

Producer:

Hi, welcome to the BCEN and Friends podcast, where we support and empower nurses across the emergency spectrum with life changing advice from fellow colleagues and friends. Today on our show, Janie Schumaker and Bridget Flood speak with Alex Draper, the CEO and founder of DX Learning. Through his care model, he has been inspiring leaders to care with a purpose. Now here's your host, Brigid Flood.

Brigid Flood:

Hello and welcome to the BCEN and Friends podcast. I'm Brigid Flood, director of strategy and operations here at BCEN, and then joined by my co-host, Janie Schumaker, the executive director. Hey, Janie.

Janie Schumaker:

Hey, Brigid.

Brigid Flood:

So, the BCEN and Friends podcast is an opportunity for us to have interesting conversations about learning with a range of thought leaders, BCEN certification holders and industry professionals. And most importantly, to create value and insight for you are professional nurses across the emergency spectrum. We hope you find your discussions interesting, informative, sometimes funny, sometimes serious, but always valuable. So, Janie, we have a very interesting friend today, Alex Draper. Alex is the CEO and founder of DX Learning, and he is a man on a mission in leadership mission, which I know Janie is a subject that's important to you.

Janie Schumaker:

Yes. Brigid, it is very near and dear to my heart. So, I'm so excited to be here today to talk to Alex about one of my most favorite topics, leadership.

Brigid Flood:

Perfect. So, Alex is working to shape organizations worth working for by empowering teams and managers of teams from the top to the bottom to think and act like great leaders so that people come to work with the intent of doing good by their people and knowing the results will come from that. Alex and his team at DX Learning, aspire to be the best in the world that empowering managers to behave like leaders, creating psychologically safe teams and value-based leadership development. And a little bit about Alex. Alex is based in Chicago, Illinois. He and his wife Carolyn are the pack proud parents of two young children. And when Alex isn't working to change the world and being a dad, he's been known to play a couple of games of Remedy. So, Alex, welcome.

Alex Draper:

Welcome, Brigid. Thank you.

Brigid Flood:

So hopefully my introduction did well by you, but I would like to start with understanding more about your professional journey. So, I know you've come from a call center manager at the university to work in the training company and then founding DX learning where you're at now. So, if you wouldn't mind telling us in our audience a little bit more about that journey and how you came to start this mission at DX Learning.

Alex Draper:

Yeah, sure. Still, it was like a long journey over, what, 20, 20 odd years, but it started. Well, I think university I was studying to be a primary school teacher in the U.K. You might tell that my accent is south side of Chicago Street. I originally studied, studied education at university, tried to be a teacher. Was told it wasn't a very good teacher for kids because I was too, on their level and enjoying it. They couldn't take me seriously. So, I like, you know, "Mr. Draper, you should probably try a different avenue." So, I love education. Education seemed a logical path. Joined a global adult education company that did experimental learning, which is really learning, not learning by teaching, but learning by doing, which was really cool. It was a study a little bit of about America growing up and had an infatuation with this country. My godmother bought me a Chicago Bears hat, so I had a first for coming here. Came here for the love of America. Ask my boss back in the UK, "Hey, can you send me over here engineer to move to America?" And that's really when things started to change.

Because when I came to America, there's almost a wanted desire to improve ourselves here as there's a thirst for knowledge and as a thirst for leadership and treating people better, which opened up my eyes to things that we can do that we're not currently doing, which is helping people with a self-awareness, helping people with their emotional intelligence, which is not what my previous company did, but something that I started to get a passion for. So much so that I'm like, "You know what? Let's start my own company." And did so April 2015. And that's where it all began. And here we are five years later in a in a pandemic.

Brigid Flood:

Yeah, no kidding. That's fascinating. So, you it's been five years then for this organization.

Alex Draper:

Yep.

Brigid Flood:

Because we think, Janie and I, have a lot of questions for you. Before we get into your actual philosophy and motto, there are two words that I hear all the time. And oftentimes your inner change in those two words being leadership and management.

And I would like to know from your perspective, are they the same. Is there a difference? And if there is, what is that difference?

