

E46 - Rooted & Unwavering - Hylke Faber & Scott Richert

Diana Belluomini 00:11

Music. Welcome to rooted and unwavering, a podcast and radio show which features leaders from all walks of life in conversations about courageous connectedness. How do we stay connected to our best selves, especially when we are challenged, what becomes possible when we truly stay committed to our own and others greatness, also when we don't feel it, Join host hylke fauber, transformational coach, facilitator and award winning author, obtaining your crocodiles and his guests as they explore leadership greatness in today's episode of rooted and unwavering

Hylke Faber 00:51

Well, welcome to rooted and unwavering broadcasting live today, and we are here to help connect leaders connect more deeply to their innate potential. I'm your host, hylkel Faber, and I'm here today with Scott. Richard currently, and for a while now, Chief Information Officer at Mercy the hospital system, Scott, how are you today? I'm

Scott Richter 01:14

doing very well. Thanks. Hylka, it's pleasure to be on here, and

Hylke Faber 01:18

it's an honor for me to sit with you. Scott and I met, well maybe about half a year ago now, and he said a few things then that made a very deep impact on me, having to do with service. So I'll tell a little bit more about Scott in a moment. And before we do that, I'd like to say a bit more about this podcast series of of root and unwavering. So we're doing rooted unwavering because we like to help people connect more deeply to themselves, each other and their purpose. And you could say, connect more deeply to the wisdom, the potential that is within each of us, that especially when we get challenged or stressed, seems like miles away from us. So how do we connect to our best selves? How do we show up, kinder, gentler, fiercer, more truthful, especially when the chips are down, when we may get negative feedback when, or maybe we were in the beginning of a very high aspiration and wondering, how am I going to do this? That that's what we're going to explore. So I'm here today with with Scott. Richard. And Scott has inspired me through his service orientation. He is a mission focused Chief Information Officer and digital transformation leader that has a very long and distinguished career and leading career enabling bold achievements that are transforming health care. He's been working in health care for 30 years, and he has found success in building strategic thinking teams that continue to bring collaborative solution to health care's most significant challenges, some of his most impactful accomplishments include electronic medical record implementations, turning data into predictive data insights and enabling consumer experience transformation that simplify complex health journeys. And



he has a very deep commitment to healthcare and to service, which is also very resonant with the company on the organization that he's part of mercy, which is all about service and healthcare. What struck me about Scott in the time that I've gotten to know him is quiet humility and a great sense of clarity. This is what my life is about. And I'm thinking, if all 8 billion of us could be so clear as Scott is, about what we're really about with a lot of humility and compassion for ourselves and others. Wow, what a world we could be. And so Scott, welcome. So glad that you're here today.

Scott Richter 04:13

Wow. Thank you, hylke, that's that's very, very, very nice introduction. And I will say I don't have it all figured out by any means. I think we're all on the journey of, you know, connecting the meaningfulness and the core purposes of why we're here to to how we spend our time every day and how we interact with others, and how we how we inspire others. So so I'm surrounded by people that have that same approach. I'm lucky to work for an organization that has that orientation, and so I don't feel as a standout here, but I feel like I'm a product of of the nurturing and cultivating that's happened in my life to bring me to this point. So very happy to be on the show, very

Hylke Faber 04:55

glad that you're here. So tell us, Scott, what have you learned in your life? Life, about connectedness in life and leadership. What have you learned? Have you been learning?

Scott Richter 05:07

Yeah, you know, I'd say first of all, just just the title of this, of this broadcast reading and unwavering wasn't enough to get me hooked, to want to participate in it, because it's very, very much resonates with how I see the difference in living our lives kind of transactionally, versus living in it from a living it from a purpose perspective, and finding and driving and inspiring purpose and all the things that we put our hand to in this life. So, so to me, it makes, makes all the difference in a meaningful career versus a transactional punch the clock. And, you know, experience, it makes such a difference in terms of what, what, how we can build teams that can accomplish things when they're when we're rallying around common purposes, and we all have, you know, great diversity in our backgrounds and approach, but you know that that connectedness to why we're here and the constituency of people and communities that we help just is really transformative, if you from my perspective, and whatever career anyone's in, there's, there's going to be a meaning and a purpose for that. And if you can always stay connected to that in your thinking, that drives better decisions, it helps you be more thoughtful, and it helps you to inspire others to to grasp onto that, that meaning and that purpose as well. And then, you know, for long you find yourself surrounded by people that will go to extreme measures to get work done, to fulfill their commitments to the organization, to innovate on new things and to bring new ideas. So it's, it's really, it's a really powerful dimension that, you know, if I from my perspective, if you go through your career without, without kind of latching on to that you're really, you're really leaving a lot on the table. You're not getting the benefit, not bringing the benefit to the world, and you're not not enjoying the meaningfulness that you can get to yourself. So it's very, very important to me.



Hylke Faber 07:16

I hear that that connection to purpose, the why we're doing this and not being sideways by the transactional momentum of a lot, what might be going on or even going like punching the clock, as you said, Tell us about your life, Scott, because you're talking about this, you know, as if this is almost second nature for you, and I can imagine many people listening thinking, yeah, we've heard about this before. Like we want to be a purpose. We want to be purposeful. Have purposeful life. But how does one connect to their purpose? How does one find their purpose? So tell us about how you have found, and have been finding, and maybe continue to find your purpose.

