 0.802650338

00:25:53.168 --> 00:25:54.890 where you spend tons and tons and  
NOTE Confidence: 0.802650338

00:25:54.939 --> 00:25:56.381 tons of time coming up with the  
NOTE Confidence: 0.802650338

00:25:56.381 --> 00:25:58.388 vision and the mission and goals and  
NOTE Confidence: 0.802650338

00:25:58.388 --> 00:26:00.470 way less time on implementing those  
NOTE Confidence: 0.802650338

00:26:00.535 --> 00:26:02.390 strategic plans and realizing that  
NOTE Confidence: 0.802650338

00:26:02.390 --> 00:26:04.680 really the effort needs to go on.  
NOTE Confidence: 0.802650338

00:26:04.680 --> 00:26:08.520 The implementation part of those plans  
NOTE Confidence: 0.837078640357143

00:26:10.640 --> 00:26:13.575 have had many different involvements  
NOTE Confidence: 0.837078640357143

00:26:13.575 --> 00:26:15.923 in the American Psychological

NOTE Confidence: 0.837078640357143

00:26:15.923 --> 00:26:18.400 Association since very early in my

NOTE Confidence: 0.837078640357143

00:26:18.400 --> 00:26:21.136 career and found those to be extremely

NOTE Confidence: 0.837078640357143

00:26:21.136 --> 00:26:23.680 valuable and very special to me.

NOTE Confidence: 0.837078640357143

00:26:23.680 --> 00:26:26.134 Of course, the one that what mattered

NOTE Confidence: 0.837078640357143

00:26:26.134 --> 00:26:29.552 the most was the year I was President of

NOTE Confidence: 0.837078640357143

00:26:29.552 --> 00:26:31.840 the American Psychological Association.

NOTE Confidence: 0.837078640357143

00:26:31.840 --> 00:26:33.385 I had several initiatives at

NOTE Confidence: 0.837078640357143

00:26:33.385 --> 00:26:35.349 that time that I think reflect

NOTE Confidence: 0.837078640357143

00:26:35.349 --> 00:26:37.479 things that really matter for me.

NOTE Confidence: 0.837078640357143

00:26:37.480 --> 00:26:39.550 One had to do with translating

NOTE Confidence: 0.837078640357143

00:26:39.550 --> 00:26:41.400 psychological science to the public,

NOTE Confidence: 0.837078640357143

00:26:41.400 --> 00:26:44.040 the second had to do with

NOTE Confidence: 0.837078640357143

00:26:44.040 --> 00:26:46.520 patient and family centered care,

NOTE Confidence: 0.837078640357143

00:26:46.520 --> 00:26:49.481 and the third had to do with the pipeline

NOTE Confidence: 0.837078640357143

00:26:49.481 --> 00:26:51.959 from Graduate School to first job.

NOTE Confidence: 0.837078640357143

00:26:51.960 --> 00:26:53.952 But this is also the first  
NOTE Confidence: 0.837078640357143

00:26:53.952 --> 00:26:55.280 time that I didn't.  
NOTE Confidence: 0.837078640357143

00:26:55.280 --> 00:26:56.411 Besides my initiatives,  
NOTE Confidence: 0.837078640357143

00:26:56.411 --> 00:26:59.880 I I did what I call my passions,  
NOTE Confidence: 0.837078640357143

00:26:59.880 --> 00:27:01.848 and I really integrated the arts  
NOTE Confidence: 0.837078640357143

00:27:01.848 --> 00:27:03.576 and psychology For the first  
NOTE Confidence: 0.837078640357143

00:27:03.576 --> 00:27:05.316 time in the psychology world.  
NOTE Confidence: 0.837078640357143

00:27:05.320 --> 00:27:07.320 I had always, as I had mentioned earlier,  
NOTE Confidence: 0.837078640357143

00:27:07.320 --> 00:27:10.880 kept damp, separate and outside of my life.  
NOTE Confidence: 0.837078640357143

00:27:10.880 --> 00:27:14.080 And so I had started the first choir at APA.  
NOTE Confidence: 0.837078640357143

00:27:14.080 --> 00:27:18.779 We had slideshows of psychologists  
NOTE Confidence: 0.837078640357143

00:27:18.779 --> 00:27:20.678 and psychology trainings,  
NOTE Confidence: 0.837078640357143

00:27:20.680 --> 00:27:22.540 photography and pottery  
NOTE Confidence: 0.837078640357143

00:27:22.540 --> 00:27:25.640 and artwork and the like.  
NOTE Confidence: 0.837078640357143

00:27:25.640 --> 00:27:27.036 I gave presidential citations,  
NOTE Confidence: 0.837078640357143

00:27:27.036 --> 00:27:29.130 1/3 of them to early career

NOTE Confidence: 0.837078640357143

00:27:29.199 --> 00:27:31.039 psychologist because I feel like

NOTE Confidence: 0.837078640357143

00:27:31.039 --> 00:27:33.314 people early in their career often

NOTE Confidence: 0.837078640357143

00:27:33.314 --> 00:27:35.558 get overlooked and their work doesn't

NOTE Confidence: 0.837078640357143

00:27:35.558 --> 00:27:37.322 really get honored sufficiently.

NOTE Confidence: 0.837078640357143

00:27:37.322 --> 00:27:41.174 And I just loved the international

NOTE Confidence: 0.837078640357143

00:27:41.174 --> 00:27:44.239 travel that I got to do.

NOTE Confidence: 0.837078640357143

00:27:44.240 --> 00:27:47.108 I think I learned about communicating

NOTE Confidence: 0.837078640357143

00:27:47.108 --> 00:27:50.159 in a personal and genuine way.