Alex Draper:

Good question. Let's define them both. First, here's our definition of what management is. It's essentially, predictably getting results. When you are a manager or when you are in management, you have no choice but to predictably get results. It's almost like why you've been promoted. You've been promoted because you're technically gifted. And that's typically how we promote people these days. And the expectation when we promote you is that you're gonna get some really good results. By the way, predictably, get them. There's no choice. It's like you have to do that. The leadership, on the other hand, is it's slightly different. And the fact that leadership is our definition of leadership is positively influencing another human being. So, if you have the opportunity to positively influence another human being, you therefore have the opportunity to lead. And therefore, you need leadership skills to do so. It's more about a choice. You choose to lead. You don't have a choice to manage. So, the difference between the two is very simple. One is not a choice. You predictably get results. Because if you don't get results, you're moving like you're going to get fired. A leadership is a choice. You choose to wake up in the morning and positively influence people. Or you may not. And I'm sure you can remember working with someone who did not choose to positively influence you.

And I'm sure you can remember the effects that that person had on you because you could manage people and get results. But you can also influence people positively and still get results. So, that's sort of how I defined the two kind of difference.

Brigid Flood:

I think that's great because I almost think sometimes you have to work for the non-leader to understand and appreciate when you get to work for a leader. Because you can tell there's obvious differences. So, thank you for explaining that. And you hope your managers are leaders. But that's not necessarily always the case.

Alex Draper:

Yeah. I think there's another piece about which is, so, they're interchangeable in the fact that every manager is a manager, but every manager needs to be a leader.

And so that what we need to do, therefore, is on our managers to think and act like leaders. But it's also it's not just the managers who lead us. So, it's almost that notion of lead teams of people needs a leader, but leaders need teams of people to lead, which means really, we can all wake up. All of us, whether you are a manager or not, a manager in every facet of life, we can all wake up and be a leader because it's a choice. Even if you're an individual contributor and don't have per say, people under your guidance, you can still be a leader if

you choose to. I think that's the key here. We can all wake up in the morning and choose to positively influence those around us.

Brigid Flood:

I think that's absolutely great. And, you know, obviously, our listeners are nurses, nurse managers, nurse executives, nurse leaders. But knowing that we all could make a difference in somebody's life that day is really important. So, I think we should start to talk a little bit more about your model.

Janie Schumaker:

I agree. So, I'm going to jump in here. Alex and I, I just want to kind of set the stage a little bit here with a couple of things that I know for sure. Having been a leader for a long time in my career, I know that people are really hungry for good leadership. They want to be good leaders themselves. But they more importantly, also want to work for somebody who's a good leader, a competent leader, somebody who listens and understands them. And BCEN conducted a research study in 2019 where we surveyed several thousand of our emergency trauma and transport nurses and asked them an open ended question about what their biggest challenge in the workplace was. And in the top three things, that's sifted out of that was they are hungry and screaming for competent leadership. And so sometimes when I say screaming, literally, it was in all caps.

We need competent leadership here in the workplace. And you said something a minute ago where you said people have a thirst for knowledge and they have a thirst for treating people better. And I think that really describes our nursing workforce, no matter what position you're in as a nurse so well, because nurses are lifelong learners and they are in a calling where they want to treat people as best they can and feel that people should be treated better. So being armed with that information that our nurses are crying out for competent leadership, looking for ways to be better leaders themselves, and they have this thirst for knowledge and this thirst for treating people better. I want to dive into your care model with you a little bit because you've really got a nice model here that lays things out beautifully. So, I wonder, Alex, could you just talk a little bit about your care model and what that looks like? So, our listeners can kind of start to understand your framework.

Alex Draper:

Yes. Thanks, Janie.

So, let's go back to leadership is a choice. So, here are the things that you can choose to do when you wake up in the morning for those in your service, whether you're a nurse, a husband, a wife, a father, a mother in a corporate America or not.

This is...Here are some four things, simple things that you can do. Choose to do. Right. So, let's put a bit of a science hat on. Put your hands up if you're a human. I'm hoping everyone put their hands up.

Great. So, you have a brain, right? So, you have a brain. So, let's put this in context. If we can feed every brain that comes to work with us for us or around us at home and at work, and we can feed them what the brain wants, then that brain fills, catered for, then that's what leadership's about.

So, let's say that there are four things that every single brain, the whole wide world craves. And therefore, leadership is simple as over three million books on leadership. And they made something so simple, so complex. It's really simple.