Scott Richter 08:05

Okay, well, I'll start a little bit about my backstory, and it's, and it's, you know, it's not, it's not very dramatic, but it's, it's very fulfilling. And my, I've had a, I've had the privilege of really starting with a great upbringing. I had a very stable and nurturing home life as a child, which is a which is a luxury, and I, and I definitely count that as a blessing, and I, as I shared with you before my my Christian faith really shaped my view and formed me and helped me, to help me see what matters in life, and kind of what pursuits are hollow versus those that are maybe, you know, counterfeit or more selfish. And so just that my Christian experience really, really shaped my worldview. And, you know, I I live my life that way. So it's hard to hard to tell my story without, without mentioning that and talking about that, I'm still learning, still learning how to, how to bring that to life, and how to how to live, how to live that life. But, you know, I, as I grew up in that environment, I had that powerful experience as a young person, really connected with my faith and finding the finding the depths of Christianity, and then, and then, as I, as I grew up, and what observed mentors and and role models in my life. I really use that as inspiration and use that as as guidance for me. So I'm a person that I've done a lot of things for, for a long time. There's one of one of my an author that I like, is Eugene Peterson. He has a book called a lot of obedience in the same direction, and even that title resonates with me a lot. So, you know, I met my wife in grade school. I met her in fifth grade, and we didn't get married till we were in her 20s. But like I said, I've been at Mercy for for over. Over 30 years, and that you know, my my path took me when I was a kid, my my father also had a career at Mercy. He worked here 22 years before he retired, and he took a job in healthcare at the mercy organization when I was eight years old. And I met his boss at that point, the sister rock, which is a big part of my story, when I was that age and then, would never considered, eventually, I'd be working for Sister rock as well in the future. But

Hylke Faber 10:31

what was the impression, sorry to interrupt you for a second, what was the impression that sister rock left on you when you were eight, 910, years old. What did you learn from her?

Scott Richter 10:43

Well, as a child, I wasn't, I wasn't sure about it. You know, it was my dad had worked for a factory, and he was, he was an accounting manager, and he got laid off, and he took all kinds of odd jobs to make ends meet. And then, then he got hired as sister rock and the team at Mercy hired him when, when Mercy was first looking at automating things with computer technology. So I remember thinking, why



does dad's office kind of feel a little bit like a church, and why other sisters walking around here? So it was a little odd for me at first, but, uh, I could tell, even as as a as a child, that it was, this wasn't a this wasn't a regular organization. It was an organization that had vision and purpose and and I could see that, that she was a powerful figure that had that had vision, and where she wanted to go was completely different from where the organization was at that point. So she, you know, she really was our modern even though mercy is an organization has been in existence since 1827, we consider her our modern day founders, because she really shaped, shaped how what we've turned into at this point. So, so right off the bat, saw her as a powerful figure, but also an empathetic figure. And all throughout her life as I, as I worked with her more and more, she would, to my joy, she would frequently refer back to the early days of working with my dad and tell me stories about the ideas that they had and the the reasons they did things, and the and the challenges they had, and so that always, you know, so she's, She's been this constant throughout my career, this kind of constant figure in my life, that I also feel an accountability to her and to those that came before to to think about this mission as a multi generational effort. And I've got my turn at the wheel right now. And like I mentioned you before, one of the things I think about when I make decisions here is, you know, decisions here is, you know, what is, what would sister rock think about this? What would she do? Does is this aligned to the purposes of our organization, and that's aligned to who we are, and aligned to who we who we want to be to our community. So, so that was a she's definitely a powerful, powerful person in my in my life, and she, she, she passed away a little over a year ago, but definitely still think about her and her inspiration all the time.

Hylke Faber 13:06

I'm so struck by you're saying this, what would sister rock do? And also talking about making decisions as part of a lineage like I am part of this ongoing stream, and I'm gonna steward it well. And so my question is, since that's so unusual, like most, think most managers today are focused on the short term and maybe on a good day, on the longer term, and then you're adding to this I am part of, like, carrying on honoring the previous generations and setting the stage for future generations, which is a whole other view. You could say that's beyond short term and long term. It's multi generational. That's a very different lens.

Scott Richter 13:59

Absolutely,

Hylke Faber 14:00

when did you start really embodying and leading from that multi generational, connected lens, and what was happening beforehand, when you were maybe not quite there yet? Because I can imagine that as a 20 odd year old, you might not have gotten that in your bones yet, or maybe you did. I don't know.