NOTE Confidence: 0.837078640357143

00:27:50.160 --> 00:27:52.280 When I was APA president,

NOTE Confidence: 0.837078640357143

00:27:52.280 --> 00:27:55.568 I gave Congressman Lewis a presidential

NOTE Confidence: 0.837078640357143

00:27:55.568 --> 00:27:59.809 citation and he was a real mentor to me

NOTE Confidence: 0.837078640357143

00:27:59.809 --> 00:28:03.160 in terms of policy and advocacy work.

NOTE Confidence: 0.837078640357143

00:28:03.160 --> 00:28:06.932 And when I was starting to introduce him,

NOTE Confidence: 0.837078640357143

00:28:06.932 --> 00:28:11.680 I got choked up and I sort of stopped myself,

NOTE Confidence: 0.837078640357143

00:28:11.680 --> 00:28:14.880 didn't think it was appropriate to get

NOTE Confidence: 0.837078640357143

00:28:14.880 --> 00:28:17.400 tearful when I was introducing somebody.

NOTE Confidence: 0.837078640357143

00:28:17.400 --> 00:28:20.235 And he stood up and he said,

NOTE Confidence: 0.837078640357143

00:28:20.240 --> 00:28:20.676 Nadine,

NOTE Confidence: 0.837078640357143

00:28:20.676 --> 00:28:23.292 it's OK to have those feelings

NOTE Confidence: 0.837078640357143

00:28:23.292 --> 00:28:24.600 and share them.

NOTE Confidence: 0.837078640357143

00:28:24.600 --> 00:28:26.865 It's those feelings that are

NOTE Confidence: 0.837078640357143

00:28:26.865 --> 00:28:29.808 the passion and the power behind

NOTE Confidence: 0.837078640357143

00:28:29.808 --> 00:28:32.160 courage and good leadership.

NOTE Confidence: 0.837078640357143

00:28:32.160 --> 00:28:34.770 And that was really a turning

NOTE Confidence: 0.837078640357143

00:28:34.770 --> 00:28:37.479 point for me as a leader,

NOTE Confidence: 0.837078640357143

00:28:37.480 --> 00:28:40.306 to have somebody who I respected

NOTE Confidence: 0.837078640357143

00:28:40.306 --> 00:28:42.728 so tremendously much for what he

NOTE Confidence: 0.837078640357143

00:28:42.728 --> 00:28:45.080 did for our nation and the world,

NOTE Confidence: 0.837078640357143

00:28:45.080 --> 00:28:47.446 and to have him say you don't

NOTE Confidence: 0.837078640357143

00:28:47.446 --> 00:28:49.917 have to hold back who you are,

NOTE Confidence: 0.837078640357143

00:28:49.920 --> 00:28:52.188 that you can be genuine and that

NOTE Confidence: 0.837078640357143  
00:28:52.188 --> 00:28:56.439 will make you more effective leader.  
NOTE Confidence: 0.837078640357143  
00:28:56.440 --> 00:28:58.806 I really define my approach when I  
NOTE Confidence: 0.837078640357143  
00:28:58.806 --> 00:29:00.993 began the presidency as striving to  
NOTE Confidence: 0.837078640357143  
00:29:00.993 --> 00:29:02.838 be a leader that's collaborative,  
NOTE Confidence: 0.837078640357143  
00:29:02.840 --> 00:29:03.752 transformational,  
NOTE Confidence: 0.837078640357143  
00:29:03.752 --> 00:29:07.400 inclusive and values driven.  
NOTE Confidence: 0.837078640357143  
00:29:07.400 --> 00:29:09.682 But I had to add, over time,  
NOTE Confidence: 0.837078640357143  
00:29:09.682 --> 00:29:10.564 being courageous,  
NOTE Confidence: 0.837078640357143  
00:29:10.564 --> 00:29:13.210 I had never thought of myself  
NOTE Confidence: 0.837078640357143  
00:29:13.295 --> 00:29:15.200 as courageous in any way,  
NOTE Confidence: 0.837078640357143  
00:29:15.200 --> 00:29:17.760 certainly not a courageous leader.  
NOTE Confidence: 0.837078640357143  
00:29:17.760 --> 00:29:20.301 But it became clear to me that  
NOTE Confidence: 0.837078640357143  
00:29:20.301 --> 00:29:22.557 there are times that we have  
NOTE Confidence: 0.837078640357143  
00:29:22.557 --> 00:29:24.717 to step forward as a leader,  
NOTE Confidence: 0.837078640357143  
00:29:24.720 --> 00:29:26.428 regardless of the consequences  
NOTE Confidence: 0.837078640357143

00:29:26.428 --> 00:29:28.990 and and really have courage in

NOTE Confidence: 0.837078640357143

00:29:29.060 --> 00:29:30.599 moving things forward.

NOTE Confidence: 0.904451036363636

00:29:32.880 --> 00:29:35.178 I learned as APA president about

NOTE Confidence: 0.904451036363636

00:29:35.178 --> 00:29:37.120 winning some and losing some,

NOTE Confidence: 0.904451036363636

00:29:37.120 --> 00:29:40.315 and that's true for any leader in any role.

NOTE Confidence: 0.904451036363636

00:29:40.320 --> 00:29:43.610 Times of feeling rejected as a leader

NOTE Confidence: 0.904451036363636

00:29:43.610 --> 00:29:46.599 and figuring out kind of what I can

NOTE Confidence: 0.904451036363636

00:29:46.599 --> 00:29:48.624 learn from that, what I can take.

