

# Disrupt Yourself Podcast

## EPISODE 390: TINA VATANKA MURPHY

Welcome to the *Disrupt Yourself Podcast*. I'm your host, Whitney Johnson, CEO of Disruption Advisors, where we help you build teams of high-performing people—because organizations don't disrupt, people do.

Imposter syndrome is something to which most of us can relate. The idea of doubting our own skills and abilities, even in the face of myriad accomplishments. It's a common human experience. It's easier to have faith in others than buy into ourselves.

When Tina Vatanka Murphy was called into a meeting with her company's CEO and HR director to talk about filling the role of president for GHX's European enterprise, she didn't realize they were asking her to take on that role. She had never envisioned herself in that type of leadership position.

What's interesting and surprising and delightful is that -- while it's true that she hadn't seen herself in that role -- once she came to grips with this unexpected proposal, there wasn't imposter syndrome, her first thought was refreshing. Of course I can do this! "I'm going to go kill it." And she has. Today she is the CEO and president of GHX.

I hope you enjoy.

**Whitney Johnson:** So, Tina, let's start with tell me where you grew up and what did you want to be when you grew up?

**Tina Murphy:** So, I was born in Saint Louis, Missouri, and when I was three years old, we moved to Iran. And so, I was this little American girl. In fact, it's kind of a funny story because I thought of myself as American. Both of my parents are Iranian, and I was in my preschool, and the queen of Iran showed up and she said, oh, what a cute little Iranian girl you are. And I said, I'm not Iranian. And she said, what? I said, well, my parents are Iranian,

but I'm American, so, I don't know how well that went over. But when I came home and told my parents at night, they didn't think that was the best story, best thing to say to the Queen. So, I lived in Iran for four years. It was kind of a pivotal time in my life and then the revolution started when I was seven. And so, we came back to come back to Saint Louis, and I would, you know, live in Saint Louis until I went away to college.

**Whitney Johnson:** So that's unusual that you would start in the United States, go to Iran and then come back to the United States. Do you remember when you came back, did you still feel American, or did you feel Iranian, or did you feel some hybrid? Like, what was that adjustment coming back at seven years old?

**Tina Murphy:** The answer to this question would only emerge after years and years of introspection, a little therapy. Um, because that was, you know, being in Iran and, you know, I was, I spoke English in an international school, and after three months, I learned to speak Farsi fluently. And my father was head of two engineering firms. And then I come back to Saint Louis, Missouri. It was a foreign place. I remember being asked if we rode camels to school. It was right around when the hostage crisis was starting. And so there would be jokes about Khomeini being your husband and, and people pointing guns, fake guns at you. So it was this, you know, coming from Iran, which is this beautiful country with such a rich heritage and being so proud of the family I come from and the country I come from, and come to Saint Louis, where suddenly there's not just a lack of understanding, but also a disdain for this background. And I didn't realize until I was an adult the impact that would have on me, and my desire to make sure that no one ever has to feel like an other.

**Whitney Johnson:** Um hmm. Mhm. Wow. It's interesting because as I was researching and preparing for this conversation, I saw that you were very, very focused on diversity and inclusion. And now I understand why.

**Tina Murphy:** Yeah. Yeah. It's about, it's about inclusion. And, you know, you see. So, since I moved into this role, we've done, for one thing, just speaking publicly. Right. Speaking every time, I get up and talking about the importance of inclusion and being heard and actually being seen. Right. Being seen, it is remarkable to see how, how much more effectively people can show up. And when you create space for them to show up as their authentic self. It can be transformative to a culture, can be transformative to helping people feel rewarded in their job and, yeah, it's important. It's really important.

**Whitney Johnson:** Okay, so let's let's talk about your childhood a little bit more, and then we'll fast forward to what you're doing today, which is what did you want to be when you grew up? Did you want to be an engineer? Did you want to be a doctor? What did you want to be?

