

S01 - E06 - Rooted & Unwavering - Oct 14 - Hylke Faber & Pamela Mattsson

SPEAKERS

Presenter, Hylke Faber, Pamela Mattsson

Presenter 00:11

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 rightness also when we don't feel it, join hosts Silca Faber, transformational coach, facilitator, and award winning author of taming your crocodiles and his guests as they explore leadership greatness in today's episode of rooted and unwavering

Hylke Faber 00:50

Welcome to this sixth episode of rooted and unwavering welcoming as from Arizona, Phoenix, Arizona, where we're broadcasting live from the Business Radio X studios in Tempe, Arizona. I'm your host, Hulk a farmer. In this program, we help to connect people more deeply to their innate potential. And today my guest is Pamela Matson, a primer. How are you today?

Pamela Mattsson 01:16

Hi, hello, good. It's great to be here.

Hylke Faber 01:18

Really good to be with you today as well. I'm really looking forward to this conversation. Before we dive in, I want to say a few more things about this podcast we've we've been working in this podcast to work on, like, what is it like to be connected to our true selves? And what does that take? And how do we help others do that as well, especially when we're challenged? And how do we work ourselves back, you could say, into our true shoes and be in that place. So that's what we are exploring with different leaders. And I'm so glad Pamela is with us today. I met Pamela, many years ago now in a conference room where we were both working for a consulting company in the space of personal transformation and organizational transformation called axelent. I still remember you and I think what I felt at the beginning, Pamela, I still feel today that I felt so much heart, so much strength, so much leadership, so much inclusivity, that everything was welcome in your presence. And that has stayed with me throughout the years. I'm gonna say a few more things about you more formally, because you've also done so many things in your life today, you're the SVP of people and organizational development at Outreach, where I see you working with so much heart and soul to build a culture that is truly human centric, values based and inclusive, and helping to do that, at scale, doing it in a in a beautiful way in



your being engaged in so many different way, being a spokesperson for so many voices, I see you do that very strongly, including people from very different walks of life all the time. And then before that, you were leading executive development for Amazon. And at the very most senior level. So very, very rich experience. And then before that, you were leading the leadership and culture practices for excellent all all up North America, of which I was part for a while. So you know, even a time where I was I was reporting to you. So it's, it's how funny how we all sit in different chairs at different times in our lives. So So Pamela, I'm so glad you're here today. And so we're having this conversation about connectedness. Can you say a bit more, just to get us started? What is your experience with connectedness when you hear that? What comes up for you?

Pamela Mattsson 03:51

First, let me say thank you for having me help. I feel like time slows down when we're together in a in a really positive present way. So thank you for that. When I think about connectedness, I think about what exists that we sometimes don't see. We're wildly connected. I was in a in a off site yesterday and one of the facilitators used an energy stick, which is a electrical current. And he had a group of people that don't typically Hold Hands Hold Hands, so that when all the hands were touching, the current was alive. And he would instruct just random people to release the connection, release your hand and the electricity would go off. Connect again electricity on so that's the way I see it. I thought it was a great visual representation of we are connected. And it's a choice to pay attention to and feed that connectedness.

Hylke Faber 04:58

So it's a beautiful image Like the circle of people connected, and you know when you're in it, and you're also know when you're not in it. And that's true also, when we are connected to ourselves when we are disconnected. When we're connected actually on my way driving here this morning, the GPS sent me into a different road interesting called priest drive, which was interesting. And but I never go in that road like, Am I really going here, and suddenly, I was completely in my head and totally out of my body for a moment. I breathed it, thankfully, the light was red, so I could see where I actually was going. And then I relaxed again. And things made sense. Again, there's a sense of harmony and completion and peace that comes online when we are feeling connected. So say a bit more for yourself, like in your own personal journey. How How have you been learning about connection to what what's true about Pamela connecting to Pamela's true self, because you've been through so much already in your life in so many different chairs and roles and ways of contributing.

Pamela Mattsson 06:09

I was sharing earlier that I grew up in the south like the Deep South. So I think I've danced with baby more than you want to know. But I've danced with authority throughout all of my life. So I know I leave myself. When I'm worried about what other people think. I know, I leave the connection with myself when I'm trying to be right. Or on this overachieving effort to get it right. I know I leave myself and feel disconnected when I get in my head. And I'm attempting to prove something. Rather than remembering that I'm inherently value valuable, that I'm, I'm that my value is constant. And that there's no amount of success that can increase it, or sell your that can decrease it. And that's from a great teacher of mine,



Lisa Danly. But holding that remembering that is definitely returning to my body, returning to embodiment.

