Dr. Melissa Bottrell: Thank you, everybody, and welcome to this morning's Improvement Forum call, which we are sharing with the Office of Compliance and Business Integrity this morning to kick off National Compliance and Ethics Week. We are so pleased to have you all here.

This morning we're going to have a couple of different things happening. We're going to be having Robbi Watnik, the Deputy Chief Officer for the Office of Compliance and Business Integrity, introducing our speaker for the day, who will be Maureen Cash, the Deputy Director for Consulting Service for the National Center for Organization Development. Dr. Cash is going to be giving a presentation on the concept of servant leadership, what it means, and how adopting characteristics of a servant leader will help us further a VA culture that values ethics, business integrity, and compliance, which are, in fact, exactly what our goals are for Compliance and Ethics Week, as we really think about this.

A couple of things that I'd just like to say to share some thoughts about Compliance and Ethics Week, which is, that this week is an important opportunity to highlight the important services provided to our Veterans by our IntegratedEthics program officers and our Compliance and Business Integrity officers. I want to personally say thank you to every one of you who is on this call for all the work that you do for compliance and business integrity and ethics and integrity throughout VA. And when I say VA, I really mean VA writ large; not just VHA, but also NCA and VBA, if we have any other listeners, as well. This really is the important work that we all do and that you all really do to make this organization work for Veterans, and I just really want to say thank you to you all. Ethics is so essential to quality of care that we provide in all of the ways that we do, and the work that you do to make that happen is really very, very important and very much appreciated today.

The National Center for Ethics in Health Care and the Office of Compliance and Business Integrity -- we partner each year to produce a range of resources and to host special sessions like today's call on servant leadership to celebrate the values of the week and shine a spotlight on how important the role is that you all play in serving Veterans. Ethics and compliance complement each other. Having an ethical culture that embraces integrity is a critical foundation for an effective compliance program. Ethics plus compliance is how we get to preserving Veterans' trust in the system. And Compliance and Ethics Week is such an important opportunity for our offices to

demonstrate collaboration as we partner to host events to promote our work and the services we provide, not just here at the national level, but also out there in the field. I know so many of you have fun activities for this year to really celebrate and get people thinking about compliance and business integrity and ethics throughout the week.

So with that, I want to first make a shout-out to Robbi Watnik. Make sure you're out there and can be heard. Robbi, are you there?

Robbi Watnik: Good morning. Yes.

Dr. Bottrell: Good. I will turn it over to you.

Ms. Watnik: Okay. Well, thank you very much, and good morning and good afternoon to everyone. Thank you for joining us today. This is a great way to start off our Compliance and Ethics Week, especially since our theme for this year is Service, Integrity, and Trust. And, to state it simply, being a servant leader means putting the Veterans first. During our discussion today, you're going to learn more about what this means, exactly what servant leadership is, and how applying this philosophy to our daily work can benefit us all individually and as an organization. Being an ethical and compliant culture, though, is a team sport. We encourage collaboration and keeping the focus on how our work impacts the Veterans. By learning about servant leadership and adopting these characteristics in our daily work, we are being active participants in building a culture that promotes service, integrity, and strengthens trust.

So how does this connect with CBI? Today we're going to learn about the connection between those two topics. Before we begin, I want to take a moment to highlight the connection strictly between servant leadership and compliance and business integrity. We are all leaders in promoting a culture of compliance, business integrity, and ethics.

As compliance leaders, we're relied upon to manage an effective compliance program. The outcome of this program is that, among other things, the Veteran is protected from non-compliant practices. No one wants to have his or health care interrupted or to receive a bill for a health care service that is in error. At a minimum, these things create stress for our Veterans. They deserve better, and it's up to us to give them better. As compliance professionals, we serve many people. We serve our peers to give them the tools to ensure that they follow the rules. We serve our leadership by letting them know that everything is operating effectively, but also alerting them to problems and how these problems can be or have been fixed. And, in this end, we serve Veterans by contributing to a health care environment that is compliant and ethical.