NOTE Confidence: 0.904451036363636

00:29:48.624 --> 00:29:51.071 That really led me to reflect on my

NOTE Confidence: 0.904451036363636

00:29:51.071 --> 00:29:53.390 own approach to leadership and to

NOTE Confidence: 0.904451036363636

00:29:53.390 --> 00:29:55.865 write about being a multicultural

NOTE Confidence: 0.904451036363636

00:29:55.865 --> 00:29:58.572 and feminist leader as as things

NOTE Confidence: 0.904451036363636

00:29:58.572 --> 00:30:01.480 that really guide or inform who I am

NOTE Confidence: 0.8785667345

00:30:04.760 --> 00:30:05.933 as APA president.

NOTE Confidence: 0.8785667345

00:30:05.933 --> 00:30:08.279 I learned about dealing with those

NOTE Confidence: 0.8785667345

00:30:08.279 --> 00:30:09.714 interpersonal conflicts which I'd



NOTE Confidence: 0.8785667345

00:30:09.714 --> 00:30:11.996 like to avoid at the highest level,

NOTE Confidence: 0.8785667345

00:30:12.000 --> 00:30:15.088 having to have intense personal

NOTE Confidence: 0.8785667345

00:30:15.088 --> 00:30:16.960 and professional demands.

NOTE Confidence: 0.8785667345

00:30:16.960 --> 00:30:17.728 Managing change.

NOTE Confidence: 0.8785667345

00:30:17.728 --> 00:30:21.313 I always get marked really high on sort of

NOTE Confidence: 0.8785667345

00:30:21.313 --> 00:30:23.959 collaboration and finding a middle ground.

NOTE Confidence: 0.8785667345

00:30:23.960 --> 00:30:27.956 But sometimes compromise just isn't possible,

NOTE Confidence: 0.8785667345

00:30:27.960 --> 00:30:29.265 and sometimes creative

NOTE Confidence: 0.8785667345

00:30:29.265 --> 00:30:31.440 alternatives need to be found.

NOTE Confidence: 0.8785667345

00:30:31.440 --> 00:30:34.583 And really figuring out what to do

NOTE Confidence: 0.8785667345

00:30:34.583 --> 00:30:36.720 when compromised isn't possible.

NOTE Confidence: 0.8785667345

00:30:36.720 --> 00:30:38.820 Continuing to make mistakes but

NOTE Confidence: 0.8785667345

00:30:38.820 --> 00:30:41.370 learn from them and pursuing my

NOTE Confidence: 0.8785667345

00:30:41.370 --> 00:30:43.520 dreams and sharing my passions.

NOTE Confidence: 0.9448

00:30:46.200 --> 00:30:50.892 Unfortunately, there were some

NOTE Confidence: 0.9448

00:30:50.892 --> 00:30:52.704 accusations about psychologists

NOTE Confidence: 0.9448

00:30:52.704 --> 00:30:55.120 potential involvement in torture.

NOTE Confidence: 0.9448

00:30:55.120 --> 00:30:57.290 And while I don't want to get

NOTE Confidence: 0.9448

00:30:57.290 --> 00:31:00.000 off on on this whole issue,

NOTE Confidence: 0.9448

00:31:00.000 --> 00:31:01.656 I want to focus on what I learned

NOTE Confidence: 0.9448

00:31:01.656 --> 00:31:02.959 from the Huffman reporter,

NOTE Confidence: 0.9448

00:31:02.960 --> 00:31:05.318 the independent review as a leader.

NOTE Confidence: 0.9448

00:31:05.320 --> 00:31:07.840 So when I was president,

NOTE Confidence: 0.9448

00:31:07.840 --> 00:31:09.920 I was when I president,

NOTE Confidence: 0.9448

00:31:09.920 --> 00:31:12.538 the APA board called for an independent

NOTE Confidence: 0.9448

00:31:12.538 --> 00:31:14.595 review of these accusations that

NOTE Confidence: 0.9448

00:31:14.595 --> 00:31:17.360 had appeared in James Risen's book.

NOTE Confidence: 0.9448

00:31:17.360 --> 00:31:19.960 I chaired the special committee

NOTE Confidence: 0.9448

00:31:19.960 --> 00:31:22.480 related to this and I Co LED

NOTE Confidence: 0.9448

00:31:22.480 --> 00:31:24.884 with Doctor Susan McDaniel the

NOTE Confidence: 0.9448

00:31:24.884 --> 00:31:27.439 handling of the decision making.

NOTE Confidence: 0.9448

00:31:27.440 --> 00:31:31.280 This was the headlines of the New

NOTE Confidence: 0.9448

00:31:31.280 --> 00:31:34.318 York Times at the when the report

NOTE Confidence: 0.9448

00:31:34.318 --> 00:31:36.634 was actively leaked to the press.

NOTE Confidence: 0.918782873333333

00:31:39.600 --> 00:31:42.666 And so as you can imagine, this was a

NOTE Confidence: 0.918782873333333

00:31:42.666 --> 00:31:45.620 very difficult and painful time for the

NOTE Confidence: 0.918782873333333

00:31:45.709 --> 00:31:48.917 organization and for me in in my role.