Hylke Faber 07:19

Awesome, always and already valuable. No matter what. Now, you made a reference of being born in the deep south. So maybe share a little bit about your life journey and how maybe in your life journey, you've been learning about being connected to that what is always known already.

Pamela Mattsson 07:42

So I say this with great love. The child rearing practices in the south, for the most part, see huge and unfair generalization. But my experience is it was quite strict. Quite children are meant to be seen and not heard. And better yet not seen, at least for the authoritative parent, there's usually a division of labor there. I will say my, my mom taught me a ton about unconditional love. So lots of love to my mother. And and I learned that in order to survive, you had to figure out very, very quickly what people in authority wanted whether you agreed with it or not. And that didn't sit well with me. I was when we consider a precocious child had lots of questions about a lot of things, very curious push boundaries, push them again, to find out where they were as, as children should do. Their doing their jobs, by the way. So if you're frustrated by one of your children pushing boundaries, they're doing their job. And what I learned over time is that that is a dead end road. It's a road of emptiness. And I know this is a part of the natural developmental and maturational journey. But you will not reach your potential or your fulfillment by dancing to other people's music. And often, for whatever reason, for many reasons. Our music goes on mute, and you have to find a way to locate that volume button, turn it up, adjust the bass and the treble and begin to dance to your own tune to your own way. And if I could oversimplify it, and this is a huge oversimplification, because there's been pain and failure, success, sabotage, self sabotage, all of that is a part of the journey. The oversimplification would be following your resonance, and being incredibly grateful for dissidents. Because no not that is a powerful place to create from.

Hylke Faber 09:57

No, not that. No, no Not that. Not that that's not resonant. That's dissonant. Yeah, that resonates deeply with me. I, as you know, I love music. That's such a great metaphor for me to thinking about what's resonant for me in this moment and what is dissonant? And that it's very applicable. So if I think about being on the road this morning, I could feel my brain going in dissonance. I'm on priest road, I should not be here. And then it's almost like the world became very small for a moment and then, okay, I'm here. It's okay. And, and there's a resonance with the whole thing. Again, I'm not fighting against it. I'm not fighting against myself. And so I am curious Pamela about this precocious frequency

Pamela Mattsson 10:58

takes one to know when right.

Hylke Faber 11:02

So I want to know about the precocious child how this precocious child has been helping you to get into deeper and deeper resonance.



Pamela Mattsson 11:14

mean as a child breaking rules like no, you can't adopt the wounded bird, but I will and I will bring it in and put it in my sock drawer and hide it until it starts making noise and pushing boundaries. It's, you know, I remember having so I'm dating myself greatly. But I had a strawberry shortcake little record player. And the only record I had was John Lennon's Imagine, on one side, a little 45. And on the other side, Strawberry Fields and I love strawberry fields, because I had a strawberry shortcake record play, it was great. But imagine i i was mesmerised. I was probably seven years old. And I remember playing it over and over again, listening to the words and thinking about how that possible reality did not map to mine, at that particular moment. Didn't map to anything. And it was it sounded right. Not not magical. It actually sounded right. And I think that was a pivotal moment for me, of of searching for being a part of creating that. Challenging oppressive thoughts, challenging division, challenging, racial segregation, challenging the place of a woman challenging the collapse of role versus soul, what you do versus who you are. I say that often at work, you know, this is honor the soul is behind the roles. It's not interact role the role is interact soul to soul. So the journey of following dissonance of saying This doesn't feel right. What would be and how can I be a part of that?

Hylke Faber 13:14

So I'm curious what dissonance in those times felt like maybe as you were listening to John Lennon Imagine all the people living day by day and then the dissonance what did that dissonance feel like what does that feel like today in your body? in conference rooms in conversations, you know, as you're working at Outreach, or even as a child as you were, in that situation where segregation and oppression and author authority isn't I can't even say it author authoritarianism, etc. Also part of what you're in the soup your answer what was that? What's that like for you when you're in dissonance?

Pamela Mattsson 14:03

Very uncomfortable, I feel it in my heart and in my belly. Like the belly part is, is anxiety. It's most painful. I think there has been times when it's been painful. It's it's not comfortable. In coaching now, when I'm coaching someone and I feel that the call to speak the call to say something and I had to learn my voice over time, but it almost feels like a little bit of a charge. So now I welcome that feeling but it in the beginning before I could decipher it before I knew what action to take before I felt empowered, and that would be from me, until I gave myself permission to start start speaking my truth and listening to my truth and honoring my truth not not from a place of I Right. But that I, I am dishonouring myself if I don't if I stay silent, I'm just honoring my wisdom, the wisdom of my body, if I stay silent if I don't speak, and and it doesn't always go well. So, you know, the concept of success, the unsuccess. So measuring my, my success by having spoken, not what that creates, because that's a that's a roller coaster, that's a precarious place to put my self worth, but I can, at the end of the day, you know, look myself in the eye and say, at least you spoke you're to see very uncomfortable, very uncomfortable.