Scott Richter 14:22

No, I didn't. And actually, you know, when I came to Mercy, I was, I was a little bit career wise and purpose wise, even a bit a bit lost. You know, I suffered from the, what I've heard described as the



passion hypothesis. I felt like I didn't have a big life passion. I wasn't sure what I was supposed to be and what I was supposed to do, and that that hung me up for a while. And I, you know, I had friends that were moving out and doing very purposeful things. There were, I had a friend who, you know, was a missionary, and another one, another friend is a musician, and went out, became very successful as a musician. And. You know, I didn't know what I wanted to do with myself, and so i i Through, through prayer and just kind of trusting God one step at a time, I started to transfer that ambition to find my passion, to let me find my purpose where I'm at right now, and think about, what can I do to impact the sphere I'm in right now? And how can I grow myself? How can I make the environment that I'm in better? And then I kind of got my wheels on my car rolling a little bit, and then as I as I would do that, the next opportunity would come along, and eventually I found myself, you know, growing in ability for what I was doing as a technologist and as a leader, but also growing, growing an impact, and starting to, you know, strengthen my purpose muscle a little bit, and saying, Okay, I can see what this organization is trying to do. I remember specifically being in a meeting one day, as I was kind of transitioning from a technical role into more of a leadership role, and and hearing about our organization, deciding about we had a community where we had a hospital in and the hospital was, you know, persistently losing money, and it was very difficult, very big drain on the organization. And you know, most organizations, it would be, let's, let's exit. How do we get out of there? But I remember our sister rock and our other lay leaders even saying, even saying, we are called to this community. We're essential to this community. We're not going to give up on them at some point. If there is a transition where we move the health care to another organization, that's fine, but we can't abandon this community. So I remember feeling like, wow, that's and they referred to, you know, we've been at this since 1820s and you know, our predecessors and leadership would not, would not do this. So that's when it that's when it first struck me, is okay, this is not a typical organization and that, you know, the willing to make those kind of decisions, not about money. I mean, we have to have margin to continue to do our mission, obviously. But I remember that that experience being the first kind of the first time it looked up at me and I thought, yeah, this, this is an organization I can put my, put my lack behind, and I like the way they like the way we, you know, the view of the view of ourselves as we're here for a purpose. We have an obligation to fulfill what was started decades ago, and we have an obligation to pass this off to the next, to the next generation, in a way that is going to continue to be impactful on the world. And that same, you know, multiple episodes we had, a years later, we had a tornado that just destroyed a hospital on the Joplin, Missouri Community. And the same attitude, our CEO, at that point, just dug right in, and it's totally destroyed. And it's like, we just actually acquired it from another organization. So my thought is, wow, are we going to are we out of this community now? And he's like, Absolutely not. We made a commitment to the community. We're going to rebuild. We're going to take care of the co workers that were impacted by this. And so I've had several days like that. I've been very proud to be part of an organization with that kind of that kind of purpose, purpose driven and essentiality to the communities that we serve.

Hylke Faber 18:27

And I'm sensing with you, Scott, also with the intentional openness to be able to recognize that part of what you just said earlier on was I saw my friends becoming missionaries or musicians, right? And I



was wondering, what about me, right? And I just want us to pause for a second at that, because at that junction to you, you could so easily go for let me quickly get to something that also gets to some impact success, right, using the brain. And what I heard you say is like, no, no, no, I I went to God. I went to prayer. For those of us that have maybe a different relationship with God or higher power, translating this as I chose to stay in the question, How can I be of service? What is asked for me, and what I hear from you is that your organization is having a very similar orientation what is called forth from us. So when we are clear about that, we're going to make different kinds of decisions than short term profit maximization or taking the path of least resistance like you didn't do in that community where things weren't profitable, or in Missouri, when there was this disaster, you found obedience to the long way, paraphrasing that title of that book, which sounds lovely, so Scott, tell us a bit about your personal. A journey, because so much of your journey seems to be born by your environment, by mercy. Tell us about maybe some harder choices that you made in your life, that you've made in your life, that in retrospect, you know, made all the difference whether you actually went the road of purpose or the road of short term transactionalism,

Scott Richter 20:27

yeah, you know, I'll go back to again this early part of my in my career, my mid mid 20s, where I was still struggling with, you know, purpose and passion. Am I on the right? On the right path? And prior to come to Mercy. I work for a small I look for a small software organization that was, it was fulfilling. It had a, you know, because it was small, I had a broad range of responsibility. And it was, it was fun. I got to make product and sell it and see the customers enjoy it, and go back and refine it and make it better. So, like, I kind of does kind of develop the kind of the Craftsman part of my career, pillar and that and that during that role, and then, and then being on an unaware of the importance purpose. And, you know, a friend, friend came along and said, Hey, I work for utility company. We're hiring people, and basically there was a 40% salary increase that I could take. And so, you know, my initial thought was, hey, why not? I'm young, and I'm starting a family, 40% salary increase. I can do what I do somewhere else, and no consideration of anything other than money. And so I remember getting to that spot, and boy, it was with it, just within a week or two, I just realized I made a big mistake and that I didn't really, I didn't, I didn't have the Craftsman ability that I had at the previous place, so I didn't like I was contributing as much, and I didn't. I realized I don't know. I don't know. I don't feel connected to the purpose of all the people that work around me. I'm not sure, other than getting the paycheck, I'm not sure what, what we're doing. So that was probably the low point in my 20s of really feeling like, feeling aimless and and really, really making it decisions without before I learned about myself. So coming out of that, I learned that I need to do have I need to do something that has a purpose around it. I need to be able to connect with I need to be proud of what I'm doing, and I need to I need these elements that I've that I've gained already. I want to be good at something. I want to be a craftsman. And I want to have meaningfulness. And then I also want I learned that I need, I need a little bit of autonomy where I can elbow room, where I could be, I can have vision and bring it, bring it to execution, which I think is the seat of leadership, of desiring me at that point as well. And so that's why my next move was to Mercy, because I thought, at the very least, this, this, you know, working for healthcare, you know, I can, I can get behind that, that that seems important work, and I still wasn't fully engaged with it, but,