**Tina Murphy:** So, I grew up, actually going to Baptist church.

**Whitney Johnson:** Okay.

**Tina Murphy:** 3 or 4 times a week. And so, there were periods in my life that I wanted to be a missionary.

**Whitney Johnson:** Okay.

**Tina Murphy:** But from a very young time, people would say, oh, Tina's going to be a lawyer. Tina's going to be a lawyer. And there's a certain point in time where you start believing what people tell you. So, I went from missionary to wanting to be a lawyer, to wanting to be a professor. And, actually, it's interesting how path leads to path leads to path. Right. Because, so I graduated from college wanting to be a lawyer, and I got into, I got into Wash U Law school, and there must have been a voice in my head that was saying, you don't really want to be a lawyer, but I didn't know that. I didn't know that. So, I told my parents I'd like to put off law school for a year. And while I put off law school, I went to San Diego, and I got a job in marketing. And so, I took my first job, and I learned a lot about what I liked and what I didn't like. I learned about what I was good at and what I wasn't good at, and that led to the next thing. And then there were learnings there that led to the next thing. So, it wasn't this straight-line path, but this circuitous path of curiosity and learning more about myself and having grace to understand. You don't you don't have all the answers out of the gate. That led to where I am today.

**Whitney Johnson:** Which let's talk about. So currently you are the CEO. Tell us what. Tell us first of all what GHX does.

**Tina Murphy:** So, GHX is a global healthcare supply chain platform. And what that means is if you're in a hospital getting care, it is very likely that GHX data has been used to make decisions on the best product for the right patient at the right time. And so, you know, before Covid nobody really understood what the healthcare supply chain meant. But during Covid we saw both both the health impact as well as the financial impact of a health care supply chain in crisis.

**Whitney Johnson:** Mhm. Mhm. Yeah. Interesting okay. So, I want to see if I can draw some threads and maybe help me connect some dots. So, we recently actually had on the podcast Rob Allen who's the CEO of Intermountain Health and he shared a couple of data points which I thought were really interesting. And I'd love for you to either connect to those data points, how GHX might help make those happen. And if it's not connected, then I'd be fascinated to hear a couple of data points that suggest like the efficacy of your work. So here are three things that he shared. Number one is that they have plans in place to increase nurses' time by the bedside from 36% to 41% of the time, versus the national average of 30%. He has doctors, they started providing ambient documentation, so turn on the phone patient visits. When they finish the visit, the charting is done saving the doctors two hours a day. And then they also have a tool embedded in the electronic health records that allows them to manage their mailbox using AI so they can look at the email patient's information, draft the response, and then save, you know, 50% of their time responding to email. So, these operational improvements that are making it easier for the doctors too, and the nurses and the caregivers to do their work. So, I'm curious, you know, because our listeners will have heard that podcast, are there tie ins here or are there different data points and different pieces of that puzzle that make everything work?

**Tina Murphy:** Yes, absolutely. So what Rob was probably speaking to is removing these operational tasks, removing the friction so that clinicians can operate at the top of their license. So that is, the health care supply chain today is, there's friction. There's complexity. And so what the GHX platform allows, it brings together the data and the technology to make for a seamless supply chain. Now what's interesting that maybe he nestled under one of those three things. Intermountain is actually very innovative in terms of how they use clinical outcome data to improve patient outcomes. They've been talking about this in an innovative way for 20 years. And so that data that health systems use, that look at different patient cohorts and look at the efficacy of this heart valve versus another heart valve, so that health systems can make decisions of the best product, right? The best heart valve with the best outcomes at the best price. Which, you know when you think about value-based care, if you call it Obamacare, it is about the best outcomes at the best price. So GHX is data. Solutions give health systems the data to balance both the outcomes and the costs.

**Whitney Johnson:** Okay. So, give, now okay. Now I love how you tied that together. Putting all those pieces together in our brains. Now give us an example of 1 or 2 case studies where you're like, oh, we are so excited because of our platform, because of our data, we were able to improve this outcome. Give us a couple of examples.

**Tina Murphy:** So, one was interesting, I don't know, a few years ago. We often bring in heads of supply chain to speak to GHX to our employees. And he shared that because of GHX solutions, because of the complexity we were able to reduce, he was able to hire 15 more nurses.

**Whitney Johnson:** Wow.

**Tina Murphy:** That's 15 more clinicians that are able to deliver care on the front lines. So, it was incredibly, incredibly rewarding to be able to see that the health system be able to make that, that investment.

**Whitney Johnson:** So, your primary customers then are operations people within hospitals.

**Tina Murphy:** It's supply chain people within health systems. But also, we're a two-sided network. So, we have about 80, 90% of the suppliers that are, that operate on our platform in the US. In fact, we were founded by leading suppliers like GE, Johnson and Johnson, Baxter, Abbott and Medtronic.