Hylke Faber 15:43

Yeah, yeah. And yet, so almost unavoidable. Yeah. When when I can tell from what you're saying, like the sense of I, once, I love that you said, empowerment that I gave to myself. So I'm choosing to listen, and to speak, and to use my voice. And it's interesting, because, like, I want you to maybe say a bit



more about that. Because I know part of my mind, I'm a little bit monk, like, as you well know, when something doesn't feel right for me, what I do is I meditate, I sit down, I clean up my own inner thoughts and beliefs and get back into what I think is presence, or what I feel is peace or alignment. And then maybe I'll speak Yes. Now, what I hear you say, is almost something that's a little more direct, where you use the voice, almost like a singer to create alignment inside and out. Now, I might be totally off on a tangent here. But I would like you to say a bit more about how using your voice helps you to be more connected to truth, and maybe also help others.

Pamela Mattsson 17:06

It's such a great question, because I will extend your metaphor of the singing. And it's not to sing off tune or not blend with the other singers because people are also singing their song. But to insert with directness and I would even reframe the directness as honesty, transparency, part of presence, actually, I'm going to I'm not going to leave the room with my thoughts. I'm going to stay embodied in the room, even if it's a virtual room, by by singing my my voice, finding my voice and inserting it. There is the urge and following the action, give yourself well permission to do it. In a very fumbly way, awkward way, clumsy way in the beginning. And you could even preface it by saying this may not come out, right? I'm not sure have my thoughts all together. Give me a moment here. Stay with me. What if and to be able to find a way to insert what you're feeling the urge that you have, with respect not making people wrong. But but also not acquiescing. Or excuse me leaving the conversation or, or withdrawing?

Hylke Faber 18:34

Yeah, I love that. So I'm curious. In what situations do you find speaking from connectedness easier? And in what situations? Do you find it maybe a little harder, or maybe even almost like too much? Because we all have those zones? I think of like wherever we're willing to go. So can you say a bit more about? Yeah, what is what is comfortable for you? Or maybe it's always maybe I'm making this up? That's not possible to

Pamela Mattsson 19:12

know not always comfortable. And I think it this is the irony, and I hope I can articulate this well. The more connected I am to myself, the more able I am to speak my truth with connectedness. If I'm disconnected from myself, and simply just activated, we can call it ego. We can call it attachment to my thoughts or my way or my how my it could be a strong opinion. If I'm somewhat disconnected and I'm in my head, it often doesn't go well. And I have a bit of a fight versus a blend and lead or I inserted myself in a in a connected way. I also I also see, I think, wherever you go, there you are that authoritarian. So if there's a, if there's something at risk for me, it can be harder, I think that's a human place to be that if I feel that this could be a potential trade off, although I have had in my life in my career, many what I say, badge on the table moments like where I'm willing to put my badge on the table, and walk out like this is something that is from an place of integrity, important enough to to stand behind, even if there is loss.

Hylke Faber 20:43

Here such a through line here, in your, you're telling us today about staying in integrity to your truth and thinking about the little child with the strawberry shortcake record player, and imagine all the people in



that situation, and then you being in meetings, where you're connected to the imagination of your heart, or the truth of your heart. And then you see things around you that are different. And Bing, were able to love that, like, put your badge on the table? Is that what you're saying? Put your badge on the table. I'm very curious, can you say maybe an example of when you left your badge on the table without Of course with honoring the people and confidentiality, all these things? Yeah, you describe an example that might be good for all of us to, to hear?

Pamela Mattsson 21:38

Yeah, yeah. Oh, there's many, many examples coming. That's a badge on the table moments. When that I can share is honoring the human beings in a system. Like when the human beings, although we have to deliver as organizations, we have to deliver results, like we know that quadrant or axes or, you know, tensions that we're managing the polarities, and delivering the organization and I, anybody who knows me, especially in my current role, right now knows how committed I am to that deliver results. And I can see high performance as an expectation of high performance can be an expression of care. And when humans become just a way to get to the outcome, you lose me like that, that is not the place for me to express my purpose, when when we are focused on how much we can get out of someone, rather than them becoming better as a human being better at their craft, as a result of working where we work and the choice to be there. You lose me a little, you don't lose me when we're expected. People are expected to do their job and to do it well, and debris, they're all like, that's, that's exciting for me that that's, that's awesome. It's the, it's the when we forget that there are people when we forget that they also have that inner child that they're trying to protect, when we forget that there's someone's child, when we start treating people the way we would not want our children to be treated. We've lost the thread. And I will put my badge on the table.