but honestly, in the when I was working for the utility company, and feeling that way, I was very tempted to crawl back to my old boss at the small company and say, Can I just have my gap back? And I remember that would have been very much of a relief for me to do that. And I just remember feeling that there was a reason that I needed to move forward out of that I moved forward in the wrong direction, but I don't feel that God wants me to move backwards. So even though it could have been an easy escape to do that, and I wanted to do that, I felt and my God, I felt like that's, you know, I'm going through all this struggle and turmoil now, I need to keep going forward rather than going backwards. And to me, that was, that was really the grace of God that kept me from doing that, because I that, you know, I wouldn't have had the career that I have now, and I wouldn't have found the meaningfulness and the purpose, purposefulness that I that I found so, you know, so, so from then on, that that kind of planted, that then I knew more about myself, who I was, you know, what I needed in my career to feel what I was doing was meaningful, to feel that I was growing and to feel that I was impacting other people. And eventually that led to, you know, thinking about myself as a leader. Because I didn't originally think of myself as a leader at first, you know, I just wanted to do something important, be good at it and be rewarded for it.

Hylke Faber 24:40

I'm so struck by how you're how you're talking about that the experience of the utility company actually was very helpful for you, even if it was an a hard experience, and how that experience gave you basically insight of like, this is not what I want, and I. Think that's such a powerful thing to reflect on, because I think in our lives, we may have this idea, like, I want to have only the perfect experiences. Well, there's no grace in that, because there's no adventure in that. There's no discovery in that, you know, just we need to, you know, learn the ropes, and we continue to learn the ropes, and sometimes we we bark up a wrong rope, or a rope that doesn't fit us, and we actually find out like, Oh, I didn't like that. I didn't I did not want that. I just thought you learned that just money and maybe some influence wasn't cutting it for you, right? What a powerful learning. And you also learned that you couldn't go backward. What a powerful learning, right? And that's, that's almost, you can read that in a place, but I think a person has to experience that to really make it their own and feel in their bones. And then it becomes power.

Scott Richter 25:51

It does. You're right, that's so important, you know? I think, you know, I've raised four children who now transitioning into adults, and I can see some of the some of the same struggles in them. Of you know, what do I do now? And you know, what's my purpose? And so I it's been, for me, it's been a blessing to be able to help tell my story. Now, everybody's different, but nobody's stories just like mine. But, I mean, I see that a lot in young people today that that I feel like this is a helpful message for them, because you don't, you don't have to have all that pressure on yourself to have this, this whole passion figured out, and have your whole life figured out. You just have to have to find the next step and put your hand to something and see if God blesses it, and see if it, if it turns on your your circuitry for purpose, and if it doesn't, then keep moving. If it does, then go harder



Hylke Faber 26:44

that it turns on your circuitry for purpose. Scott, how do you experience when your circuitry for purpose gets turned on? How do you experience

Scott Richter 26:55

that? So for me, it activates, it activates the basic things like the willingness to work hard. But it also, for me, it turns on my strategic synapses and my thinking. So when we know what the when we see it, see a purpose, and then you start to get a vision of what could be, what can we do, better, differently? And for me, that's that's led me into opportunities where I'll propose, hey, here's a bigger a way we can do this, or here's, here's the thing that I think we can accomplish. Look at what we have accomplished. Here's what we need to go next. If you know the destination that the organization's purpose drives, that kind of frees you to think on a broad horizon of of of areas where you're going to you can bring impact to that purpose. So to me, I feel like I'm in my, you know, I'm in the in the zone when I'm driven by purpose. And I think that this is, this aligns to what the organization needs. It aligns to who the organization is. Sister rack would like this idea. So so to me, it just, it just connects even the smallest task every day to why we're here. And it makes the day go by faster because you're excited to get things accomplished and and it makes you somebody like me that wasn't a natural I didn't see myself as a natural leader. Being able to share that attitude and that vision, you know, ultimately started allowing me to rally people, rally people of the same mindset, and try to evangelize that and build that connectedness to purpose. And so it just activates everything. It activates your own drive, but it also activates how you impact the people around you. And it, you know, has a has an exponential effect on on moving an organization forward. So

Hylke Faber 28:53

in our leadership work, we often talk about three dimensions of success and energy, the I, the we and the it, the self, the relationships, the we and the it the task and the purpose. And as I hear you talk about, when your purpose circuitry is turned on, all three levels start to like, line up, like light up. Your eye starts to light up. Your passion goes up. And you're like you you want to go to work and you want to work hard. You have more openness to work creatively, compassionately, empathetically, with a wide range of people, the we and on the it, on the purpose and the task and achieving things, because you're connected to this much to this vision, any task can be a one step forward towards it. So it turns on your strategic thinking about what how do we move towards? It's like the difference between walking up a mountain where you can see where you're going, versus walking into any random street, and it doesn't really matter whether you get to the end of that street or not. It's very different, very different feeling. I. We're going to take a break. In a moment after the break, Scott, I'm going to ask you a little bit more about what happens on days, Scott, when you're not feeling it, if those days exist, right? If those days exist, they do what happens? What happens when you're not feeling it? And how do you then turn back toward purpose, towards that energy. How do you do that? We'll take a break now. See you after the break. We're talking with Scott Richard, Chief Information Officer currently, of the Mercer Mercy hospital system. And you'll be listening to rooted, unwavering episode 45 See you after the break