NOTE Confidence: 0.918782873333333

00:31:48.920 --> 00:31:51.836 And it was a time where more than ever,

NOTE Confidence: 0.918782873333333

00:31:51.840 --> 00:31:54.227 I really came to understand how you

NOTE Confidence: 0.918782873333333

00:31:54.227 --> 00:31:57.018 have to lead with, as I mentioned,

NOTE Confidence: 0.918782873333333

00:31:57.018 --> 00:31:59.288 courage and integrity to follow

NOTE Confidence: 0.918782873333333

00:31:59.288 --> 00:32:01.604 your moral compass, being clear,

NOTE Confidence: 0.918782873333333

00:32:01.604 --> 00:32:04.838 to have those values front and center.

NOTE Confidence: 0.918782873333333

00:32:04.840 --> 00:32:06.725 Because sometimes as a leader, there's

NOTE Confidence: 0.918782873333333

00:32:06.725 --> 00:32:09.875 some really painful realities to face.

NOTE Confidence: 0.918782873333333

00:32:09.880 --> 00:32:12.280 And that we need to do that no

NOTE Confidence: 0.918782873333333

00:32:12.280 --> 00:32:14.280 matter how difficult that is.  
NOTE Confidence: 0.9187828733333333

00:32:14.280 --> 00:32:16.005 And of course,  
NOTE Confidence: 0.9187828733333333

00:32:16.005 --> 00:32:18.880 making those really tough decisions.  
NOTE Confidence: 0.9187828733333333

00:32:18.880 --> 00:32:19.820 When you're leading through  
NOTE Confidence: 0.9187828733333333

00:32:19.820 --> 00:32:20.760 a crisis like that,  
NOTE Confidence: 0.9187828733333333

00:32:20.760 --> 00:32:22.818 it's very stressful and there's a  
NOTE Confidence: 0.9187828733333333

00:32:22.818 --> 00:32:25.188 lot of emotions that come up and  
NOTE Confidence: 0.9187828733333333

00:32:25.188 --> 00:32:27.054 trying to figure out how you're  
NOTE Confidence: 0.9187828733333333

00:32:27.054 --> 00:32:29.356 going to navigate those both  
NOTE Confidence: 0.9187828733333333

00:32:29.356 --> 00:32:30.799 personally and professionally.  
NOTE Confidence: 0.9187828733333333

00:32:30.800 --> 00:32:33.398 Finding ways to manage that stress.  
NOTE Confidence: 0.9187828733333333

00:32:33.400 --> 00:32:36.680 When there really is no time for self-care.  
NOTE Confidence: 0.9187828733333333

00:32:36.680 --> 00:32:39.720 And yet the critical importance  
NOTE Confidence: 0.9187828733333333

00:32:39.720 --> 00:32:42.760 of making time for self-care.  
NOTE Confidence: 0.9187828733333333

00:32:42.760 --> 00:32:44.488 Speaking up when what you have  
NOTE Confidence: 0.9187828733333333

00:32:44.488 --> 00:32:46.599 to say is a very popular,

NOTE Confidence: 0.918782873333333  
00:32:46.600 --> 00:32:49.603 especially for me at least when issues  
NOTE Confidence: 0.918782873333333  
00:32:49.603 --> 00:32:52.248 of integrity and ethics are core.  
NOTE Confidence: 0.918782873333333  
00:32:52.248 --> 00:32:55.076 And knowing that when you're a leader,  
NOTE Confidence: 0.918782873333333  
00:32:55.080 --> 00:32:58.144 you may end up having a legacy that  
NOTE Confidence: 0.918782873333333  
00:32:58.144 --> 00:33:00.520 wasn't what you chose your legacy to be,  
NOTE Confidence: 0.918782873333333  
00:33:00.520 --> 00:33:02.260 wasn't what you thought you would  
NOTE Confidence: 0.918782873333333  
00:33:02.260 --> 00:33:03.640 legacy was going to be.  
NOTE Confidence: 0.918782873333333  
00:33:03.640 --> 00:33:06.079 But you ended up having a legacy that that  
NOTE Confidence: 0.856566875  
00:33:08.760 --> 00:33:11.376 that really is how people identify  
NOTE Confidence: 0.856566875  
00:33:11.376 --> 00:33:13.668 you in many ways, even though  
NOTE Confidence: 0.856566875  
00:33:13.668 --> 00:33:15.860 that may be only a small part of  
NOTE Confidence: 0.856566875  
00:33:15.928 --> 00:33:17.800 what you've done in your life.  
NOTE Confidence: 0.77054618125  
00:33:20.000 --> 00:33:23.120 This was at a open town hall meeting  
NOTE Confidence: 0.77054618125  
00:33:23.120 --> 00:33:25.658 with Susan McDaniel and and really  
NOTE Confidence: 0.77054618125  
00:33:25.658 --> 00:33:28.173 working together with her DM and  
NOTE Confidence: 0.77054618125

00:33:28.173 --> 00:33:30.038 others on the leadership team.  
NOTE Confidence: 0.77054618125

00:33:30.040 --> 00:33:32.216 Creating a safe, trusting,  
NOTE Confidence: 0.77054618125

00:33:32.216 --> 00:33:34.755 honest, and open culture.  
NOTE Confidence: 0.77054618125

00:33:34.755 --> 00:33:38.080 Capitalizing on each other's strengths,  
NOTE Confidence: 0.77054618125

00:33:38.080 --> 00:33:40.455 really seeking and getting different  
NOTE Confidence: 0.77054618125

00:33:40.455 --> 00:33:42.355 perspectives and integrating those.  
NOTE Confidence: 0.77054618125

00:33:42.360 --> 00:33:44.575 Celebrating successes and knowing that  
NOTE Confidence: 0.77054618125

00:33:44.575 --> 00:33:47.584 when you're leading through a crisis that  
NOTE Confidence: 0.77054618125