All this falls around that great, big umbrella called a compliance program. And I'm always mindful that field compliance officers report to leadership -- their leadership --

and not to central office programs or to CBI. That makes our relationship even more important. At the central office level, CBI provides guidance, tools, educational materials, and the like to help those in the field do their job. We also assess your progress through our metrics, consultative assessments, and other types of compliance-related audits. Together we work toward an effective program in each of your facilities, and then at the national office level. I interact with network directors to keep them abreast of the status of their programs from a central office perspective, but we also collaborate with other central office programs.

It doesn't make sense, nor is it possible, for CBI to have all the expertise needed to oversee a health care entity. Instead, we work together with other oversight organizations such as the National Center for Ethics in Health Care, the Office of the Medical Inspector, and HIMSS, to name a few. This collaboration ensures that we are approaching health care issues from all sides; not just clinical, not just administrative, but an entirely well-rounded approach. We can't do this alone. Compliance is the rules-based process part of the solution. We have the protocols to detect and prevent non-compliance behavior, and we work with our business partners to mitigate that behavior.

Using these protocols, we provide guidance to senior leadership on compliance practices and how, by doing so, we can positively impact Veterans' experience. By reporting and tracking the risks, we ensure proper action is completed by others to decrease risks to Veterans. Working with our partners at National Center for Ethics in Health Care and other oversight organizations, we ensure that Veterans get the care they need. With any luck, the Veteran never even sees any of this. It's all seamless. All they should see is a smooth operation that provides quality health care.

Making this connection to servant leadership is a way to demonstrate our own values and commitment to compliance and to ethics. When others see that all of our actions are connecting back to Veterans, it can help open the door for decision making, collaborating, and helping develop strong compliance practices. And, as Melissa noted before, it takes all of us. It does take all of us to build this village of compliance and ethics. And to each of you on the phone today and to your peers who may not be able to join us, on behalf of Compliance and Business Integrity, I thank you for joining us and for doing what you do every day to help our Veterans and to work within the field to help others help Veterans.

So, today I'm delighted to introduce our speaker. Dr. Maureen Cash is the deputy director for NCOD's consulting service. In that capacity, Dr. Cash sets the vision for our organization to provide on-site and virtual organization development consultation services. Dr. Cash oversees the development of services using principles, practices, and techniques that foster organizational health, including, but not limited to, building a

positive organizational culture with high employee engagement, utilizing effective change management strategies, as well as promoting a psychologically safe work environment, utilizing servant leadership principles. She oversees the formulation, implementation, and evaluation of a range of programs and consultation services that support leaders and leadership teams in adapting and thriving in the rapid-pace environment of health care and other Veterans' services. Welcome, Dr. Cash.

Dr. Maureen Cash: Thank you so much, Robbi. I really appreciate it. So, like Robbi and Melissa both said, I'm going to be talking with you about servant leadership in VA and specifically its connection with ethical leadership, which I know all of you are very familiar with.

So, moving on to the first actual slide -- slide number two -- the first thing I wanted to just draw your attention to is, why should we even care about leadership models. And this slide really talks about the impact of supervisors on employee engagement.

And you can see here we've got a quote from Jim Clifton, who's the CEO of Gallup, and this quote really is kind of highlighting the importance of getting the right person the job of manager, and that when you don't have the right person in that job, it's really tough to overcome that.

Gallup actually has done some studies, and they have come up with a way of understanding the impact that managers have on employee engagement, and they have come up with a percentage that explains the level of variance that you see in workgroups in terms of employee engagement.

So, if you just type in the chat: What percent do you think supervisors have in terms of the differences that you see in employee engagement? What percent impact is that related to what the supervisor is doing? So, Joseph is saying 80 percent. Megan's saying 80. Theodora is saying 75. So, it is so interesting because all of us -- I think people really think that this is extremely high, which it is, and Gallup actually has estimated it's about 70 percent.