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you are listening to rooted and unwavering presented by growth Leaders Network, the leadership team and culture development company. If you would like to learn more about working on connectedness for yourself your team or organization, please contact growth leaders network on LinkedIn, and now back to the show.

Hylke Faber 31:06

Welcome back to rooted and unwavering episode 45 we're speaking with Scott Richard, Chief Information Officer of Mercy hospital systems. I'm your host, hylkel Faber, and we're talking with Scott about purpose, and one of the things that really hit me was you just know when your purpose circuitry is turned on and you open yourself towards that. And I also heard it as almost like Grace, like you've turned toward it, you can't quite make it happen, and then it happens like it is, almost like a gift that you receive in the exchange of being open. So tell us about days that you're not feeling at Scott, maybe an experience you've had and and how do you work with that?

Scott Richter 31:56

Yeah, that's, that's, that's a very important question, because, I mean, there's definitely are days when you don't where I don't feel like I'm at the top of the mountain purpose wise. And, you know, I think I've been doing this a lot, a lot of years, and, you know, my stories are from healthcare and I but I think they relate to any, any, any career that that you think you feel has meaning. So there's, I mean, there's definitely, is, there's, there's definitely a percentage of task and drudgery that we all have in our day to day lives and our work that, you know, sometimes it's a series of of days that are just task oriented, and then you have, you know, periods of time where there's quantum leaps and you accomplish something, or you have a new idea comes to light, or you're able to do something important for your So, for your organization. So, so I think it's important to to realize that the daily grind is part of it, and you can't, can't live a life without the daily grind, and that's just part of the part of the journey. But what, what is always the the infusion of fuel and all that is going back to why we're here so, so in healthcare technology, you know, what's been real effective for me is, and for my whole organization is like, for instance, we consider every co worker, whether you're in technology or you're doing something else, whether you're a nurse or a lab technician, that every co worker, we recently started calling caregivers. And so you know, no matter what you're doing, you are in the you are in the stack of things that we do to provide care to patients. And you know, when you when I need to refresh, I want to get with the caregivers, some of the most rewarding days I've had is when I've been able to, you know, shadow a nurse on the floor, or talk to the physicians on my team that tell me about, here's why physicians lives are more difficult now that we, in some cases, that we bought technology to and we made more some more things difficult. And so, you know, the the regular task of solving problems, and, you know, making a budget and dealing with unhappy customers occasionally that all rolls up into fulfillment when it's okay. I know the problems I've I've considered myself an important, an important player in whether, how well, how well patients are taken care of, how well we serve our communities. And so these tasks all add up to to delivering to that so. So in short, you know the the bottom line, when you when you have those



days, when you when you don't feel like you're working for purpose, you really have to remind yourself about how is this all adding up, even our even our people that work in and technology infrastructure and taking care of the data centers and so forth. It's like you. You are making sure that important decision making systems are available to our caregivers. You know there's people in the emergency room right now, there's people on the surgery table right now, and because you're doing your job well, that needed information, that that needed assistance for those caregivers, is at their at their fingertips, and you know, and that should drive you to be consider yourself a caregiver. It should drive you to hate downtime, so be creative and figure out ways to keep our systems from going down. Should drive you to come up with ways to make, to make that caregiver, the frontline caregivers life, less clerical. So if they're having to do a lot of things in a computer, how can we make things easier for them? How can we automate more things for them? So, so there's always, you know, even on the bad days, there's always opportunities to connect the most mundane task to, you know, the big picture of why we're doing what we're doing. So so to me, I definitely have days where I'm cranking. I don't feel like I'm, you know, I'm improving the world for health care, improving my communities, but it on the whole every day is a step forward in that direction.

Hylke Faber 36:13

I'm struck by this of saying everybody is a caregiver, which means also you, Scott, everybody's a caregiver, and that, by itself, turns on your purpose circuitry. And I noticed the difference between that orientation, and I want to feel good about this task for me, you know, which you know, just turning well, not just doing a budget or taking care of a glitch or whatever it might be, taking care of a complaint, may not feel like that at the if I'm self centered, if I'm having having the delusion of the small me. And what you're saying is no no, step out of, at least the way I'm hearing this step out of your small sense of me, which, by definition, is not going to be satisfying, and open yourself up to the broader perspective you're part of, the person that's right now on the surgery table in The ICU, or if you're working in a company, whatever you are working towards with your customer that you really want to see happen, like what you really want to see happen, right? Absolutely. And I think in our current world, we may get deluded, because part of what we've been taught that we want to see happen is that they buy more stuff or more service. And that is maybe a little satisfying, because it provides the longevity of the organization, fine, right? But in the end, it's not that satisfying. It goes beyond something like this, money, what I'm hearing from you, it goes to what, what I really want to help these people with, whatever that is. So go ahead, Scott, go ahead,

