

## **GUIDEWELL PRESIDENT AND CEO**

PAT GERAGHTY WITH HOST DON YAEGER

## Don's favorite quotes from the episode:

- Remind people of the things *they* are accomplishing. Recognize change and progress, it is not only important to have momentum, but to really shine a light on it.
- As an early manager, I thought I needed to make my boss think I was perfect, and it turns out that is the worst thing to do. Saying what you didn't do well and where you made a mistake is empowering— own it, share it, talk about it. Now, I will say things to my team like, "I made a judgment on this. I was wrong. Here is what I was thinking then, but I made the wrong decision and own it." It has made us a much stronger team because we don't try to hide things from each other.
- If you want people to change, you have to change. Change has to be demonstrated from the top of the organization.

**Reflection Questions:** Pat prepares for big meetings by visualizing victory, "Preparation for a big meeting doesn't just mean knowing your content," he said. "You also need to think it through to know how the 'plays' are going to reveal themselves." Pick an upcoming meeting that you have and consider the following questions:

Who might ask a question?

How do I want to respond to that tricky question?

Who on my team ought to be involved in some of those conversations?

## Storytelling

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