So, you're all actually thinking that it's even higher than what it is, but 70 percent is extremely high. When you think about kind of all the things that go into what explains employee engagement, the supervisors' behaviors and tone setting, according to Gallup, explains about 70 percent. And even if it's not quite as high as that it's still -- it's still letting us know that it's extremely impactful, and that it's something that we need to be paying attention to.

I'm moving on to slide three. So if what we do as supervisors explains about 70 percent of the differences in employee engagement that we're seeing across our system, then it really stands to reason that the leadership model that we adhere to would have a lot to say to that, would have a lot of impact on the way that employee engagement shows up.

So, it really does mean that leadership models matter, that it makes a difference how it is you think about yourself as a leader, the philosophy that you hold because all of that sets a framework. And so you can see here on slide three again -- you can see the different reasons why leadership models really matter; that, again, it provides a framework for how things are connected. It tends to focus our attention, that the model that you ascribe to will help to inform what it is you're paying attention to in your environment. What are the things that you think are important that you are going to be looking to, to help you make decisions? That helps us understand ourselves and others and our relationships with others.

It also determines what it is we measure because the leadership model that you ascribe to is going to tell you what you think is important, and then that ultimately is going to impact what it is that you're measuring in terms of how you deem yourself to be successful or not.

So, on slide four we're going to now start talking about servant leadership more directly as a model itself. So, here you can see the definition, that it's really about people of integrity who help lead an organization to its success by putting -- it's really about putting people first, so people in all your realms, all the ways in which touch stakeholders.

It's about sharing knowledge and power, and it's about helping people develop and perform to their highest capacity. But those are really the very core pieces of servant leadership. And we'll be talking a little bit about the particular model that we are using here at NCOD and that we're promoting through our system. But these are the kind of highest-level core tenets of servant leadership.

The other piece that Robbi actually touched on is that one of the tenets of servant leadership is that you can be a leader no matter where you are in the organization, that being a servant leader does not require positional authority. And that's, I think, an important piece of this. So that ultimately, what we're hoping for is that we'll have servant leaders all the way from our front-line employees all the way through to our senior leaders. So whether you have positional authority or not.

The history of servant leadership is really kind of interesting. It's actually quite an ancient philosophy. Many of you, I'm sure, are familiar with principles that are very much

aligned from servant leadership from various faith traditions, from various philosophical traditions. It actually goes back -- you can see servant leader-related principles all the way back to the Tao Te Ching, back around 500 BCE.

So way far back, these principles have been known to be effective in terms of leadership. The term "servant leadership" is actually a more modern term that was coined by Robert Greenleaf, who you can see pictured here on slide five.

He was the vice president for management development for AT&T in kind of the mid-twentieth century. And it was in the '60s and kind of early '70s that he started doing a lot of thinking about this leadership model, the concepts of servant leadership. And he wrote in 1970 this monograph, *The Servant as Leader.* It's only about 64 pages. You can get it from the Greenleaf Institute for Servant Leadership. So you can find it online. And it really outlines how he came to think about this as a concept; about this servant leadership as a model.

And what's really interesting is that, if you look at the more contemporary literature in the field of management consulting and organization development, you'll see that these concepts are woven throughout, that the top names in these areas -- you can see pictured here. The top names in these areas, they talk about servant leadership principles. They talk about the principles and practices. They may not use that term. They may not use "servant leadership" as a term in their writing, but the kinds of things that they are pointing to as being effective leadership styles and practices are very much lined up with what Greenleaf called servant leadership.

There's actually a business case that you can see with servant leadership, and here are various studies from 1999 through, I think, 2013 is the most recent one we have here -- where research has been done looking at the impact of servant leadership. And you can see that it positively -- it's been found to positively influence all of these different factors.