Scott Richter 38:03

yeah, and that's, and that's, I mean, like I said, it's, it's, it should be easy in healthcare to attach that. So I feel like I'm, I'm privileged, because it's easier for me to connect my teams to the purposes. And, you know, for me thinking, you know my my family members, my kids, or my parents, will be in emergency department patients someday, or they'll be they'll be an inpatient in the hospital. They'll be on they'll be in the or suite getting getting surgery, or they'll be their physician will be wanting a quick turnaround on their radiology study. So in all the things we're doing, we're able to connect it to, I want this to be this. This organization to be ready to fulfill its its call for the community. My family is going to feel it. My



community's community is going to feel it. And you know what? One of the things, besides referring ourselves as caregivers, I also say, you know when you're for my team, when you you know when you meet someone new, you're at a dinner party or something, introduce yourself and they ask what business you're in, you should always say healthcare. You went to school for technology, your value certifications for technology, but your purpose is healthcare. And that's how you should you should describe yourself so. So I think that's and you know, part of reinforcing that in our organization, you know, some of my favorite things to do is to bring caregivers into our team meetings to say, this is how you've made life easier for us. This is how this is the impact you're having on patients, and particularly when they tell individual patient stories that are just wonderful to hear. You know, success stories that were enabled by some of the things that we helped with. So that really motivates people. It really motivates me. And so you know what, you're well aware of, storytelling and connecting to purpose just really, really fuels our tank.

Hylke Faber 39:52

Gives me hope for humanity, as you speak this way, thinking, you know that tells us that something in us really resonates. You. With helping others like deep down. I think we all like to help others deep down. It's just that we sometimes get a little confused in our focus because of this, this thing, this, this, this, this, that, this, that and the other. So go ahead, Scott,

Scott Richter 40:19

I was gonna say, just going back to the we talked about being transactional, I think that's, you know, particularly in today's world and technology, where so many of us, you know, a lot of people work remotely with it didn't work before, and so many people are not working. You know, my team, most of them are fairly fair. Percentage of them don't work in the hospital care settings. You know, they're working remotely, or they're working an office building. So, you know, it's, it's very all my team that are leaders is very important for us to keep drawing people out of that transactional mindset. You know, you're not just closing incidents, you're not just upgrading servers. You are your work is resulting in care being better. It's resulting in things that just kind of help our communities and our families. So it's really comes back to helping the helping all the individual co workers to pull themselves out of that transactional mindset.

Hylke Faber 41:16

And you've given us some examples of how you do that by, for example, sharing or being exposed to frontline caregivers or patient stories. How do you help your colleagues, people that are in your team on a bad day or when there's a lot of stress or something like that, to you know, rise above it, or to reconnect. How do you do that?

Scott Richter 41:42

Yeah, that is, that is one of the challenges in leadership. And you know, there, there are days where, you know, we think, Oh, the organization wants us to do something that this is going to be hard, or we're not sure this is going to work, right, because maybe, maybe we have information that the



organization needs to know. So there's always kind of situations where we're asked to do something that we either think this is going to be the more difficult than what the organization is aware of, or it might not yield the results that the organization is aware of. And so so we very infrequently work on something that's a snap. We know it's going to be perfect, and all we have to do is execute on it. It'll work. But, you know, the way, the way, I mean, it goes back to the way I think about the multi generational thing and thinking about, you know, what would sister rock decide about this? So, so if you're being asked to do something that, okay, I can do this, but I don't think the organization, I don't think it's going to meet the needs of what the person requesting it is looking for. But I can do it because that's what they asked me to that's that's not good. So what it takes is getting in there and saying, Okay, let's talk about what we're trying to accomplish with this technology. We make sure you understand the kind of the challenges around and maybe the things that it won't deliver that you think it might. Let's, let's together, get to the core of the problem or the opportunity you're trying to solve. So, so, you know, I really, as a leader, I hate, I hate victimhood. So it's very easy for someone say, I'm just doing what they asked me to do and but if you know that it's not going to get the results that are expected, you're not doing your job as a leader to not bring that forward.

Hylke Faber 43:31

I love this where you're saying, What? What I love what you're not saying, which is, when people are demotivated, I'm pulling out a nice recording of sister rock, or, you know, a nice story. No, that's plastering over. It's actually what I'm hearing you do, is I'm actually engaging people and figuring out together, hey, where are we stuck? What's not working in helping us move towards our purpose, and therefore, what can we do differently, which is not going into victimhood, but it's saying this challenge is actually an opportunity for us to move more into our purpose, as opposed to get estranged from it.