**Whitney Johnson:** Oh, interesting. Okay, so let's um, now that we have that context, and I want to go back on your career for a minute. You started in sales, and I found myself recently really curious about selling. And, um, when you think of because it's one of those things that people think you're either good at it, you're not. And I think we know that that's not necessarily true. Like, there's a there can be some talent, but there's some real skill involved. And so, um, as for someone who's listening, like me, who is thinking, you know, I want to be better at selling and being able to have people want to be able to buy what it is I'm offering. What are some things that you've learned along the way that would be helpful for people to know?

**Tina Murphy:** The answer is not, people often assume that a, an effective sales person is, is an extrovert and they're, I hate the term "coin operated", or they're, just charismatic and can carry a room and I don't think those are the most effective salespeople I've seen are people that are able to truly take time to understand, understand their customers, understand what motivates them to be able to show empathy in a way that allows for real connection. And some people, there are some sales reps that I would call it a lazy approach. They kind of come in, they ask a few discovery questions. They think they know you. And they're really focused on the products that they sell. True, successful commercial people can come in and understand everything about, like, what are the things that are keeping you up at night? What are the things that make you more effective in your role? What are the things that that are, that are friction in your ability to do the role? And then and only then after having that deep and profound understanding of your world, do we earn the right to talk about our solutions. In fact, true, true sales is about deep thought leadership. And what ends up happening with that thought leadership is there's this this mutual respect that is bred. In fact, from my early days in Boston and New York when I was a sales rep. Those relationships have prevailed for 24 years.

**Whitney Johnson:** Wow.

**Tina Murphy:** They weren't transactional sales relationships. They ended up being certainly mutual respect. But I learned as much from them as they did for me. And I earned the right to be able to, you know, sell that next solution.

**Whitney Johnson:** Oh, that is beautiful. Deep thought leadership. Mic drop moment, Tina. All right, so you did sales. Today you're the CEO. Just walk us, how long have you been at GHX? 24 years?

**Tina Murphy:** 24 years, which was just months after we opened our doors.

**Whitney Johnson:** So, walk us through some of the different, like just the trajectory to be where you are today.

**Tina Murphy:** Yeah. So started out in sales, which, by the way, I do recommend a lot of people that are starting a career in business. I think sales and understanding that customer empathy is a is a really good foundation. So, I started out in sales and then I moved into marketing. From there I moved into strategy. And so, I was able to use my selling background, my marketing background, my deep customer empathy too, to move into a strategy role. And that's where I really learned the function, both the art and the science of strategy. And then it's actually a very interesting story.

**Whitney Johnson:** I want to hear it.

**Tina Murphy:** My strategic marketing role. And someone came into a meeting and said, Bruce wants to talk to you. Bruce was our CEO. So, walk down the hall and go into his office and he's sitting. I remember it like it was yesterday. He's sitting there in the head of HR, is sitting there by him, and they say, we would like you to move your family to Europe and serve as president of our European business. And I'm interested. And the head of HR starts whiteboarding what the org structure is going to look like. And she literally wrote Tina, President. And then she wrote the people that would be reporting to me. And I'm fascinated by all of this and really excited. And so, they're done talking for 15 minutes. And then I said, great, now who's going to be leading Europe? And they looked at me like, were you here the last 15 minutes? You're going to be leading Europe. But it didn't occur to me that they were asking me to be the person. Now, if they had called me in and said, Tina, you are going to be the right-hand person to the person, and you are going to be responsible for making sure that that person is successful.

I would have been incredibly confident that I am the best person for the job, and that no one could support this person better, both commercially and operationally and strategically. I just hadn't ever seen myself in that role.

**Whitney Johnson:** Wow. How many years ago was this?

**Tina Murphy:** 2012. So, it was 12 years ago.

**Whitney Johnson:** So not that long ago.

**Tina Murphy:** Not that long ago? No.

**Whitney Johnson:** So, you literally had not envisioned yourself in that leadership role, even to the point when they're like, you just got the part. You are the leading actress in the film. You're like, no, wait, no, no I'm not.

**Tina Murphy:** Who am I supporting? Right?

**Whitney Johnson:** Wow.

**Tina Murphy:** And this is you know, I believe that true, great introspection is also riddled with contradiction, because in the one hand, I was incredibly confident. I knew I was exceptional in any task that I took on. And yet I saw myself in a certain weight class. I saw myself as the understudy, not the lead. And I think you'd miss the point if you looked at it and said, oh, she didn't have the confidence. It was more a other people saw it in me before I did. And this isn't an excuse. But I didn't see there weren't other leaders out there as role models, especially in healthcare, especially in technology. And so, while it's not an excuse, it's not like there was a sea of role models that I saw and could, um, period. There just weren't role models.