Employee satisfaction, engagement, which of course we care a great deal about here at VA. It correlates with collaboration and effectiveness, with greater innovation, with communication and trust and it supports organizational transformation. There's also a greater return on investment. So, even down to kind of bottom-line financial returns, it's been found to have better effectiveness than other leadership models.

So, moving to slide seven. In terms of VA, some of you may know this, but many of you may not, that back in December, the VHA National Leadership Council actually endorsed servant leadership as the leadership program model for VHA. And we were very excited when that happened because it finally gives us kind of a mandate to have leadership development programs in VHA be designed around servant leadership, to have that be a core piece of the curriculum.

And that has actually been the case over the last couple of years at HCLDP and LVA, which is for all of VA, not just VHA. They have embraced servant leadership as a core piece of their curriculum and are using assessments with those leadership candidates to help them gauge where they are in their journey toward becoming servant leaders.

In slide eight you can see this is the model that we're using. It's called the Seven Pillars of Servant Leadership. It's a model that was developed by James Sipe and Don Frick in 2009, and they wrote about it in their book called *Seven Pillars of Servant Leadership*, which I also highly recommend.

You can see here the seven pillars themselves. I won't read them out to you. I think you can see them here. Each of these pillars, according to their model, each of these pillars has three or four sub-themes. And in the book it goes into depth about unpacking each of these pillars to understand what the behaviors are and the philosophies.

The reason we chose this model out of all of the others that we had read about was because it really does bring conceptual issues down to behavioral anchors. So, for each of these pillars you can read the sub-themes, and they talk about them in a way that really makes it much clearer what the practices would be that would go along with them. So, we adopted this model just because it seemed much more pragmatic and easier to translate into behavioral change.

On this next slide you can see -- here's kind of VA's take on those seven pillars. We have a Servant Leader 360 Assessment that I'll be talking about towards the end of our presentation, but that 360 Assessment is really built on the seven pillars model. We've had that assessment offered for the past three years, and we've had probably, I think, over 500 people take that assessment at this point.

So, because we've had that larger response rate, we've been able to do some factor analysis and some validation studies on the assessment itself, and what we found was interestingly, the seven pillars actually do hold up as distinct conceptual factors. But what we also found was that they tend to lump into three major categories. So that's what I wanted to share with you here, because they really fall into these three major buckets, and these are an easier way -- seven pillars can sometimes be a lot to try and hold onto, but this is a nice model that captures them into these three larger categories.

So, the only pillar that really loads into the Personal Values bucket is the person of character, which is really about our own self-awareness and our own understanding about our value system. So, it's very much a pillar about self-reflection. It's a pillar about openness and humility, about being open to understanding other peoples' value sets and understanding how our ours align with theirs and just kind of remaining teachable and open.

The Relationship bucket is just what it sounds like, but it's really more the pillars that are focused on the interpersonal relationships. So, that would be putting people first, being a skilled communicator, and being a compassionate collaborator.

The Purpose bucket is the final one, and that's where the last three pillars actually fall into place. That's the ability to have foresight, to be able to vision and look ahead, do strategic planning; to be a systems thinker, thinking about the system as a whole, really understanding the way things are connected, what the interdependencies are. And the final one is leading with moral authority, which is really the embodiment of the values. It's ways in which we live our character, we live our values, the ways in which we share power and control, and people follow it because we're credible, because they believe in us, because we set a culture of accountability and are clear about those expectations.

So, on slide 10, you can see here, I'm going to run through just some of the things that are really unique when you unpack and look at all of the concepts that are captured within Seven Pillars, what are the things that really makes servant leadership unique and stand out from other leadership models.

So, one of those is that it's both at the same time. The focus is on the individual as well as on the organization, so that, as a servant leader, you're thinking about how the person that you're dealing with who's right in front of you can be successful and work to their highest potential and how can you help the organization be successful. It's about encouraging growth and development so that people reach their highest potential. So really about helping your employees or helping whoever it is that you are serving be able to be the best that they can be for their own sake, not just for the sake of the organization, and that, ultimately, the organization benefits as a result of that.