Scott Richter 44:13

That's absolutely correct, and that's honestly that's a big part of leadership today is, you know, effective collaboration with people and and we're not perfect. I'm not perfect. I've got, I've got, definitely areas where we can improve in that. But I think that's the modern leader. I think has to have that mindset of, you know, you can't be just a fulfiller of requests. You have to be a partner in moving the whole organization forward. And you know, even though, you know, for instance, I might have a pet project or a pet technology, I think this is what we should do. But if it's just cool and not really moving the organization into where we need to go, I shouldn't be advocating for that. I should be I'd be saying, Okay, let's not spend money on this right now. Because it's not important and so, so that's in terms of my leadership team, and I've got, I'm really blessed with a great group of people that work on my work with me and my leadership team, and you know, we've cultivated that attitude very well. It's still easy to get kind of your feelings hurt and offended when either you're asked to do something that you think is too difficult, or you're being are your your opportunities you're bringing forward aren't adopted? That's that happens sometimes and but, you know, I think that the key thing is, okay, what's, what's most important for our overall ministry to move forward? And sometimes we have to lay down our pet projects, and we have to take on hard things that that are hard, and that's, that's the way it is.



Hylke Faber 45:42

I so I love that you're talking about how we need to sometimes, well, keep that eye on the larger purpose, which also means reprioritizing what we do and not being driven by our smaller self, preferences, ego, pet project. Sometimes shifting gears a little bit. Scott, you've been working in this organization for about 30 years or more, right? I'm curious about where you are right now in life. What your aspirations are for the next decade? What are your aspirations for the next decade? What would you like to see happen for yourself or your colleagues, maybe even for the world? What would you what would you like to see happen?

Scott Richter 46:31

So my particular scenario, I feel like, in this organization and with the team I'm working with now and with healthcare, that we are. We are at a place where we have created opportunity for ourselves, on a kind of stratified layer, where we've accomplished things that now will allow us to do really, truly amazing things. And so I think you know, through the years, we've got an organization, we've got some of the, some of the foundational tasks, completely, we got electronic medical record. We have, you know, very, very good, reliable technology. And I, and I think, what in the upcoming years, you know, we all know that there's really exciting things, and there's really things that are that are perplexing as to how they're going to be utilized, like, like AI. And I think what I see in the next, next 10 years is, you know, our role as leaders and technology leaders changing from fulfillers, and, you know, I'm the technology leader, so I'm going to bring you all the technology ideas. I don't, I don't think that's, that's the world anymore. I think we're the whole world is infused with new ideas. And, you know, we're going to have physicians and business leaders that are going to be bringing ideas that are technology based and new ways to use AI or new new ways to improve care. And so what I want to position our organization, you know, my team, particularly our team, is, you know, be ready for that. Be ready for that change in role and that we're not just a Fulfiller. We are. We're bringing technology expertise into the conversation, but technology is going to infuse many parts of care and many parts of the business, and we can't be the bottleneck or the, you know, the filter for all that. We are the partner and the enabler. We make sure that the organization is doing the right things. But i Good ideas are going to come from multiple areas, and we have to be comfortable with seeding some of that ownership. Well, when Eliza, this is, this is my area. Why does somebody else come up with ideas from my area that's that's not going to work, I think in the next decade, that we're all going to have to be, you know, more and more organizations become more digitally dexterous. They they know about the technology more. They know what possibilities are. And you know, we have to stay useful and relevant to the organization by being a somewhat of a Sherpa, to guide through the opportunities, but also being a really side by side partner. So so I'm excited about the possibilities in healthcare that some of these new technologies are going to bring. You know, I'm excited. I'm excited that and mercy, mercy situation that we're really well positioned with. We got we got many of the fundamentals taken care of. And so it kind of like terminology I use is we built the dance floor now we can how we can dance on it. So I'm really excited about that. Next few years go

Hylke Faber 49:35



dance and be Sherpas and integrate and collaborate and seed the control that you don't need, and see the ownership you don't need, so you can collaborate to what actually matters. We're getting towards the last 10 minutes of our conversation. I'm thinking about people that may be listening, that may not be having a good day today. Maybe this podcast is helping them a little bit to have a better day. I don't know. Maybe good, but let's say. A person just is not having kids a great day there may be very challenged and or not feeling the connection to their purpose, maybe because they don't know what it is, or maybe because of where their work and life is going seems to go kind of in a different direction from where where they think their purpose is right. What would sister rock say to a person like that, and what would you say?

Scott Richter 50:26

So I'll start with what I'd say. I mean, just again I can speak to is my experience and my learning and that everybody's different, but I'm sharing my story. But, you know, I think, I think one of the things that, particularly in today's world, we're tempted to oversteer and overreact. So when you're having a hard period or having a challenge, I think it's, it's a little too common, little too common for people to say, I gotta get I gotta get out of here. I gotta do something else. I gotta give this up, and without really consulting your gut and your and your purpose. I've tried to get to myself point where I'm not reacting, I'm not being driven by a problem that I'm trying to escape from, but thinking, okay, you know, I've had periods where I've had a year plus where Something's been bothering me, and it's really feeling like it's kind of vexing me at work. But the bigger picture is that, hey, this is my house, so to speak. I'm going to be part of the team that moves this organization to the next generation, and I'm going to get through this rather than just, you know, kind of cutting bait and moving on to the next I'm not saying you should never, you know, you have to sway your life to a single organization. But I think you know, not oversteering and being thoughtful, but before you make make big changes. And I think you know, from Sister rocks perspective, I think you know always her, her message around bringing it to bring it to the why, why? Why are you here? Who are you and what can you? What do you bring into the organization that no one else can bring? We don't want you to be like everyone else. We want you to be who you are and bring innovation and bring passion and bring purpose to what you do. So so I definitely think that how you think about your daily activities got to be thought about in a broader context. Otherwise we live our life, stomach churning, constantly bouncing back and forth, you know, rooted and unwavering, and implies it's not easy to pull up something that's rooted, not that you ever don't need a transplant to a different pot or maybe put into a broader field. But I think it's I've seen people that make, make changes too quick, and react and just end up never really connecting to areas that could be purposeful for their lives. And so my advice to particularly younger, younger people is, yeah, experiment about yourself. Move around, but be thoughtful, you know, make sure you're consulting with, you know, I consult with God. I try to get a piece about my decision making. And just, you know, make sure you have confidence in your gut before you before you react.