**Whitney Johnson:** Yeah, I can see that. I can be it. It just didn't occur to you. So, I'm wondering, Tina, in order to be able to see yourself in that role, how did you have to disrupt yourself? How did you have to disrupt your mindset in order to. So, to your point, you had the confidence that you could do it, but there still had to be some adjustments that you made mentally and emotionally to step into that. Do you remember what some of those were?

**Tina Murphy:** You know, to be ready when opportunity strikes is a lifetime of building muscles. And whether I was overtly preparing for that moment or not, having a deep and profound growth mindset was part of my journey from day one. In fact, I never even, I never had this aspiration to be the smartest person in the room. In fact, I'm not even comfortable. I'm more comfortable in a room where there's so many voices that I can learn from, And I never begrudged the fact that I didn't have all the answers. I always focused on the importance of like, knowing the right questions to ask. Right? And that's a that's a competency that comes through sales. So, it was about knowing the right questions to ask, not worrying. They had all the answers. So, the first muscle that I built was around having a true and profound growth mindset.

**Whitney Johnson:** Did you have it going into that or you had to strengthen it? You just had to strengthen it further?

**Tina Murphy:** Well, yes, I had it. This this had been in my nature, this desire to learn, had always been in my nature. Certainly, you're never done, right. Life is a is about continuing to hone those skills. But I always had a profound curiosity from day one. I also, going into that moment, had the courage to be vulnerable. And one of the most important lessons I have learned is that vulnerability. And by the way, the courage to be vulnerable. Many people think that vulnerability is a weakness. The courage to be vulnerable is how you build exceptionally strong teams, right? When we're comfortable, when we're comfortable sharing both our strengths and our weaknesses is when we can come together as a team, and we can bond, and we can support one another. You know, when I'm coaching people, sometimes this ability to be vulnerable is the hardest, hardest muscle for them to build because there's this belief that it is a sign of weakness or insecurity. And so, I try to emulate that. When you see someone being vulnerable, like the respect, like the courage it takes to be vulnerable is remarkable. It's remarkable. So, with the courage to be vulnerable, prepared me for that moment in time. And you know, it was interesting when, when

I left, when I left Europe, because what I didn't see going into Europe was how aware everybody was that I was a female, that I was a female president. Right. So, I come to Europe. They used to call me the either the American president or the female president. Both things were very relevant to them. And when I left Europe, when I left Europe, one of the Dutch, one of my Dutch colleagues said, you know, when I came, when you came to Europe, Tina, I couldn't imagine a female president. And now I can't imagine anything but.

**Whitney Johnson:** Mhm. That's good. That's good. So yeah, that's transformative. So that's a real credit to you. So, you, you started with this deep growth mindset. You had this willingness to be vulnerable. I'm just wondering when they said no Tina it's you. Do you remember what you thought in that moment?

**Tina Murphy:** I'm going to go kill it.

**Whitney Johnson:** You did, because it was just a matter. It wasn't. Oh, I don't, like you said it wasn't a lack of confidence. It was like, oh, okay! You want to put me in coach? Of course I can do this.

**Tina Murphy:** Of course. I've been called to serve. And that is exactly what I will do.

**Whitney Johnson:** Okay, I love this because so many people would have said I felt like an imposter. I didn't think I could do it, and I love that you have pattern interrupted that. In fact, that was not the case for you at all. You're like, no, I was confident. It's just that I hadn't seen myself in this role. And as soon as they said, we want to put you in, you're like, I got this. And so, I think that's fantastic.

**Tina Murphy:** And, you know, Whitney, it's why it is so important to me to coach and mentor this next generation and help illuminate, illuminate those. You know, I could call them blind spots, but I think it's more apt to say these dormant strengths. In fact, I'm sure you're familiar with the Johari window. Right? And we often talk about the blind spots is something negative, something that's getting in your way. Yeah, but your blind spots might also be your strengths and your unique superpowers that are instinctual to who you are. And because they're instinctual, you're not aware of them and you don't see them for the, the, their power. And so, as a leader, being able to see those strengths and those superpowers is, is how I've been able to help people to rise into their best selves. Right. Which is what leadership is about. It's so good inspiring people to be their best right and.