00:33:47.584 --> 00:33:50.480 there are always more challenges ahead.  
NOTE Confidence: 0.945925153846154

00:33:52.680 --> 00:33:55.816 And so this was the next New York  
NOTE Confidence: 0.945925153846154

00:33:55.816 --> 00:33:57.998 Times headline related to this.  
NOTE Confidence: 0.9462503

00:34:01.480 --> 00:34:03.444 Learned about using principles  
NOTE Confidence: 0.9462503

00:34:03.444 --> 00:34:04.917 of good communication.  
NOTE Confidence: 0.9462503

00:34:04.920 --> 00:34:06.210 When you're feeling,  
NOTE Confidence: 0.9462503

00:34:06.210 --> 00:34:08.360 particularly in a crisis time,  
NOTE Confidence: 0.9462503

00:34:08.360 --> 00:34:09.746 that you're going to get attacked

NOTE Confidence: 0.9462503

00:34:09.746 --> 00:34:10.946 from all sides and you're

NOTE Confidence: 0.9462503

00:34:10.946 --> 00:34:12.314 going to have to handle that.

NOTE Confidence: 0.9462503

00:34:12.320 --> 00:34:14.204 And it's some of those attacks

NOTE Confidence: 0.9462503

00:34:14.204 --> 00:34:16.191 are based on mistakes I've made

NOTE Confidence: 0.9462503

00:34:16.191 --> 00:34:17.851 and having to take responsibility

NOTE Confidence: 0.9462503

00:34:17.851 --> 00:34:20.338 for that or organizational or

NOTE Confidence: 0.9462503

00:34:20.338 --> 00:34:21.760 institutional responsibility.

NOTE Confidence: 0.897064747142857

00:34:25.160 --> 00:34:28.500 This is probably going to be the quote

NOTE Confidence: 0.897064747142857

00:34:28.500 --> 00:34:31.560 of mine that I will be best known for.

NOTE Confidence: 0.897064747142857

00:34:31.560 --> 00:34:34.584 And again, even though I consider this

NOTE Confidence: 0.897064747142857

00:34:34.584 --> 00:34:37.676 only one piece of my my life's work,

NOTE Confidence: 0.897064747142857

00:34:37.680 --> 00:34:40.160 but this is the quote in the New York Times.

NOTE Confidence: 0.897064747142857

00:34:40.160 --> 00:34:42.680 The actions, policies and lack of

NOTE Confidence: 0.897064747142857

00:34:42.680 --> 00:34:44.360 independence from government influence

NOTE Confidence: 0.897064747142857

00:34:44.428 --> 00:34:46.238 described in the Huffman report

NOTE Confidence: 0.897064747142857

00:34:46.240 --> 00:34:48.424 represented a failure to live up  
NOTE Confidence: 0.897064747142857

00:34:48.424 --> 00:34:50.840 to our core values, Nadine Kasler,  
NOTE Confidence: 0.897064747142857

00:34:50.840 --> 00:34:53.240 former president of the organization,  
NOTE Confidence: 0.897064747142857

00:34:53.240 --> 00:34:54.904 said in a statement.  
NOTE Confidence: 0.897064747142857

00:34:54.904 --> 00:34:57.937 We profoundly regret and apologize for the  
NOTE Confidence: 0.897064747142857

00:34:57.937 --> 00:35:00.715 behavior and the consequences that ensued.  
NOTE Confidence: 0.868564208333333

00:35:02.880 --> 00:35:06.750 I saw Congressman Lewis in the Atlanta  
NOTE Confidence: 0.868564208333333

00:35:06.750 --> 00:35:10.040 airport about a month or two after  
NOTE Confidence: 0.868564208333333

00:35:10.040 --> 00:35:11.916 this apology in the New York Times.  
NOTE Confidence: 0.868564208333333

00:35:11.920 --> 00:35:13.770 And he said to me, Nadine,  
NOTE Confidence: 0.868564208333333

00:35:13.770 --> 00:35:15.800 do you know how often people apologize?  
NOTE Confidence: 0.868564208333333

00:35:15.800 --> 00:35:17.800 In the New York Times,  
NOTE Confidence: 0.868564208333333

00:35:17.800 --> 00:35:18.916 I said I had no idea.  
NOTE Confidence: 0.868564208333333

00:35:18.920 --> 00:35:20.558 And he said, well, almost never.  
NOTE Confidence: 0.9283951475

00:35:22.640 --> 00:35:26.040 It takes courage as a leader to apologize.  
NOTE Confidence: 0.9283951475

00:35:26.040 --> 00:35:29.676 And so I think that all of us wish



NOTE Confidence: 0.9283951475

00:35:29.680 --> 00:35:32.200 that our leaders would apologize more.

NOTE Confidence: 0.811413705

00:35:34.680 --> 00:35:36.205 But when you're leading through

NOTE Confidence: 0.811413705

00:35:36.205 --> 00:35:37.120 really turbulent times,

NOTE Confidence: 0.811413705

00:35:37.120 --> 00:35:39.600 you have to find ways to be compassionate,

NOTE Confidence: 0.811413705

00:35:39.600 --> 00:35:42.486 caring and pathic, as well as

NOTE Confidence: 0.811413705

00:35:42.486 --> 00:35:45.280 courageous and ethical and decisive.