Provide the people what they want, and they will they will love you for it and do more than what is expected. Here are the four things that care. **C** stands for *clarity*. Who does it? Who hates waking up the morning and not knowing what to do that day? Not many people. And since the day of dawn, we crave clarity because if it was cold, we'd have to build a fire. We'd have to know where it was safe and where wasn't safe. We've always craved clarity. So, **C** stands for *clarity*. So therefore, as a leader of humans, provide them some clarity. **A** stands for *autonomy* that we're more comfortable as human beings when we can control our environment because back in the old days, we're more likely to survive if we were in control. So, we all crave control. So, autonomy is the purpose of providing people the control that they crave. So, give people autonomy, give people control, don't steal it from them. So, **A** stands for *autonomy*. **R** stands for *relationships*. Again, we're human beings. Don't forget that we're human beings. Back in the old days, we were more likely to survive if we were part of a tribe versus out in the desert or the jungle on our own. And if we were excommunicated, that meant essentially meant death. We want to be part of something. We want to be valued, that sense of connectedness, we crave it. So, again, given the relationships that they are required for their brain to feel safe and then **E** of the **CARE** model stands for *equity*. Go back to again the old days that the pregnant person, for example, probably needed more resources, whether it was food or attention than the rest of the tribe. The hunters would have needed more resources and more food to of course, they'd gone out to hunt for a couple of days. We couldn't treat people equally. It's about treating people equitably and given the resources to where it's needed the most. So, these are just four things that every brain craves and therefore leadership is so simple. Care for your people. Provide the things that they want from a **C-A-R-E** point of view, and that they will do more than it's expected. So that's how we try and make things nice and simple. Just get out there and care about people and they'll probably care about twice as much.

Janie Schumaker:

Yeah, that's great. One of the things that comes to mind in health care is that things are always changing very rapidly. It's really hard to keep up with it all. And so, you know, we're always getting a new piece of equipment to use and we've got to learn about that or there's a change to our electronic medical record that has to happen because we've got a new regulation or we want to put a new best practice in

place and we want to capture that or there's a change to our workflow. And so oftentimes, I think one of the biggest pitfalls that we misstep in health care is and possibly in other industries, too, is that sometimes as leaders we come along and we trample all over the **A** in your **CARE** model, which is *autonomy*. And so, we tell people, "Hey, we've got this change and here's how it's going to roll out." And so, I'm the leader and here's how it's going to be. So, I'm going to tell you, "Here's the change. Here's what we're gonna do." And when, in fact, I didn't take any time to really understand that piece of equipment or that workflow or that documentation process. I didn't ask people closest to the work. And so, now I'm left with a group of people on my team that feel like they don't have a lot of control over their environment.

Do you see that happening a lot, Alex? And what can nurse leaders do? I mean, we don't have all day and certainly these changes have to be put in place in a timely manner. But I'm not sure that's the best approach when we just come in every morning and say, "OK, folks, here's the change."

Alex Draper:

Yeah, so, good point, Janie. So, here's the problem that we've got right, is over 150 or 160 biases in the brain. So, let's start with the brain again. So, empathy brain, you all have one. Biases. Biases are cognitive shortcuts to preserve the brain power to do the thing it's designed to do, which is to survive. Some other things that you just talked about. So, brains are lazy. They want to do things quickly and easily. So, that they can scan the threats and see how to survive, because that's his number one protocol. So, law of least efforts, it's quicker and easier for me to tell you what to do, but it is for me to allow you the chance to do it yourself. So, just take your new piece of equipment comes in. There's a book. But that it's quicker and easier to just walk you through the instructions, let you tell you how to use it versus me to go look. "Here's the new machine, here are 10 minutes. You figure it out." Because again, you're pausing autonomy. But my brain's going, "You know, well, I don't have time for this. I'm just going to tell you the rush to solve bonus." It's we always just love to Russia and dove in as quickly as we can try and solve this thing without actually taking a step back and really understanding the problem that we're actually trying to solve in the first place. There are all these biases. And there's just two of the ones. There's the courtesy bias. It's quicker and easier for me to be socially nice to you and saying things, nice things than to actually just tell the truth that just get in the way of effectiveness. So, my advice for all of us is if it's the easy path, it's probably not the right path. Right. It's slowing down to speed up, it's versus telling people what to do. Maybe let them do the talking. Right. So, these are the simple things that we can all do. But most of it revolves around slowing down. And I'm sure in healthcare...my wife was a former nurse here in Chicago at St. Mary's. I know it's a fast-paced environment and therefore it's hard to slow down. But if we're always running up against it, it's hard to be the leader because leader takes time. It's a deliberate choice to positively influence people. And

if we're always running up against it, then we're never going to have a chance to make that choice. I think that's so difficult for people in your industry. But therefore, it's fight the bias, fight the tendency to be lazy and slow down and try and do what's right versus what your brain is telling you to do.