Hylke Faber 23:32

I love that putting the badge on the table. And it's interesting because I feel this energy and you've taught me in the in the past that kind of this mama bear energy like that. And I have deep respect for that, that energy that that's sort of unflinching in this call in this podcast of unwavering energy that's rooted in you. And so can you say more about maybe a situation, maybe a particular situation where that happened? Where where you had to do that and maybe guide us a little bit through what's going on in your head and heart as that's happening? Because I can imagine that's not an easy task to do.

Pamela Mattsson 24:26

No, it's not. Because there's loss involved. You know, there's loss of status, there's loss of sunk cost bias, you know, of investment in a system. Here's the the journey and again, it's gonna be high level I have deep respect for the prior, you know, organizations but the moment at which I looked in the mirror and realized my staying was condoning behavior and That said more about me than it said about the organization or the system. That's the moment. It's not in the moment of disagreement. The moment of disagreement is that dissonance, you know that where I described the anxiety and was painful belly like you're not comfortable, I'm not settled, I'm not grounded, I'm not, don't fool myself, if I can access my best self, slightly disconnected from my heart, but the moment when you decide, staying says more about you than the system, then it's a drop into groundedness. Clarity, truth. And I wouldn't say it was easy. But it was clear, it was clear.



Hylke Faber 25:53

Staying says more about me than about the system, I'm gonna remember that staying about staying says more about me than about the system. And there's a great clarity. And I hear almost a relief in the way you're speaking, even though that's not easy. But that's a relief like, Oh, okay. Now, that is like, a pretty big shift. I mean, deferring, you know, choosing to walk out of a situation or system or organization. I'm also wondering, what happens when you do this in conversation? Maybe it's like, you're almost talking about it as well, that's maybe a little easier? Maybe it is. But can you say a bit more about how that works for you that staying connected in those uncomfortable conversations where you feel that dissonance,

Pamela Mattsson 26:49

I'm thinking, as you're asking that how, how much easier it is to support a client to do this than to do it yourself. So I'm just humbled by that awareness in this moment. But what is more important, you know, that that that's the question is, is is what's more important? What will you have be more important than looking good, being in harmony in that moment, agreeing when you disagree, which is dishonest. So what I have been more important in those moments is it's actually connected this, I mean, pardon the pun, pardon, but like, you know, forced connect, but it actually is connected. In order for me to stay connected to you, I need to tell you where I stand, in order for our relationship to be clean, I need to be able to tell you what's on my mind, even if it's unskillful or even if you're not gonna like it. And and, you know, in an organizational setting, I think, I think we miss that because we we've we've conflated that as a disconnect, instead of a connecting moment. I think intellectually, we know this, viscerally. We know this, but somehow, we've made up but not speaking, our truth makes us like being nice, is closer, instead of being real, is closer, being avoiding difficult conversations, stays, you know, is the glue that keeps relationships. That's toxic relationships, including an organization's including work relationships, the more you can be real, transparent, and willing to be wrong, you know, that you're, you're holding maybe 2% of the truth, but, but speak and, you know, de conflate your opinions versus the truth, facts. But it actually comes back to connection in order for me to stay connected to those I'm spending the most amount of time with, I need to be able to speak my truth.

Hylke Faber 29:01

Thank you for that. Thank you for that, that that paradox of connecting by saying things that might seem disconnected or disconnecting by disagreeing or by saying something that we think may not be liked. And I love that you make this distinction being liked, does not equal, being connected. Being connected means being truthful, really showing up as you. So let's explore that more and also how you think about helping others doing that, because I know you're in your current role, also helping to catalyze a culture where that's true, and that's being practiced. So when we come back after the break, let's dive more into there. And I thank you so much, Pamela, for your insights this morning already. Are

30:03

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yourself, your team or organization, please contact growth leaders network on LinkedIn. And now back to the show.

Hylke Faber 30:28

Well, thank you. And so if you're just tuning in, we are speaking with Pamela Matson. And Ruth and unwavering Pamela is the Senior Vice President of people and organizational development, at outreach. And we've been talking about connectedness, and how being in our truths is a prerequisite on the foundation off to be connected to ourselves and to each other. So thank you again, Pamela, for your insights. So let's go into this a little deeper. So you talked a lot about I need to do this, then, how do you create a culture? Or do you create a culture where that's one of the lighthouses?