That it's, again, about the embodiment of values. That it's not just knowing what your values are, but it's living them day to day. It's having them be very obvious to others, that people can predict how you're going to respond because they understand what your values are. Being concerned with the success of all stakeholders. So, at a servant leader's best, they are able to scan the environment to be able to have an understanding about what the needs and wishes and desires are of all the people who are touched by what they're trying to do, and that they're concerned about all of those people being successful as much as possible. All of those stakeholders being successful as much as possible.

And finally, a significant piece of the uniqueness about servant leadership has to do with this self-reflective piece, about taking time every day -- even if it's just five minutes -- to reflect on the ways in which you have achieved your goals for that day and the ways in which you have been modeling servant leadership, the ways in which you have been able to demonstrate your openness, your ability to remain humble.

And, for me, the best definition I've ever heard of humility or being humble is remaining teachable, and that's really what this is about, that it's about -- as a servant leader, you understand that, no matter where you are in the organization, no matter how high up on the chain you go, that you have things you can learn from everyone around you, and that's a core piece of being a servant leader.

So, on slide 11, let's start talking about ethical leadership and how servant leadership connects with that. So, all of you are of course familiar that ethical leadership consists of activities on the part of leaders that foster an environment and culture that support ethical practices throughout the organization, and that these leaders play a critical role in creating and sustaining and changing the organization's culture, both through their own behavior, and also through the programs and activities that they either support and praise or the ones they neglect and criticize.

So it's about understanding that, as a leader, what you focus on and what you pay attention to, what you support and reinforce, sends a message to the rest of the organization, and as well as the things that you don't pay attention to or that you tend to treat as less relevant. But all leaders must undertake behaviors that foster an ethical environment. That's a key piece of what it means to be a leader. One that's conducive to ethical practices and that effectively integrates ethics into the overall organizational culture.

Now, what's so interesting to me about this is that, when you look at -- on slide 12, we start looking at the ways in which servant leadership and ethical leadership really are a natural fit together. You can see here the chart on slide 12, over the next couple of slides, we'll see that the way that servant leader behaviors -- in terms of the seven pillars -- line up with ethical leadership behaviors that have been well-articulated.

So, you can see that, for ethical leaders -- I'm just going to call out a few of these rather than run through them all independently. But the ethical leadership behaviors -- that's regarding encouraging staff to talk to me as a leader if they feel pressured to bend the rules; that there's servant leader behaviors in terms of being a skilled communicator, that's the sub-theme of that, and about inviting feedback. Creating psychological safety, which is part of being a compassionate collaborator. Those fall right in line with that, in conversations, inviting comments about ethical concerns. Again, calling out the -- inviting feedback and creating psychological safety.

On slide 13 you can see when I make important decisions, I involve those who will be most affected. Again, that calls upon being a compassionate collaborator regarding psychological safety, being first among equals. And I'll talk about that in a moment. and also leading with moral authority in terms of sharing power and control.

The "first among equals" aspect of servant leadership, I think, is a really critical one because what it's really talking about is that, as a servant leader, that you work to get collaboration. You invite input. You invite partnership. But ultimately, you understand yourself as a leader in that effort among that group, that you are still in the lead role, that you are first, that you are the decision maker.

So, that's, you know, one of the criticisms sometimes of servant leadership, is that it's not always clear who's in charge or who the decision maker is. But when you look at the actual writings about servant leadership, it's actually very clear, in that all it means is that, as a servant leader, you don't own all of the power and control, but you share it and you look to bring other people in. But that, ultimately, you're gathering input so that you can make a good decision. And, hopefully, you're going to be looking for consensus, but that when push comes to shove, the buck stops with you as the leader.