Janie Schumaker:

Yeah. Thank you for that. That's great advice. I'd also like to talk a little bit about the relationship piece. I think this trips people up sometimes. Everybody's measured on their employee satisfaction or their employee engagement. You know, everybody's getting a survey at least annually for that nowadays. Those scores are really important. And, boy, if you don't turn up so good on those scores, well, you know, gee, that's another explanation that you have to make to your supervisors and your C Suite.

So, I know we're all looking for ways to make those relationships meaningful. And I don't think that you mean that means hanging out with people after work and be in that kind of friend and having that kind of relationship. And it's certainly, you know, certainly you can't just let people run amok and not have any accountability or ownership. So, can you talk a little bit about what our nurses can do to build these connections with each other? What does that look like without having to give away the store or, you know, let people slip and slide? What do you what do you really mean? How can we make those relationships mean something in the workplace?

Alex Draper:

So, here's the key when it comes to the relationship pieces.

So, while every single human craves relationships. In fact, every single human craves *Clarity*, *Autonomy*, *Relationships* and *Equity*. Every human will crave varying spectrums of relationships. So, think of the right-hand side of people who read. Can you think of someone who always talks about their family, is very open and transparent about everything going on in their life, and they can all figure that person, because they are out there like you on the opposite end of a spectrum. On the left-hand side, I bet you can think of someone who's very private, just likes to talk about business and is not very open. There's no right. There's no wrong.

Here's the challenge is to know your team, how you dial up relationships is to get to know your team and to know what kind of relationship that they would like. Because if you if you're open, if you're an open person and you're open to everybody, that might turn some people off. We all want a sense of connectedness.

We all want us a sense of that. You care for me because if it's always about the result, it's always about the job, I will question your motives at some point. Yeah, it's all about the results. I'm going to question you at some point, because we all want to be part of something greater than just the result. The big question for you, where real

leadership comes in is providing that sense of connectedness to where people want versus treating people equally. You know, being open with everyone is not the right, right way to go about it, but at least get to know everyone that's on a human scale. And you'll be really obvious who'd like to be more, who wants more openness and who wants more private ness. But everyone wants something more than just the job itself. And the whole point of leadership is to know that. For example, I know that Kristin on my team on a Tuesday doesn't have a nanny. So, I've got to know her non-work relatedness, non-work stuff so I can treat her. So, if I try to overload her at work on a Tuesday, that's not a good relationship for some people. I know the names of the cats or some people that I haven't got to know because they never wanted me to. And so, the key here is to treat people how they want to be treated. So, give them the relationships that they want, not what you assume they want.

Janie Schumaker:

Yeah, that's great. I think that's a really great way to look at things and treat people how they want to be treated. We've always all heard, you know, "Treat people, how you want to be treated and everything will be fine." But you're making us think about that a little bit differently. And I love that because maybe not everybody wants to be treated like I do. They want to be treated how they want to be treated.

So, what a great point that you made there. And the other thing that I just have to touch on, because I just can't help myself, Alex, is health care. I only have, you know, having been in health care my whole career, I've always been told that, you know, health care is just very different. So, you know, when you try to lead in health care, it's just such a different beast. And, you know, people just don't understand. And, you know, leadership is just different in health care. Do you have any thoughts about that?

Alex Draper:

I do. When we'll see how they lands. Here's our belief in our opinion is leadership is leadership. Humans are humans.

Whether you work as a nurse, a doctor or a surgeon, whether you're an accountant, whether you are a salesperson, whether you work for a large corporation or a small startup. Leadership is leadership. Why? Because we're all just human. And therefore, no, it doesn't matter.

Our leadership management will change because the way in which you get results, we're very unique to the situation that you're in. The leadership doesn't. How you treat people is how you treat people.

Right. Whether it's a surgeon to a doctor or a doctor to a nurse. Whether it's an accountant to one of their associates, whether it's a husband to a wife or a husband to recruit whoever it is. Leadership is leadership and it's should be consistent. So, I believe there is no difference whether you're in health care or not. Treating people as they should be is what we should all do.