Pamela Mattsson 31:16

100%. I don't think that organizations, especially in the multiple compounding pressures, right now, you know, from the market to, you know, the residual impacts of the pandemic, to social and racial and political unrest. I don't believe that we can create what we're after creating, and meet these growing expectations of our employee base. As they become more and more aware, the Blurred Lines a personal and professional, without this transparency, without disability, and it's one of our core values, we are honest, and we are honest, core value is. First, I'm honest with myself, I can't be honest with you, unless I'm honest with myself. And it also includes being able to admit failure, or missed expectations or ownership. Another another value of being able to own this is a conversation that I should have had earlier or, you know, this is the part that's on me, I didn't set clear expectations. But the honesty piece only strengthens us.

Hylke Faber 32:32

That's great. So I'm honest. And I own and you said we are honest. And we owning we are owning. So say more about how do you cultivate that? In a sizable organization? How do you do that? Because that's a very, these are very high bars that you're talking about?

Pamela Mattsson 32:57

It's challenging, it's challenging, because we have I would say the, this is a steal from Amazon a bit, but blast radius is what we say it, you know, positive or negative. The manager, the people manager, the person who there are other people in their care, has the biggest blast radius. And so the capability and skill set is a huge focus of teaching managers, especially those early in career or new to the outreach system. What are the expectations of how you're holding, the development, the capabilities, the the desires, the crafts, the performance of the people in your care? How do you do that? How do you think about it? You know, for example, we talk about giving feedback, you know, there's one way to give feedback where you hand grenade, throw it up against the wall, or you can run around to the other side, and it's not a hand grenade at all. It's like, wow, look at this really cool problem that we need to solve. Let me let me help you solve it. You know, I'm invested in your success. You know, our we're, we talk a lot about unleashing the collective genius around you, measuring your success, and this is wildly different from a high performing leader, measuring your success based on a number of great decisions that happen when you're not in the room. Wait, wait, what? When I'm not in the room, but isn't my job to know more? Do more. be the smartest person in the room? Isn't that my goal? Actually, not when



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you're a people leader when you're a people leader? Your job is to unleash collective genius to transfer your judgment. Give guardrails, give lots of freedom for people to fail forward and learn. But to unleash the genius around you, we're not looking at there's 10 people on a team. We're not looking for 1/10 effort we're looking for 100% 100% 100%, sometimes 150% If we're going, we're going through something really, really challenging innovation, for example, but we're looking for you creating the conditions for people to do their absolute best work of their career. And whenever it's time for them to depart, the system depart outreach, they're better as a human being, because they've grown, they're better at their craft. And they will go make other organizations better as a result of having worked here. That's our goal,

Hylke Faber 35:34

unleashing the collective genius. And then saying, the decisions that are being made when you're not in the room, that's what counts. That's what counts as a people manager. So how do you help people managers to connect with that being their purpose, and not get disconnected and run after maybe the the shortcuts of you know, as we all know any of these these older methods and thinking back of were like your your early stories about like your upbringing and the authoritarianism and all that that's very different from from what you're speaking about here. So how do you help people make that transition from wherever they are, when they join, or where they are, when they when they encounter this to where your organization would like them to be?

Pamela Mattsson 36:41

Again, these conversations, they always seem over simplified. So I'm going to say first, I know this is hard. It feels easier to say go do. This is what you go do. It feels harder, takes a little bit more time to hold people accountable for what they've agreed to do, because you've been so crystal clear. On the outcome, you're after the goal, the guardrails, the vision, the mission, the orientation, the lens, the pair of glasses, they should be looking through as a problem solver to make decisions in and it's much harder to hear. I'll just use this in a very, like a loose way. But what we would consider a dumb question, why are they asking these dumb questions and hearing them as dumb questions or what? How could they be so off from what we're trying to achieve here? And immediately saying, Ah, wow, they're people, we're not clear what we're trying to achieve. That's on me. That's on me. Let me this is a teaching moment. Every time you hear something in misalignment. Every time people are not meeting expectations, you know, outside of performance issues, or maybe not a fit for the team from a capability standpoint. But uh, you know, you got the capability, and they're not delivering the people leader should be looking at this like, juicy problem to solve this juicy bit of feedback of, I haven't been clear with my expectations, I need to be clear, I need to check for understanding, I need to make sure they have the will the understanding the clear direction. And whenever there's a problem, I need to make it safe enough that problems get brought to the safest table in the room, our table, the teams table, to work through that it is not a career limiting move to say, I don't know how to do this, or I'm struggling, or I've hit a roadblock. And the sooner the better. The sooner the better.