NOTE Confidence: 0.811413705

00:35:45.280 --> 00:35:47.890 It helps so much to collaborate

NOTE Confidence: 0.811413705

00:35:47.890 --> 00:35:49.195 during those times,

NOTE Confidence: 0.811413705

00:35:49.200 --> 00:35:51.324 to find a way to deal with the trauma

NOTE Confidence: 0.811413705

00:35:51.324 --> 00:35:53.519 and the turbulence of the difficulty,

NOTE Confidence: 0.811413705

00:35:53.520 --> 00:35:55.800 as well as to move forward,

NOTE Confidence: 0.811413705

00:35:55.800 --> 00:35:58.060 to embrace the opportunities

NOTE Confidence: 0.811413705

00:35:58.060 --> 00:36:00.850 that a crisis provides for.

NOTE Confidence: 0.811413705

00:36:00.850 --> 00:36:03.575 A department and institution and

NOTE Confidence: 0.811413705

00:36:03.575 --> 00:36:05.890 organization using those crisis

NOTE Confidence: 0.811413705

00:36:05.890 --> 00:36:08.840 opportunities has a chance to  
NOTE Confidence: 0.811413705

00:36:08.840 --> 00:36:11.388 become stronger and better and  
NOTE Confidence: 0.811413705

00:36:11.388 --> 00:36:14.356 to thrive in new kinds of ways.  
NOTE Confidence: 0.811413705

00:36:14.360 --> 00:36:16.635 And I think that can only happen  
NOTE Confidence: 0.811413705

00:36:16.635 --> 00:36:19.254 in a culture in which there's a  
NOTE Confidence: 0.811413705

00:36:19.254 --> 00:36:21.600 lot of emphasis on self reflection,  
NOTE Confidence: 0.811413705

00:36:21.600 --> 00:36:22.078 ethicality,  
NOTE Confidence: 0.811413705

00:36:22.078 --> 00:36:25.424 having every voice at the table and  
NOTE Confidence: 0.811413705

00:36:25.424 --> 00:36:28.439 being open to diverse perspectives,  
NOTE Confidence: 0.811413705

00:36:28.440 --> 00:36:30.309 finding humming ground,  
NOTE Confidence: 0.811413705

00:36:30.309 --> 00:36:32.178 creating solutions together  
NOTE Confidence: 0.811413705

00:36:32.178 --> 00:36:35.199 and trying new ways to be  
NOTE Confidence: 0.789115373333333

00:36:40.280 --> 00:36:42.626 so shifting from that to something  
NOTE Confidence: 0.789115373333333

00:36:42.626 --> 00:36:45.519 that I'm much more passionate about.  
NOTE Confidence: 0.789115373333333

00:36:45.520 --> 00:36:47.300 Mentioned I I started dancing  
NOTE Confidence: 0.789115373333333

00:36:47.300 --> 00:36:49.080 ballet when I was three.

NOTE Confidence: 0.7891153733333333  
00:36:49.080 --> 00:36:52.488 I danced ballet professionally prior to  
NOTE Confidence: 0.7891153733333333  
00:36:52.488 --> 00:36:55.904 going to pursue a career in psychology.  
NOTE Confidence: 0.7891153733333333  
00:36:55.904 --> 00:36:59.920 But I had always kept that really separate.  
NOTE Confidence: 0.7891153733333333  
00:36:59.920 --> 00:37:01.156 And I think as a leader,  
NOTE Confidence: 0.7891153733333333  
00:37:01.160 --> 00:37:03.480 so often people keep separate  
NOTE Confidence: 0.7891153733333333  
00:37:03.480 --> 00:37:05.800 different parts of their lives.  
NOTE Confidence: 0.7891153733333333  
00:37:05.800 --> 00:37:07.060 As Donna mentioned,  
NOTE Confidence: 0.7891153733333333  
00:37:07.060 --> 00:37:10.000 I'm a psychologist for the Atlanta Ballet.  
NOTE Confidence: 0.7891153733333333  
00:37:10.000 --> 00:37:12.600 I had AI met with the kids last week and  
NOTE Confidence: 0.7891153733333333  
00:37:12.673 --> 00:37:15.137 one of the kids said at the end, well,  
NOTE Confidence: 0.7891153733333333  
00:37:15.137 --> 00:37:18.153 why do we we call you Doctor Nadine?  
NOTE Confidence: 0.7891153733333333  
00:37:18.160 --> 00:37:18.643 I said, well,  
NOTE Confidence: 0.7891153733333333  
00:37:18.643 --> 00:37:19.920 what what would you like to call me?  
NOTE Confidence: 0.7891153733333333  
00:37:19.920 --> 00:37:21.640 And they call their teachers like Miss This.  
NOTE Confidence: 0.7891153733333333  
00:37:21.640 --> 00:37:23.392 And I thought she was going  
NOTE Confidence: 0.7891153733333333

00:37:23.392 --> 00:37:24.560 to say Miss Nadine.  
NOTE Confidence: 0.7891153733333333

00:37:24.560 --> 00:37:26.240 And instead she said, well,  
NOTE Confidence: 0.7891153733333333

00:37:26.240 --> 00:37:28.680 CNN calls you doctor, dancer.  
NOTE Confidence: 0.7891153733333333

00:37:28.680 --> 00:37:30.794 And so this is probably my favorite  
NOTE Confidence: 0.7891153733333333

00:37:30.800 --> 00:37:32.760 thing that's ever been shared about me.  
NOTE Confidence: 0.7891153733333333

00:37:32.760 --> 00:37:35.142 And it's a lovely article interviews  
NOTE Confidence: 0.7891153733333333

00:37:35.142 --> 00:37:37.968 CNN did about dance and psychology and  
NOTE Confidence: 0.7891153733333333