Janie Schumaker:

Wow. I couldn't agree with you more. Alex, thanks for that. I am just wondering now because we always like to try to give you something to take away on these on these podcasts we do. So, thinking about what we've just discussed and the **CARE** model that you've so aptly laid out for us, do you have a couple of simple things that our nurses, you know, that could maybe they could just take away and do right now to start changing the way they lead? Whether you're a formal leader or an informal leader, no matter your position, what are a couple simple things that that our nurses could take away to better and empower the teams they work with and those that they lead and work alongside?

Alex Draper:

OK, I'll make some suggestions and please even add some more context or let me know if I'm off, I'm off track here. So, go back down to **C-A-R-E**. So, **C**, what could potentially a nurse leader do for the team?

Counting is about setting clear expectations set when. Maybe start this. Start every shift with a question to your team. Do you know what is expected of you over the next 12 hours versus assuming that everyone thinks that you know what's on their mind? Right. That it's the change of assuming that everyone knows what they're doing versus actually making sure that people know what they're doing.

By asking the question, "Dey, do you know what's expected of you? Do you know what's expected of you?" And let them talk. And if you're not aligned, have a conversation. Would that work, Janie?

Janie Schumaker:

That would because you know, honestly, that most of us now have team huddles when we get started on our shift. And we have several hurdles during the day as we have more people coming into work. And sometimes I think those team huddles sort of turn into this long laundry list of things that I'm prattling on about to remind you to do this, that and the other that maybe we can flip those team huddles to focus more around clarity and making sure people really understand the expectations for the day. I love that.

Alex Draper:

Simple, right?

Janie Schumaker:

Yeah.

Alex Draper:

Yes. And that's when you when you strip them to its cords, it's just simple. That's why it shouldn't be industry specific because it's just clarity is clarity, no matter where you come from. Clarity is simple. Go ask your team what's expected of them, if there's any variance and what they think and what you know then talk about it. So yes. So cool.

Which is more with the notion of slow down the speed up. So, ask questions. Do you know what is expected of you? Do have a conversation. Any variance? Openly discuss it, because once you have clarity, well, then you can then you can give autonomy, because without clarity, if you try and give autonomy because without clarity, we call that chaos. Imagine people trying to do things without clarity, it's like, well, chaos. So, once you have clarity now, autonomy would be his suggestion for autonomy. I get that it's a tough one for people.

The person that does the talking does the learning. Think about that for a second. Why, are professor so intelligent. I'm hoping there's no professors on this who will go, "What? Why am I so intelligent?" I read so much you do, because when you read. when you talk, you actually learn, you synthesize information way quicker than when you're listening. So, the person that does the talking does the learning. So, really on that notion, we should be asking more questions and doing less telling. So just think about the shift. Think about your team. Try and talk, talk less by asking more. What can you do to ask questions around the work that they're doing?

So, for example, rather than tell them how to use this machine, maybe ask them, "How would you use this machine?" Patient comes in versus tell them this is what you need to do for this patient. Maybe ask them, "What would you do for this patient?" Because if you, if they're doing more talking, they're doing more, doing that means they're learning. So, the hard part is when you're technically gifted in your industry. A lot of doctors, a lot of nurses spent a lot of time in education. The more technical we are, the more we tend to tell people what to do and still their autonomy. So, I encourage you to let go. Let them talk. Let them do and guide them.

Janie Schumaker:

I love that. That's excellent. I think that would work really well in our environment.

Alex Draper:

Of course. Human relationships, you know, especially here in the Midwest, we are nice. We're very nice people. And I say, you know, we're nice.

But then it's the courtesy bias, right? So, we tend to say things that are more socially correct me than the truth. So just say how it is. Don't beat around the bush. Don't do it. The sandwich way, where you say something nice, something you say something nice, something bad, something nice. Just tell people. People will get a sense of relationship comes from respect. I will not only respect you, but if you don't talk behind my back and you just tell me, and I know, I know because (my) there are a lot of people in the industry, there's so much backstabbing, there's so much round chatter. Just speak to people to their face and be open and transparent and be candid. And you drive that respect, which drives the relationships would be my advice for the **R** of the **CARE** Model

Janie Schumaker:

That's excellent advice, excellent advice. We get in so much trouble when we tell everybody what our concern is exactly the person that we're concerned with. So, that is just excellent advice. And I'm sure that never, ever happens in health care. And I'm saying that tongue in cheek.

Alex Draper:

We can't improve what we don't know that needs to improve in the first place. Just say it right. If a doctor does something to upset you, tell them, "You're upsetting me." Anyway. Yeah.