On slide 14 you can see this last leadership behavior -- ethical leadership behavior. When staff receives mixed messages that create ethical tensions, I take responsibility for clarifying my expectations for ethical practice. When I need advice on an ethical issue, I go to a person with ethics expertise or refer to published resources. And in terms of putting people first, showing care and concern. I would also say that leading with moral authority captures that, as well, in terms of sharing power or control and looking to have a culture of accountability, to clarify expectations.

So, I want to talk -- now that we've seen how closely these two concepts fit together, I wanted to just talk a little bit about the servant leadership assessments that we have. Because if we want people to be moving toward this model of leadership that will ultimately create much better ethical leadership in our system, it's important to have ways for people to be able to assess where they are and get feedback about how well they're doing.

So, I just wanted to mention that I talked earlier, we have a Servant Leader 360. We also have a 180 assessment that's on hold right now because we need to do some automation of the report process. So we have the 360 available right now. The 180, we're hoping, will be available sometime in the near future. But that 360 assessment is one that's been offered for the last three years, and I'm sure most of you are familiar with 360 assessments. It's where you invite feedback. As a leader, you invite feedback from your boss, from your peers, and from any direct reports that you may have.

When someone participates in a Servant Leader 360 through our office, they'll get a report. It takes about six or seven weeks to go through the whole process. That allows time for your respondents to take the survey and give you the feedback and for us to generate the report and get it back to you. When that process is complete, you get the interpretation guide, which is simply a report that gives you all of your results. But, along

with that, you get a development guide, which is a really wonderful tool. It allows you to do kind of self-guided professional development related to servant leadership.

It covers all of the pillars, so that anything that you have identified through your report that you want to either work to maintain or that you know are areas for growth -- this guide gives you wonderful resources to be able to do that kind of professional development on your own. It allows you to develop your own PDP that you can follow and to even share with your supervisor if you are so inclined. And it also allows you to reassess so you can do a benchmark, do a baseline 360, and then in about a year you can redo the 360 to see if you made any progress in the areas that you had identified.

Additionally, another way we have to get people feedback on their servant leadership practice is through the AES. So, this past year, one of the things that our research team here did at NCOD was develop a servant leadership index. And this actually comes right out of the AES itself. So, it has taken 12 items from the AES that our research team determined were conceptually and statistically related to the concepts of servant leadership, and it's a weighted composite. So it's not just a mean. It's not just an average of those 12 items, but it's weighted depending on what contribution our research team believed that particular item had toward this concept of servant leadership.

It's reported as a 0 to 100 score with, obviously, 100 being the ideal state. And what we have found, interestingly enough, is that organizations in our system that are high on the servant leader index are also higher on innovation and learning and speaking up. They're higher in terms of satisfaction, employee satisfaction with their supervisors, and with their sense of having a more effective relationship with them. And the supervisors demonstrate greater effectiveness on the VA leadership competencies. So, when we look at our regular VA 360 and correlate that with the scores that are received on the servant leader index, we see a positive correlation there, which is really fascinating.

Down at the bottom of this slide, on slide 16, you can see what the averages are right now and what the distributions are. So, at the worker's level, because this is part of the AES, these scores can go down to the work group level. So, if they're at least -- this past year, it was eight responses. This coming year, it's going to be five responses. So this coming year for the data, if there are at least five response in a work group, you'll be able to see the data for that work group, and including the servant leadership index. So, that individual supervisor will be able to see what their servant leadership index score is from the all employees survey if they have enough responses.

At the workgroup level, you can see that the VA average is 66 on that scale of 0 to 100, and that scores below a 57 are in the bottom quartile for all of VA, and scores above a 75 are in the top quartile for all of VA. Now, at the site level, the distribution is much

tighter, and that's because we have so far fewer sites that contribute to this. So you can see the average is still 66, but for the site level -- at the medical center level or the regional office level or the NCA district level, scores that are below a 64 are in the bottom quartile, and that are above a 68 are in the top quartile.