00:37:37.968 --> 00:37:40.640 the integration of the two of them  
NOTE Confidence: 0.9370743

00:37:43.120 --> 00:37:44.436 as a dance psychologist.  
NOTE Confidence: 0.9370743

00:37:44.436 --> 00:37:46.800 Until this past year and a half,  
NOTE Confidence: 0.9370743

00:37:46.800 --> 00:37:49.400 everything I did was in the dance world.  
NOTE Confidence: 0.9370743

00:37:49.400 --> 00:37:51.716 Nothing was in the psychology world.  
NOTE Confidence: 0.9370743

00:37:51.720 --> 00:37:53.904 So I did have done lots of keynote  
NOTE Confidence: 0.9370743

00:37:53.904 --> 00:37:55.246 addresses for the National  
NOTE Confidence: 0.9370743

00:37:55.246 --> 00:37:57.076 Association of Schools of Dance,  
NOTE Confidence: 0.9370743

00:37:57.080 --> 00:37:59.610 consulted to the various dance

NOTE Confidence: 0.9370743

00:37:59.610 --> 00:38:01.634 companies and schools commented

NOTE Confidence: 0.9370743

00:38:01.634 --> 00:38:03.640 for these dance magazines.

NOTE Confidence: 0.9370743

00:38:03.640 --> 00:38:06.240 But just this past year,

NOTE Confidence: 0.9370743

00:38:06.240 --> 00:38:08.571 I for the first time got a grant with

NOTE Confidence: 0.9370743

00:38:08.571 --> 00:38:10.990 the dance department at Emory to

NOTE Confidence: 0.9370743

00:38:10.990 --> 00:38:13.080 create a restorative movement program

NOTE Confidence: 0.831012986666667

00:38:15.560 --> 00:38:18.584 and sort of foster trauma healing and

NOTE Confidence: 0.831012986666667

00:38:18.584 --> 00:38:21.203 restorative justice in our patients in

NOTE Confidence: 0.831012986666667

00:38:21.203 --> 00:38:24.250 the NIA project with histories of trauma.

NOTE Confidence: 0.831012986666667

00:38:24.250 --> 00:38:27.160 So I'm really excited to finally,

NOTE Confidence: 0.831012986666667

00:38:27.160 --> 00:38:30.164 at this stage of my life, in my career,

NOTE Confidence: 0.831012986666667

00:38:30.164 --> 00:38:33.320 to bring dance into into our medical school.

NOTE Confidence: 0.903985952777778

00:38:35.520 --> 00:38:38.900 This is a picture of me in a split on

NOTE Confidence: 0.903985952777778

00:38:38.994 --> 00:38:42.554 the board table at APA that is probably

NOTE Confidence: 0.903985952777778

00:38:42.560 --> 00:38:45.158 truly the integration of my passions.

NOTE Confidence: 0.903985952777778

00:38:45.160 --> 00:38:47.000 I don't normally do that in the workplace.  
NOTE Confidence: 0.903985952777778

00:38:47.000 --> 00:38:50.800 People sort of dared me to do it,  
NOTE Confidence: 0.903985952777778

00:38:50.800 --> 00:38:53.208 but really the importance of my continuing  
NOTE Confidence: 0.903985952777778

00:38:53.208 --> 00:38:55.801 to to take ballet, to teach ballet,  
NOTE Confidence: 0.903985952777778

00:38:55.801 --> 00:38:58.230 to to acknowledge and try to find  
NOTE Confidence: 0.903985952777778

00:38:58.306 --> 00:39:00.596 ways to integrate those passions,  
NOTE Confidence: 0.903985952777778

00:39:00.600 --> 00:39:04.040 but to also appreciate work, life, synergy.  
NOTE Confidence: 0.94503033

00:39:07.240 --> 00:39:11.034 So in a few minutes, we have left.  
NOTE Confidence: 0.94503033

00:39:11.040 --> 00:39:13.378 I want to share a little bit  
NOTE Confidence: 0.94503033

00:39:13.378 --> 00:39:15.800 about why I love leadership.  
NOTE Confidence: 0.94503033

00:39:15.800 --> 00:39:17.760 Because I am, I've come to realize,  
NOTE Confidence: 0.94503033

00:39:17.760 --> 00:39:21.240 a leadership junkie.  
NOTE Confidence: 0.94503033

00:39:21.240 --> 00:39:23.778 I really like having missions and  
NOTE Confidence: 0.94503033

00:39:23.778 --> 00:39:26.473 dreams that I want to accomplish  
NOTE Confidence: 0.94503033

00:39:26.473 --> 00:39:30.238 in collaboration with other people.  
NOTE Confidence: 0.94503033

00:39:30.240 --> 00:39:33.216 I like connecting with people with

NOTE Confidence: 0.94503033

00:39:33.216 --> 00:39:35.577 shared interests and commitments and

NOTE Confidence: 0.94503033

00:39:35.577 --> 00:39:38.216 engaging with other people in ways that

NOTE Confidence: 0.94503033

00:39:38.216 --> 00:39:40.399 strengthen the meaning in our lives.

NOTE Confidence: 0.94503033

00:39:40.400 --> 00:39:42.560 I think having things that matter

NOTE Confidence: 0.94503033

00:39:42.560 --> 00:39:45.490 that are meaningful to us is part

NOTE Confidence: 0.94503033

00:39:45.490 --> 00:39:48.500 of our our well-being and part of

NOTE Confidence: 0.94503033

00:39:48.607 --> 00:39:51.500 what helps us advance things and

NOTE Confidence: 0.94503033

00:39:51.500 --> 00:39:54.200 really engage in wonderful ways.