**Whitney Johnson:** Helping them see the things that they're great at that they, like you said, it's invisible because it's so reflexive. Reflexive to that person.

**Tina Murphy:** Yeah.

**Whitney Johnson:** All right. So what's a crucible moment for you, Tina, where you've just had a you've got confidence. So, you're willing to try new things, which means when you're trying new things, you've probably had a face plant or two.

**Tina Murphy:** Oh, yeah.

**Whitney Johnson:** What are 1 or 2 that you can share? Just one. We don't need to have you catalog them. But one that you can share that you think would be really useful for people listening.

**Tina Murphy:** Yeah. You know, when I have those moments where I love the term, the hard thing about hard things, right? You've done everything. You've put your heart and soul into something, and it just doesn't go the way you expected. There's something in me where I give myself, like four hours of self-pity, four hours of woe is me. And then, you know, come back, come back fighting. And I would say the period in my career that was the most, you know, wake up, come in fighting. Skin your knees like come back, find the strength to come back. The next day was, you know, Covid hit and for much of the country, what the government was asking you to do in service to your country was to stay home and watch Netflix. But at GHX, we were at the front lines. We were in the front lines. And so, we were having to make decisions with, you know, when you, and when you think about making decisions, there is known variables and there's unknown variables. There's one-way doors, there's two-way doors. And in the early days of Covid, there were a lot of one-way doors and a whole lot of unknown

variables. And remember the out of the gate. We were just trying to make the decision about; do we keep all of our global teams' home? Do we say, you know, no more travel? And I remember at dinner talking to my husband and we were like, you know, this might last for two weeks, right? That's the point. We were we were in, and I was feeling the weight of our teams and the health of our teams, as well as the sustainability of a business. You can't just ground global operations as well.

**Tina Murphy:** As you know, our customers were in crisis on the front lines. And, you know, a couple days of hobbling and trying to make the right decision. But then I remember the moment of clarity where I thought if the decisions I'd gone through, all the scenarios. And what is the scenario where I would have no regrets, and the scenario where I would have no regret was that I we prioritized the health of our teams. And at that point in time, with the information that we had, that meant keeping our teams, keeping our teams' home. Now, as days went on, we also realized that we had to set aside the, our annual, you know, our revenue projections for the year. Like we had to set aside scrap everything. And just singularly be focused on serving our customers in the front lines in a moment, in a moment of crisis. I would say that period was not just the point where there were the most skinned knees or face plants, as you said, but also the most profound learnings, because what would happen is I'd wake up in first thing in the morning. You had to be wartime CEO in wartime. CEO meant make bold, courageous decisions fast. You can't think about any of the like, just move, move, move. And then by 10 a.m., you looked around and you had your teams were in crisis. They were struggling personally and professionally. So, you had to modulate to more like Brene Brown leadership. Right. And show up with courage or show up with empathy and compassion. And so, it wasn't just about modulating between wartime CEO and Brene Brown leadership. But it was knowing about when to modulate between the two.

**Whitney Johnson:** You know, it's interesting listening to you talk. You're saying that you're having face plants, but the experience of what you're describing feels more like. And maybe there's these mini face plants, but you're more just like you're in it and you're figuring stuff out and it's not quite working and you're iterating. And one of the things that's coming to mind for me, we had Alan Mulally, who was the CEO of Ford on the podcast. And he described, he talks about failure. And I asked him, so, Alan, you know, how do you think about failure? And he basically said to me, I don't. And I was like, what do you mean you don't? He goes, and so I asked him again, I'm like, no, really? Like, how do you feel when you make a mistake? And he said to me again, like, I don't. And so, I asked him one more time and he was really generous and graceful, gracious. And he said, you know, I don't see it that way. I just see I see mistakes as data that I can put into the algorithm and improve things. And it's interesting as I'm listening to you talk, and I think that goes to a real sense of resilience, is you're not you weren't processing things that way of, oh, I made a mistake or oh, we made a mistake. It was more of like, here's the data. What are we going to do with it? We're going to iterate and here's some more data and we're going to iterate some more. Is that accurate? How I'm playing it back to you.