So, I just wanted to share with you briefly kind of our proposed plan for skill development to try to cultivate a servant leadership culture in VA Now I'm on slide 17. So, our proposed plan which we are actually moving on right now, is that we're working on having three developmental courses. The first one is a foundations course, which is a virtual instructor-led eight-session course that's really about building servant leadership knowledge and awareness, with an action learning component to help people begin skill building. The initial target audience is going to be supervisors and managers at all levels in VA

Our long-term goal, though, is to have developmental opportunity for front-line employees, because servant leadership is something that people can embrace, no matter where they are in the organization. We want to make sure that front-line employees begin thinking about themselves as servant leaders, so that they can behave that way with our Veterans and our community partners, as well as be prepared to think of themselves as servant leaders if they move up into the supervisory chain. We're actually going to be piloting this foundations course with seven sites in VA beginning in June.

The next course is an intensive skills practice course. We're envisioning this as a two-day face-to-face event that would be targeted for people who had been through the foundations course and would give them an opportunity to do more intensive skill practice, to get in on in-the-moment coaching and then to have follow-up phone coaching in small groups following that two-day event. And that is still in development. We're hoping to have that available as follow-up for these seven pilot sites sometime in the next fiscal year.

The last course, which is very, very early in development, is one that would be focused on helping middle managers and senior leaders learn how to embed servant leadership as a culture institutionally at their site. So, again, this would be more of a two-day face-to-face that would be focused on change management principles, so leaders would be learning sound change management principles, but using embedding servant leadership as the project.

So, that's kind of our longer-term goal, is to have that course available. So right now we are really mostly focused on getting the foundations course piloted, and then following that up this next year with that second skills practice course.

So, again, our timeline -- we are still in the process of building and testing the modules. We have five of them that we've built and tested. The sixth one will be built and tested later this month. We have already selected our seven pilot sites, that did happen by April 1. And we will be rolling out this foundations course beginning in June. We've already started doing work with the executive leadership teams at these seven sites, and the eight modules will done every other week, so the pilot will be over a four-month period.

So, the seven sites -- we have the Board of Veterans Appeals, which is our VA Central Office site. For VBA we have two regional offices, Denver and Nashville. For NCA we're doing the Continental District, so all of the cemetery sites within the Continental District. For VHACO, the Chief of Staff's office for VHA applied, and so we selected them. And for VHA, the two medical centers are Phoenix and Coatesville.

That concludes my presentation. It looks like we have about 15 minutes or so. Looks like there's been some lively chat happening, so I'm happy to take any questions or have any discussion that people are interested in.

Ms. Watnik: Maureen, we did have a question, about how to access the 360 assessment.

Dr. Cash: Ah, so that one's an easy one. If I go to -- here we go, slide 15. On the bottom of slide 15 you can see our contact information. That's all that's required. You can participate as an individual, so you could just contact our office either by phone or through this general e-mail group and just say that you are interested in participating in Servant Leader 360.

Caller: I have a quick question on slide 10, please.

Dr. Cash: Yes.

Caller: The art of withdrawal. Can you comment on the art of withdrawal, please?

Dr. Cash: Yes, absolutely. The art of withdrawal is really about making it a deliberate part of your practice as a leader to have some quiet time, to have some moments where you can recoup, you can regroup, you can collect your thoughts, and actually kind of monitor whether you are living your values, whether your concept of yourself as a servant leader. How well you stay, or if it's at the beginning of your day, and thinking about what you have on your calendar for that day, where are the opportunities for me to really live my servant leader values, and where are the places where I might be more challenged, and how can I deal with those more effectively. So,

that's really what that is. It's about the art of being able to withdraw in ways, to self-reflect even when you are ungodly busy as a leader of an organization.

Dr. Bottrell: Maureen, I have a question from the chat.

Dr. Cash: Yes.