Hylke Faber 38:47

The safest table in the room. That is such a great aspiration from my perspective, like great the safest table in the room. This You are welcome. You are welcome here. We want to hear because this is how



we get things done and how we grow together. And then the other side of the other part of the juicy problem of clarifying my expectations. And if I hear there's dissonance, then my job is to bring it back into resonance members paraphrasing, so that's what I'm hearing. And seeing that, that is an art and I'm seeing that as a as a as a as you talk about it not as something that is a once done. once and done. It's something that is a continuous journey. And as you started saying, it is hard. It's not easy. That's not as

Pamela Mattsson 39:40

hard and as I describe, especially the safest table, you know, in the room or the deepest table to sit at. It can sound like soft or inviting and it is and a part of that invitation is the invitation to debate the invitation To challenge and that we're challenging the way we're looking at the problem, not the person we're looking at the juicy problem to solve together and what we stand to learn as a team, as a result of this problem we're trying to solve together. I think the, the, that's a misunderstanding and people will sometimes like revert back or pull back from the truth. Because debate is considered a bad thing instead of a part of the safety making. All ideas on the table, all disagreements on the table, you're you're you're able to really again, safest table to debate at safest table to disagree at safest table to challenge one another. And I'm challenging your thoughts. You're thinking I'm not challenging you as a person, because we're on the same team. But we forget that we forget that. So it's not it's a little loud. It's a little messy, like safe, allows for messy, safe, allows for realness safe allows for challenging debate. And having, getting to the truth more important than being right. Getting to the truth and the best idea, more important than having it yourself. as ours, we, we combined our thinking we unleashed our collective genius, collective genius. Not I created him with my genius. Bring your genius we want it 100%. But put it together with the other people on the team. That's the opportunity. That's why we're in organizations. That's why we're in teams better together.

Hylke Faber 41:42

Yes, standing in it, I hear such strength in what you're saying collective genius, standing, standing in truce together, not about being right. But actually, the priority is finding the greater truth together. That's one of the purposes of being in a team. It's as if, as if you have brought this fascination of being truthful, from very early age, now into building a system of truthfulness, unleashing collective genius. That's, that's what I'm hearing. And what I'm also hearing in that is unleashing strength to do that. Yeah, like, even if I notice how you're sitting or how I hear you speak, I also noticed this sense of strength. And I wonder how you help others to access that strength. Because speaking your truth, even when the table is safe, is fierce. It requires something and at least my experience, it requires an inner resolve to do that, that can be buried in lots of other thinking that weakens it. So I'm curious about how you help people to connect to that strength to do it, to not be shy? Or to be shy? I don't know.

Pamela Mattsson 43:08

Yes, sometimes you can be shy for sure. I want to point to the fact that it's dynamic, that this is a dynamic state. It's not a constant state. So it's not like you're standing in strength, you know, Monday through Friday, you know, Saturday, you can relax a little bit and then go back to strength on Monday. It's not that it's a place to return to how do you return to yourself? But again, it's it's pointing back to the connectedness with yourself like what, what do I think about this? What do I feel about this? How are