And then the **E**. You know, it's interesting. So, our formula for **CARE** is C + A + R consistently overtime allows you the opportunity to provide the resources where it's needed. Right. So, my advice is simple. Provide clarity to your team, which allows you to give autonomy to your team because you can't give autonomy unless you have clarity. When you give autonomy to a team, it gives you the thing that you moan about every day, which you don't have enough time. You don't have enough time because you do it. You're telling anyone how to do their job and you're micromanaging them. You're doing that because you don't have clarity. So, provide the clarity to be able to give the autonomy, to be able to give you the time to build the relationships and get to know your people on a human level, which is all data gathering for you to be able to provide the resources to where it's needed. So, what I will say is just don't treat your team equally. Don't give them all the same things. You've got to get the resources to work needed the most. Give your time and attention to the people who are struggling the most. Not that you're probably more than biased. You provide more, more of your time to the high performers who are doing really well because that's what your brain is telling you to do. But don't try and fight that. Give your resources and time to the team members who need your attention the most.

Janie Schumaker:

Excellent. That's excellent. We do. We do have, you know, always a lot of new people coming into health care. And, you know, they do need sometimes a little more time than others do. And I think we all have this notion, well, you know, I've got to spread my time equally among people or, gee, these people are easier to deal with. So, I'm going to give them more of my time. And that's possibly not where we need to be spending it. So, that's a great, very great point that you made. Gosh, Alex, thanks for going through all of that. I think that you've given us some really great tangible things that we can walk away and begin to put into practice. So, that was a great talk. Thank you.

Brigid Flood:

I agree. And now we've reached the point where we do a few rapid-fire questions, so Alex, get ready.

First question is, since founding DX Learning, five years ago, what was one of the most meaningful moments you've had during that time?

Alex Draper:

Oh gosh, a couple come to mind. So, the biggest one was this, on March 21st, when Chicago went to work from home, mandated work from home, essentially, my business came to an abrupt end because our business was for in-person leadership training.

Right. So, we did in-person leadership training. So, essentially in March, our business was dead for all intent's purposes.

So, that pivot and when you create when you create fans, when you've done your job well over a five-year period, they might not tell you. They might not give you that feedback, because as a as a leader, as a CEO, you don't tend to get much feedback and people don't really give you much recognition, it's just what's expected.

But that day, March 21st and the week after it, the most proudest part was what they did to pivot the business, to be more virtual. Well, to be virtual, because otherwise we wouldn't be in business right now. So, it's a proud moment because I know I had done my job right over a five-year period that my team stepped up to the plate, did more than was expected. And it was just the proudest thing that you can ever imagine. They didn't...it was through their actions that I know I had done my job right. And it was almost five years of hard work paid off because we're still here today because of our ability and my team's ability to pivot and come up with ideas that I would never have come up with. So, that was that's definitely that you'll stay with me for the rest of my life.

Brigid Flood:

It is. It truly is a great moment to have that happen for you and know that the things you put in place were coming to fruition, which you think you might have actually answered maybe my second question ahead for you, which was how do you play the **CARE** Model with your team? And I think that is kind of the answer, right?

Alex Draper:

Every day, Brigid. Every day.

Brigid Flood:

So, I'm going to switch it now and say, is there an example in your life, your personal life, maybe with your kids or your wife or something where you have applied the **CARE** model.

Alex Draper:

Yeah. I mean, every literally every day and every facet of life. After years of working on it, it takes time. I wake up in the morning to treat people how they want to be treated, not how I want to be treated. Right. So, that's how I live my life.

So, with Caroline, my wife, we have a care assessment that comes care behavioral assessment that comes of our whole experience. So, you know, you get to see how you view the world and how much clarity you crave, how much autonomy you crave and how much relationships you crave. I know my wife. So, I work at it hard with her because actually she's the opposite of me on all three of them. I'm an entrepreneur, so I don't crave much clarity. I love ambiguity. I'm thriving right now in this beautiful world. Caroline needs more, more clarity. So, before I have to work hard to give her the clarity that she wants for her brain to feel safe and for relationships to flourish and vice versa, she has to work at giving me less clarity because I don't want a five-page document. I don't want to have to have my calendar full for a whole week. I'm okay to wake up in the morning and not knowing. So, we work hard at that same of autonomy. I crave autonomy. I crave. I hate being told what to do. I love freedom. And that's why I started my own business. But she likes a bit more guidance. So, if I try to over empower her and give her too much time to think, it turns her off. So, I work hard, hard at giving her more guidance that I would do my team. And in relationships, we're actually quite similar. We're very intimate. We have a connection there. So, I got my kids. I try not to steal their autonomy. I try to let them figure things out versus tell them what to do. So, every day I'm trying to work hard at it with everyone that I know, and I don't get it right all the time. In fact, I get it more wrong than right. But that's the growth mindset, right. Learning from your failures or your mistakes.