**Tina Murphy:** It's interesting you bring this up because I would say this was a eureka moment a few years ago. All failure is not created equal. There is smart failure and there is careless failure and smart failure. We learn from smart failure. We get better. Careless failure like zero tolerance for careless, careless failure. In fact, the word failure is not. When you think about failure, it is, and because in, when you need to innovate, right in the realm of innovation, failure is incredibly important. But failure isn't an excuse to lower the bar. Actually, smart failure raises the bar because we're learning from it. We're getting better. And, that is in fact, the definition of a growth mindset.

**Whitney Johnson:** Yeah. Interesting. All right. You said before we spoke that you had a couple of questions for me. So, I'm going to do something that I have probably never done before. What's one question you want to ask me before I go to wrap things up?

**Tina Murphy:** You know, Whitney, that's fantastic because I had, you're right. As I was reading about you, I'm a very curious person. So, you know the term disruption. Often, we think about like this Jerry Maguire moment right where he drops everything, clears off his desk and says, I, you know, I'm going to go do this next thing. And that hasn't been my experience with disruption. It's been more this kind of deliberate disruption versus only realizing in retrospect that there was a disruption. So, I'm curious about how you think about in the periods before a disruption and how you delineate between a very deliberate versus you don't really know what happened until after the fact.

**Whitney Johnson:** Yeah. Oh, that's an interesting question. Well, I think that, you know, sometimes we get disrupted. I think, you know, you were talking about Covid earlier, and one of the gifts that Covid gave us is that it disrupted everybody. And so, we all got some practice building a muscle and adjusting to disruption in a way that we hadn't. And by the way, you will find this interesting. I noticed over the course of I mean, I've done like 400 podcast interviews close to at this point, I over index strongly on people who are immigrants first or second-generation immigrants. I think it's because you've got the muscle right. You know how to disrupt yourself. You've seen it, you've done it, you've modeled it. So, I do think there's this element of you can get disrupted. But I think with the decision to disrupt yourself, I'd like to use a graph, you know, an x, y axis. And when you're doing that, you're basically doing this calculus of saying, okay, I'm here on the y axis of success. However, I'm defining that that success. And let's say I'm at a 12 and the slope of my line, you know, on the graph paper of my existence is over one up one over one up one. But I have this sense and usually it's, it's not necessarily from a functional perspective, but this emotional perspective of if I will disrupt myself and move down this y axis of success, then over time I'm going to be able to increase the slope of my line.

**Whitney Johnson:** It'll be over one up to or over one up three or over one up four. And what typically happens when people look at it and they say that doesn't make any sense why she did that or why he did that, it's almost always because while the functional job was getting done, you were making enough money or you know, you had a good job, you weren't learning anymore, or you felt like you just needed to stretch yourself. So, the emotional job of being in that place was not getting done. And so, you make this decision to do it. Certainly, when you choose to become a parent, you are disrupting yourself massively because you're giving up a lot, but you believe that in the future, being a parent will be, you know, the slope of your line will increase in terms of your overall happiness. So, the thing that's interesting is that we can choose to disrupt ourselves. We can understand it. This framework allows you to talk yourself through it. But the reality is, is that even understanding this and even allowing it to talk yourself through it, we're still less likely to disrupt ourselves as much as we need to without being disrupted by external events.

**Whitney Johnson:** Because we like to be comfortable, and we like to be safe. So, there's constantly this this tug of war, I guess. Just to final put a final point on that question. I think there are those big disruptions, the Jerry Maguire disruption that you talk about, you just mentioned. But I also think and I more and more in my work, I've noticed that the way that you adapt to being disrupted or what I call little disruptions. And there are decisions where you're going to change your behavior. So, when you had that question of, we want you to be the president in Europe, yes, they were disrupting you. But in order for you to do this work, there were probably lots of little disruptions, some mindset disruptions that needed to take place. So, so yeah, you can plan it and be deliberate about it and have a framework to walk yourself through it. But your growth is really going to come by your willingness to when you get disrupted by something externally, to be able to disrupt yourself and sort of ride the wave of having been disrupted.

**Tina Murphy:** Rise to the occasion. You know, Whitney, I think sometimes we take action and then we back into why we took that action with data. What I'm curious is there was something in you.

**Whitney Johnson:** Yeah.

**Tina Murphy:** And you, before data had set in, there was something in you that made you say, I think I'm going to leave a successful career in banking. What was that thing?