Hylke Faber 53:13

Don't over steer. Don't overreact. I hear this word of obedience to the bigger thing, the longer purpose again. Who are you? What? Why are you here?



Scott Richter 53:25

Exactly. Scott,

Hylke Faber 53:26

how do you practically consult with God? How do you do it

Scott Richter 53:34

practically, so? So my faith is I spend time reading the scriptures and kind of meditating on those. And you know, it's to me, it's amazing how you know 2000 plus year old document has relevance and and and the daily act in the daily context of my life. And so I find encouragement in the Word and the Word of God. I find time and prayer, prayer meditation, where I'll just get a gentle kind of leading. I say a leading in my spirit. Some people say, is that, you know, gut feeling. But I feel like, okay, that's, that's the core thing. I realize, okay, this is the important thing. I should be asking myself. And then I act, I act on that again, not perfect. I'm not super spiritual. I'm just, I'm just saying that, you know, you're taking the time to figure out, you know, Where's, where's the leading in your gut. To me, that, to me, that means the leading of the Holy Spirit, but Where's, where's the leading of your gut, and what's the, what's the purpose of what you're trying to do? And stay out of the frenzy of, you know, flip flopping and trying to fix things yourself when you don't, when you haven't had that time to to pray and meditate and consider what what you should be doing,

Hylke Faber 54:52

gentle leading of the Spirit, the gentle leading of the Spirit, and making time for that. I've seen that in throughout our. Conversation. There's so much here. I'm going to take put a few takeaways here as we're getting to the end of this conversation. One is being always very clear about my why, taking time to spend time with it and spend attention on it, being able to open myself to listen for the guidance so I can hear that gentle steering, as opposed to the over steering and the overreaction framing my purpose is part of multi generational purpose, and really thinking about, How does my internal purpose circuitry get turned on. That's right, so many valuable lessons. By way of closing, Scott, what would you like to say to finally, finalize our conversation today?

Scott Richter 55:55

You know, I guess I just, I just sum up. I, you know, I feel honored to be able to speak to this. I don't feel like I'm anything special in terms of having these revelations, but I do think that I've had the blessing of being exposed to purposeful existence in my career and in my family and in my community, and, you know, I think just just advocating, not that everybody's the same, and, like I said, not that people shouldn't grow and change and change jobs and change cities and so forth, but that's always do it with your purpose and your inner why, upfront. And I think that's, that's the biggest thing that I that's the biggest advice I give based on my own experiences. And you know that the benefit is you, you get to see the you get to see the fruitfulness of what God puts in our life, in terms of long obedience, is in the same direction. Those are, you know, you go to places that you wouldn't wouldn't have been able to



go without going in the same direction for quite a while. So I think there's a there's a big benefit of grounding yourself that way. I think it creates stability and vision for the people that we lead, and I think it creates really, a really meaningful and fulfilling career and life for ourselves. So that's my story, I guess,

Hylke Faber 57:22

long obedience in the same direction and how that gives us some so much so it's a different life orientation from being transactional. And transaction is not bad, right? It's, it's what many of us are taught. Many of us are in maybe for survival reasons. And even then, we still may have a choice whether we want to open more for purpose and ask ourselves, like, what is that that really has my purpose circuitry to use your word Scott, turn on. And the other thing I want to add to that is the the the long obedience, no, but what you say was the

Scott Richter 58:09

long obedience in the same direction is whatever the long obedience

Hylke Faber 58:12

in the same direction is not rigid. It could be, could be felt like that. What I felt from this conversation, your long obedience was toward was to really listening to your purpose and let that speak to you. And for you, it happened to have manifested in being a healthcare provider, a provider in mercy, right in mercy. And for everybody, it shows up in different ways. I can't thank you enough. Scott, it was such a beautiful conversation as me sit up taller in my chair, and if you're listening, maybe reflect on in what ways may I still be living transactionally, not bad, and what would happen if I allowed a little bit of purpose into that. Whatever that looks like. It's not rigid. It's something that makes you come alive. You've been listening to Episode 45 with Scott Richard of rooted and unwavering, where we help people connect more deeply to their need potential. If you're interested in these podcasts, you can subscribe to us on Apple, Spotify and everywhere else. You can also watch them in video form, on LinkedIn, YouTube and other places. I'm your host. Hylke Faber also pleasure to be with you. See you next time at cruise and unwavering.

Diana Belluomini 59:41

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