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my feelings informing my thinking? And vice versa? Am I fully in this room? Am I fully committed to this team? Am I fully in this discussion? Strength is honoring yourself, but it's a place to return to, to groundedness you can get lost in the looking good, we get lost in the being rate those are very human like good job being a human just being human. And, and returning to what it means to be your best self your most authentic self cleanly. In a in a team setting is finding your truth and speaking it in you mentioned through the metaphor of like the mama bear. A good momma bear is not just feeding her cubs, you know she's teaching them how to how to hunt and feed. A good Mama Bear is not denying the dangers. She's She's pointing to them and saying, let's see how you navigate that. You might fall out of history. You may not catch that person. But you keep trying you keep trying and I believe in you. It can actually look hard. Even me and strict, disciplined core root of discipline is teaching, disciple teaching, your teaching. So it's not just about I want to make sure that we're really clear that this is not for the faint of heart as soft and warm and inviting as it sounds. It requires courage, core heart. And, and it's about seeing the best in someone and holding them to their potential, speaking the truth and trusting them enough, believing in them enough, respecting them enough to say what you see, with conviction held lightly with conviction, hope lightly, that I respect you enough to not let a mistake or a path you're going down become a failure. I respect you that much. And I stay, I stay with you. I don't really need you and say good luck with that. Stay with you. Because you're processing and we problem solve together. And Brene Brown says this. And I mean, that's eight exactly right. But I feel it in every cell in my body. The very things we hide from one another are the things that, that connect us the most, that bring us the most closely together. We don't feel more connected by somebody completely polished onstage nailing it got connected to them. Tell me your story that I feel connected to you tell me how things are hard? Yeah, I can relate to that. Tell me, when you're pointing out some of my mistakes to help me get better at what I'm doing. Tell me how you've navigated your own. Remind me that you've had some? Because in that moment, I think it's only me. So it's not for the faint of heart. It's It's messy. connectedness can be messy. Yeah, but it's alive. Like, you know, part of what you're seeing is not just strength, it's actually it's a lightness, I'm, I'm here. I'm here, I'm fully engaged. I'm in this room, I feel it. I was jumping up and down yesterday. I love that I have a job that I can jump up and down. We were we were doing an exercise where we sort of re pitched ourselves to the company, you know, like we're turning an inflection point for the organization. And I love that I could I could say, um, it was a sports metaphor, which I'm not a sports person. But I could totally relate to like, I'm leaving it on the field like I am fully here. It's not going to be perfect. Oh my gosh. So boring. Trying to be perfect. And I tried for a long time. I still get caught in that. That is not interesting. That is not interesting. You know what's interesting, us being human together. Speaking of Drupal, I was totally wrong about that. I believe in your potential. I'm gonna help you get there. I'm trying to show up, walk in and just do my best work. It's what our customers want. It's what our employees want. It's what our colleagues want. Yeah, it's what the world once.

Hylke Faber 48:20

Ah, I feel that almost childlike enthusiasm. I leave that on the field. I'm here. Yes, let's do this. Oh, I love that. And then I'm thinking about truthfulness. And also, like, I'm right here with you. So how do you can you say bit more about how do you work that because? Well, as you know, it can be when I have a strong opinion, and you say the opposite of it. Part of me might leave the room saying, Yeah, or just this way we will never meet. We live in a society that is highly polarized, where this might be happening all



the time. And I can judge society for that. So me and this society, very convenient right now, not only. So how do you think about and how do you practice this? Because I really feel you do this. And we've had some difficult conversations in our past and conflicts and yet, we managed to stay by each other. So so say, Say more about how do you do this? How do you do this?

Pamela Mattsson 49:35

It's it's one of those. I feel I mean, every time you asked me a hard question like that, I feel a little humble, like who am I to talk about this? But I'm practicing so I'm at a person in practice. I said it earlier. So I'll reinforce this and say one more thing. The disagreeing with the idea or the thought not the person by being even metaphorically on the same side of the table, as we look at the issue, instead of on opposite sides with the issue between us are truly committed, if that's a relationship that you're protecting, and if you're in the right space to do it be on the same side of the table, as you look at something together, I see this, you see this, okay? There's some skill to it that can be trained in like we build that into leadership development programs, a lot of the work that you do a lot of the work that I do in culture development. But I would say that the biggest thing is the mental model. How do you receive when someone disagrees with you? And it's immediately like what you know, like, you know, that you do want the urge to leave the room, like, what is required of you? What would you have to hold to be true for you to lean in and get excited? The same level of excitement is when you go on vacation like name and exotic place? You've been on vacation?

Hylke Faber 51:00

Belize last week, release

Pamela Mattsson 51:02

last week. Okay, so there's this. Whoo, ah, so curious, not wrong. You're not asking yourself when you were walking to the streets of Belize, toes in the water in the sea and watching the people saying, Why don't they look like Arizona? Why are they not like the Netherlands? Where I grew up? Why are they doing it this way? Not that way. You weren't? Okay. I know. You're in curiosity, your ability to hold curiosity. So you're walking around saying, Wow, fascinating. Tell me more. Interesting. So how does that work? So the mental model of getting excited when someone thinks about something in a way that you don't, is a gift? Kenny, the goal doesn't have to be to get to agreement, per se, but to be excited about a different worldview that you're getting access to? Better Together, smarter together.

Hylke Faber 52:03

I think about that, getting excited, getting excited now, to take that just a little, another little kernel on that. Because I can do that in Belize, or, you know, because it's so beautiful or something like that. And then sometimes sometimes people say things that I consider totally off base, or maybe even violent. How do you work with that?