**Whitney Johnson:** Yeah, it's a great question. And I remember seeing a number of years ago, someone said, you know, people always talk about the stock market and how its data driven, and quantitative data driven. It's like, no, it's not. People make an emotional decision, and they find the data to back up what they're doing. And I think that's exactly what you just described. I think this goes to that sense. I think for me, anyway, I'll speak for myself that I, I have this, you know, we're wired to grow. It's our default setting. And I think I had this feeling of I'm no longer growing in the way that I want to grow. And so, I understand intellectually why this doesn't make sense to do. But emotionally it does make sense to do. And that's I think almost always when people do that, it's because there was an emotional job that was left undone. And once you put the emotional piece into the equation, it makes sense.



**Tina Murphy:** I think that resonates. And I think even the ability to give voice to that emotion in that moment in time takes great courage.

**Whitney Johnson:** Yes, sometimes one would call it foolhardiness, but yes, there's also courage as well.

**Tina Murphy:** I mean, you speak to it, and I think whether it is the reactive disruptive or the deliberate disruptive, what they both have in common is a lifetime of preparing, strengthening those muscles, those learnings. So then when the moment presents itself, we're ready. We're prepared to step into it.

**Whitney Johnson:** Mm. So good. Alright. Last two questions. What's been useful for you in this conversation? What's something that you, it may not have been said but you just thought, this was useful for me.

**Tina Murphy:** Thinking about the term disrupting yourself has broadened the dimension of how I think about leadership development. To be fully transparent, when I first thought about the concept, I thought, well, I've never had that Jerry Maguire moment. I never stood up and threw everything off my desk and said, I'm going to Broadway, right? Like that. That wasn't my experience. So that was my first thought. But then as I went deeper and deeper, I realized actually growth mindset and leadership development and all these learnings, all this journey that I've been on has been a series of disrupting, you know, Tina 1.0 and then there's 2.0 and there's 3.0. And each next evolution is about disrupting in some ways the previous one. I think that's a really interesting, interesting thing to continue thinking about.

**Whitney Johnson:** Yeah. Yeah, yeah. I mean, if you go to the theory of disruption, you're basically, what's different about it. In disruption, we think about a product and service like Netflix disrupting Blockbuster, but with personal disruption You're the incumbent and the upstart because you're disrupting yourself.

**Tina Murphy:** You're disrupting yourself. And I think it's a lot subtle. It's subtle when it, it's subtle when it happens. And I think it is just through introspection after the fact that you can see how profound the disruption was. Right. Well, just going back in, like I've always been mission driven. I always understood the importance of purpose. But when you're going through Covid, and it is life and death. Yeah. Now you understand the power of true purpose.

**Whitney Johnson:** Yeah. Mhm. So good. All right Tina, thank you so very much I, I learned a lot. It was really enlightening. Thank you.

**Tina Murphy:** And you know what I enjoyed reading up on you and getting to know you. You're doing really remarkable stuff.

**Whitney Johnson:** Thank you.

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When it comes to leadership, how many of us view ourselves as the understudy rather than the lead? As Tina shared, her automatic response was they want me to be the right hand. She didn't lack confidence—she just hadn't pictured herself jumping to the presidential S Curve—yet! But what a gift to her, that her leaders did.

Also interesting to me was how Tina differentiated between careless failure and smart failure. She has zero tolerance for the former, but for innovation, smart failure is indispensable. "Smart failure raises the bar because we're learning from it," she said. "Which is, in fact, the definition of a growth mindset."

If you're looking for additional viewpoints on how leaders view failure, I'd recommend [Episode 334](#) with Alan Mulally, former president and CEO of the Ford Motor Company. For more on the virtues of vulnerability, there's [Episode 189](#) with Brene Brown, research professor and *New York Times* bestselling author. And if you want to delve further into how clinical data improves patient outcomes in healthcare, take a listen to my talk with Rob Allen, CEO of Intermountain Health, from [Episode 382](#).

Thank you again to Tina Vatanka Murphy and thank you for listening. If you enjoyed today's show, hit "Subscribe" so you don't miss a single episode. And, if you have a function that needs to improve, a process you need to implement—and you need a high performing team to do that, we can help. You can reach us at [workwithus@thedisruptionadvisors.com](mailto:workwithus@thedisruptionadvisors.com). Thank you to our producer, Dave Mecham, our senior editor, Doug Fox, our production assistant, Etta King, and our production coordinator, Nicole Pellegrino.

I'm Whitney Johnson.

And this has been Disrupt Yourself.