NOTE Confidence: 0.94503033

00:39:54.200 --> 00:39:56.220 Leadership has really enabled me

NOTE Confidence: 0.94503033

00:39:56.220 --> 00:39:58.692 to expand my horizons and give

NOTE Confidence: 0.94503033

00:39:58.692 --> 00:40:00.196 back to the community,

NOTE Confidence: 0.94503033

00:40:00.200 --> 00:40:04.640 our communities in multiple different ways.

NOTE Confidence: 0.94503033

00:40:04.640 --> 00:40:06.271 I do like most of the times

NOTE Confidence: 0.94503033

00:40:06.271 --> 00:40:07.600 the challenges of leadership.

NOTE Confidence: 0.94503033

00:40:07.600 --> 00:40:08.764 Sometimes those challenges

NOTE Confidence: 0.94503033

00:40:08.764 --> 00:40:10.316 seem a bit overwhelming,  
NOTE Confidence: 0.94503033

00:40:10.320 --> 00:40:12.906 but in general I enjoy the  
NOTE Confidence: 0.94503033

00:40:12.906 --> 00:40:15.586 challenges of leadership and helping  
NOTE Confidence: 0.94503033

00:40:15.586 --> 00:40:18.358 others be more successful.  
NOTE Confidence: 0.94503033

00:40:18.360 --> 00:40:20.754 At this stage of my life and my career,  
NOTE Confidence: 0.94503033

00:40:20.760 --> 00:40:23.586 I have really become more intentional  
NOTE Confidence: 0.94503033

00:40:23.586 --> 00:40:25.470 and committed to mentoring  
NOTE Confidence: 0.94503033

00:40:25.549 --> 00:40:27.757 future generations of leaders.  
NOTE Confidence: 0.94503033

00:40:27.760 --> 00:40:30.651 Because I think we really need to  
NOTE Confidence: 0.94503033

00:40:30.651 --> 00:40:32.869 build leadership pipelines and be  
NOTE Confidence: 0.94503033

00:40:32.869 --> 00:40:35.139 very committed to building diverse  
NOTE Confidence: 0.94503033

00:40:35.139 --> 00:40:37.388 leadership pipelines and doing this  
NOTE Confidence: 0.94503033

00:40:37.388 --> 00:40:39.824 by inspiring other people and being  
NOTE Confidence: 0.94503033

00:40:39.824 --> 00:40:43.320 bringing out the best of them.  
NOTE Confidence: 0.94503033

00:40:43.320 --> 00:40:46.119 I also think as a leader we can really  
NOTE Confidence: 0.94503033

00:40:46.119 --> 00:40:48.588 make a difference in the world for



NOTE Confidence: 0.94503033

00:40:48.588 --> 00:40:51.291 me in recent years through COVID-19,

NOTE Confidence: 0.94503033

00:40:51.291 --> 00:40:52.753 healthcare worker,

NOTE Confidence: 0.94503033

00:40:52.753 --> 00:40:56.320 well-being and anti racism movements.

NOTE Confidence: 0.94637489

00:40:58.560 --> 00:41:00.968 So when I reflect upon where I

NOTE Confidence: 0.94637489

00:41:00.968 --> 00:41:03.558 am and where I'm going, I can,

NOTE Confidence: 0.94637489

00:41:03.558 --> 00:41:06.270 I'm sort of always questioning and we are

NOTE Confidence: 0.94637489

00:41:06.343 --> 00:41:09.232 going to keep staying on the path I'm on.

NOTE Confidence: 0.94637489

00:41:09.240 --> 00:41:12.313 Am I going to pursue more alternative

NOTE Confidence: 0.94637489

00:41:12.313 --> 00:41:14.719 paths in psychology and medicine,

NOTE Confidence: 0.94637489

00:41:14.720 --> 00:41:17.716 or am I going to pursue path

NOTE Confidence: 0.94637489

00:41:17.716 --> 00:41:20.199 outside of psychology and medicine?

NOTE Confidence: 0.953438295

00:41:23.080 --> 00:41:25.396 And so that means, as always,

NOTE Confidence: 0.953438295

00:41:25.400 --> 00:41:28.277 sort of taking stock of my life,

NOTE Confidence: 0.953438295

00:41:28.280 --> 00:41:31.038 like who I am as a leader,

NOTE Confidence: 0.953438295

00:41:31.040 --> 00:41:32.400 What matters to me,

NOTE Confidence: 0.953438295

00:41:32.400 --> 00:41:34.062 my strengths, my challenges.

NOTE Confidence: 0.953438295

00:41:34.062 --> 00:41:36.517 Seeking counsel for people from

NOTE Confidence: 0.953438295

00:41:36.517 --> 00:41:39.788 people who I trust and who matter

NOTE Confidence: 0.953438295

00:41:39.788 --> 00:41:44.812 to me and is always trying out new

NOTE Confidence: 0.953438295

00:41:44.812 --> 00:41:47.672 opportunities because there's so many

NOTE Confidence: 0.953438295

00:41:47.672 --> 00:41:50.462 exciting and different things to

NOTE Confidence: 0.953438295

00:41:50.462 --> 00:41:53.514 continue to do and ways to give back.

NOTE Confidence: 0.953438295

00:41:53.520 --> 00:41:56.230 So I'm going to stop here and thank

NOTE Confidence: 0.953438295

00:41:56.230 --> 00:41:58.995 you for your attention and I am

NOTE Confidence: 0.953438295

00:41:58.995 --> 00:42:01.997 happy to take questions or comments.