Brigid Flood:

And I think that's the most important thing is you know; I think you said you're now saying we're all humans. Yes. So, we're not going to get it always great. But I think if you always try, you'll get mostly right and then learn from what you didn't get right. So, that's great. Janie, I think you might have a question for Alex.

Janie Schumaker:

I do. Thanks Brigid. Alex, I would love to know what your favorite book on leadership might happen to be. Since you're into, a leadership expert. What book would you tell us is your favorite?

Alex Draper:

Man. That's one of the hardest questions. Can I say a couple?

Janie Schumaker:

Yes. Oh, yes.

Alex Draper:

I think my favorite book that gave me the most insight in life might not be one for everyone, because it's very scientific, but *Quiet Leadership* by David Rock was a game changer for me personally. It was. I thought. I thought. Right, so, self-awareness many years ago, I wasn't as self-aware as I was now. I thought I was a really good coach, but I wasn't.

And when I read that book, I realized that quiet leadership is a notion that, for example, conversational narcissists and people who speak a lot and talk a lot and tell a lot, they think that they're leading, but they're not.

It's the science behind the person that does the talking, does the learning. Right. So, therefore, my job is to be quiet and to ask more. Tell less.

It provided the science as to why it changed everything for me. Now, after that day, I became more quiet. I became a quiet leader. And in fact, it's the quiet leaders who are actually part of the leaders that we all love the most. So, that was the book that probably changed me as a human the most. That's one book. A really quick book, I advise us all to read everyone and it's very quick. It's called *The Motive* by Patrick Lencioni.

It's a wonderful story about the leader that we, the reasons why we tend to take a leadership or management position are not really what we need leaders to how we need them to think and act. And it's just a really quick and you can literally read in two, three hours. And it'll make you think about whether you really want to be a leader of humans and why you maybe got promoted and whether you should have been promoted in the first place. And for those who aren't leaders, if you read that book, you go, "Oh, yeah, maybe I don't want to be a people leader." So, it's a book we should all read. It really gives you a nice, simple story behind what leadership is and what it isn't.

Janie Schumaker:

Wow, that's great. I wrote both of those down. I have read some books by Patrick Lencioni. I love the way he tells a story when he writes a book. But I don't think I read that one. So thank you for both of those. Those sound like great things to pick up and read. So, Alex, I want to just ask you one more thing. If our audience would like to follow you and learn more. Where can they find you online and where can they find you on social media?

Alex Draper:

So, check our web page www.DX-Learning.com Check out all LinkedIn page: DXLearning. You'll find that one easy. It's a big X, big orange X.

And then my LinkedIn Page, AlexDraper@DXLearning. All three of those places are a great place and especially our web site. It's a simple, simple one down the bottom, I highly advise you subscribe to our newsletter every week. We're putting out things you should be reading. Stories about our own leadership and things that we're working on ourselves. Video of mistakes I've made this week because of my job, I make mistakes that you don't have to. So, all of this is

around best practice. So, either of those platforms is a way for you to learn more about leadership.

Janie Schumaker:

Thank you so much, Alex. That's fantastic. Brigid, I'm going to turn it back over to you now.

Brigid Flood:

Thanks. So, Alex, I want to take this moment to thank you for your time and for joining us for this episode of BCEN and Friends. It's really so much appreciated.

And I also hope that the information that you gave to our audience and to BCEN is just another little step in towards achieving your mission. And so hopefully we've helped to get there a little closer. I know that we certainly learned a lot today and for everyone listening, we hope you will continue to tune in as we continue these podcasts and we bring you fresh and impactful content and perspectives.

Also, if you were in the audience, have any suggestions for an episode topic, please, please email us at BCEN@BCEN.org.

I'm Brigid Flood, here with Janie Schumaker and on behalf of the entire BCEN team, we thank you, we celebrate you for all that you were doing as professional nurses across the emergency spectrum. Until next time.