Pamela Mattsson 52:37

The first thought that came to my mind, maybe it's a little bit the mama bear but not on my watch. Not on my watch. So there are times where if there is a violence against someone, even a micro aggression can be micro doesn't have to be macro. It doesn't have to be large. Shutting down someone's ideas,



someone repeating something that someone else said perhaps nondominant group said earlier, reframing it being received by the group. And it wasn't received when they said it exact same idea to be able to pause action. This is live now pre recorded program. Were interrupting programming. Like we immediately go in and say I just want to point out Yeah, that was Jason's idea. That was the neatest idea. She just said that, to point that out. Or to be able to say, I disagree wholeheartedly with what you just said. Let me tell you why. Not just I disagree period. You're wrong period. Let me tell you why. And if you're feeling extra skilful that day, really make sure you understand where they're coming from. That's a lot of what we teach, you know, the Tell me more. So you believe that is that right? Did I get that right? Like reflecting back what you've heard, so that you know that you're truly disagreeing with something that you you first understand what you're disagreeing with. Disagree. But when it when it's on the realm of just gross arrogance or micro aggression or violence, not on my watch. Again, I can't look myself in the mirror at the end of the day. Having that done on my watch, not on my watch. Yes, yes. Yes. Definitely walking my talk. No, nope, nope, nope. No.

Hylke Faber 54:30

Yes, yes. So it's so powerful. Your verse verse sort of ending where we started the conversation about leaving the badge on the table. So no. And I can feel in your no the curiosity at the same time about so what is true here? If this is my No, and that is your Yes. What does that mean? What does that mean? And how can we still stay connected to ourselves and to each other and stay at the same side of the table. So what I see you speak about. So we're entering the final few minutes of this conversation, as they always go. When we're together, they go so fast. Any closing reflections that you'd like to share about connectedness or anything that strikes you today

Pamela Mattsson 55:24

I'm noticing how the conversation about connectedness brings such aliveness and, and deep connection, I know, we already had a deep connection yoga. So I really enjoyed this conversation, I think I want to reiterate a few things. Every time I say three things, I'll forget the third one. So I'll just say a few things. One is that connection with others starts with connection with yourself. So if you're feeling disconnected from the world, from your team, from your partner, your children, whomever it is, that you're in relationship with, get connected with you. That's the that's the first start. The second thing is, you're you're not actually in relationship if you're not speaking your truth. And I appreciate and have deep compassion for the skill required to speak it. But the window of opportunity to repair is always open, that window is permanently open. Say I didn't say that, right. What I was trying to say, but to speak it is is a deep bow of respect for the people you're in relationship with. And then the third thing is that this is not easy. Like everything in our you know, neuroscientific and emotional makeup is designed to have us be loved. I know we say love, we don't like to say love and organizations, but you know, respect corner office zeroes, whatever it is that you define success, or, you know, the self esteem that we have. Everything about our body is designed to avoid pain, to avoid the retraction of love to avoid the retraction of fitting in belonging. So we were very clever, like I'm in awe at human beings adaptivity and cleverness to create these adaptive strategies to stay in relationship. And I would say that a lot of those are false relationships and take an inventory take a look at you know, have a manufactured something by avoiding conflict, and suppressing my truth and calling that a relationship. What are the true relationships that you want around you both in your workplace, on your teams, and in your lives,



because you know what I feel okay, the false polarity between life and work, life clock does not go on pause and you go to work people steal your life. So make sure that those relationships are connected through the connection with yourself.

Hylke Faber 58:05

Thank you so much. spamela. Thank you for listening to that record at the early age. Imagine all the people and thank you for being such a lighthouse in connectedness. And today really struck me how truly the window is always open. And you're one of those people that really embodies that, that our best self is always here. Whether it's in ourselves, or the other person and definitely all of us and you you keep that window open with so much strength. Thank you for being with us today. That gets us to the end of our conversation today with Pamela Matson. Dear friend. I'm now currently SVP of people and organization development and outreach. We talk today about how do we stay connected to our true selves. If you'd like to learn more, stay connected to this podcast. You can subscribe to root and unwavering in all the platforms. There's also online community calls chillin community conversations on Zoom, where we log in, and we have live conversations with whoever likes to be there, so we can be in truthful dialogue with each other. In our next ruder, unwavering conversation, I will speak with Amit bussaco is the chairman and president and co founder of full potential solutions which is an offshoring and outsourcing company, wonderful man as well. And thank you again, Pamela, for being with us today. That's it for today. Thank you for being present with us listening, whether you're doing it live or later on, and being the best that we can be you've been listening to Rhoda unwavering where we help leaders to connect more deeply to their innate potential. I'm your host Ahsoka Faber til next time.

Presenter 59:58

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