Dr. Bottrell: With this evidence -- the evidence that 70 percent is about servant leadership, with the number that you gave at the very beginning --

Dr. Cash: Yes.

Dr. Bottrell: Is the servant leadership training effective if you have the wrong people in a supervisory role? What should leaders do if the wrong people are in those supervisory roles?

Dr. Cash: Oh, boy. That's kind of the question of the decade, isn't it? So this is what I usually say to people. That I'm a psychologist. I honestly believe that people have the capacity to change if they believe that this is a good way to move, if they see value and they understand how it's going to be useful to them to move into this kind of direction. Now, that doesn't mean that everyone who's in a supervisory role, even if they have desire -- that they're going to be able to become an effective servant leader and to be as effective a supervisor as our system needs them to be. And, frankly, I believe that part of having a culture of servant leadership means helping people be in positions where they really can thrive, and they really can make the most of the strengths that they have. I think we do people a disservice when we keep them in positions that are clearly not playing to their strengths.

Now, the way in which we address that, I think, is critical, so that people are understanding that we're trying to help them move into roles that are going to be better suited for their strengths and that I think there's an art to that as well. But I really think that as a system, we need to do a much better job when we see that someone is not well-suited for the role that they're in, to be able to have conversations with them and be able to work with them in ways will move them into positions where they're going to be much better suited and to be a positive contributor to the organization, because that's what all of us want. No one wants to be in a position where they are not contributing in their optimal way.

Dr. Bottrell: So, at this point, I think we have to close it out. I want to pass it over to Robbi to say a couple final remarks, and give you a chance also, Maureen, if you wanted to say anything. Do you have any closing comments you want to make?

Dr. Cash: I just saw someone ask if providers -- if I ever see providers as

servant leaders. Absolutely. I see people as servant leaders on the front lines: clerks, schedulers and people working in housekeeping. Physicians, nurses, social workers, folks in mental health. We have servant leaders all throughout this organization. They may not call themselves that, but if you look at their behaviors and their philosophy, their approach to their work, they're absolutely servant leaders. And those are the kinds of behaviors that we need to be encouraging in our system. So that's really what we're focused on, is trying to embed this as our culture, so that these are the behaviors that are reinforced and are celebrated.

So, I really appreciate having the opportunity to speak with all of you to kick off this very important week. I think our goals and the ways in which we want to see our system changed are very much aligned, and I appreciate being part of your experience this week.

Ms. Watnik: Thank you, Melissa, and Maureen for your presentation. Obviously, there's a lot of interest today, because we still have questions coming in, and a lot of compliments as well, to you, Maureen. So I thank you for taking the time to join us today. This is a big week, but I guess the thing that I take out of this, in looking at all of the comments and hearing you, Maureen, is that this is an iterative process. We have the pillars, and we have how we fill in those pillars with various behaviors. There are a lot of questions there about, it starts from the top, and what if the supervisor isn't leading and you've got leaders underneath. It really is, from what I heard, more of a circular thing. How can we all work together to make this happen and to give each other the space and the ability to lead?

All in all, to me it just makes sense that we need to work together. We'll be more efficient and happier, for lack of a better phrase, working together. But, more importantly, we're going to be serving our Veterans, which is why I think most of us are here, if not all of us -- to serve the Veterans and get them the care that they need. So, together, we're going to be doing this. And I do appreciate all of your comments and everyone else's comments, as well. And, Melissa, I'll let you close.

Dr. Bottrell: Well, again, I just want to say thank you to Dr. Cash for joining us. I want to give a quick shout-out to every single person in the field for all the work you're doing with Compliance and Ethics Week, as well as all year round, to really support helping VA really think ethically, support an ethical environment and culture and using the ethics, the values to drive our work based on the bedrock of the rules that come from the compliance and business integrity and all of different rules things that drive our work, but really focusing on those values, as well. Thank you so much. Have a great day, everyone.