Trish 0:00

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Steve 0:39

Hi and welcome to the System of Record from the HR Happy Hour Media Network. System of Record is your trusted source for understanding the latest innovations in HR and the workplace. I'm your host, Steve Boese from H3HR Advisors, and today I am thrilled to be joined by a very old friend of the show, great innovator, great leader in the HR tech space, Siobhan Savage. She's the CEO and co founder of Reejig, an award winning workforce intelligence program and solution. Siobhan, welcome. How are you?

Siobhan Savage 1:25

I am amazing. It's great to actually be speaking to you in the same country.

Steve 1:30

That's a great part of your story, and the Reejig story, we can maybe share if you'd like, but maybe let's start there. It's great to see you, Reejig, an innovator in the space I can't remember now, maybe you can help me out with the founding year, but it wasn't that long ago, but really disruptive, both technology and thinking about skills work and kind of the future of work, honestly. So Siobhan, maybe give us a little bit of give us the 90 seconds of Reejig, and maybe even throw in the, hey, I'm in the US now story, too.

Siobhan Savage 2:05

Perfect. So Reejig is technically by logo acquisition about five and a half years old, but really been operating. Really been operating five years we started. I mean, I don't sound Australian, but I lived in Australia for over 15 years, and we started the business from the Asia Pacific region. We were operating for the last two years into the US market. And as you can imagine, I got two little kids, and traveling back and forth every couple of weeks to New York, and San Fran was brutal. So we made, we made the commitment to pack it all up and come over here. And it's been incredible. Steve, it really has, it's it's been awesome. Everyone's been just so welcoming the customers. Oh my goodness. It's a next level of like, where, where the world is at. There's definitely a reason why the US, you know, leads a lot in the AI space and a lot in front of that. So that's been incredible. And really simply mean reaching a work intelligence platform. So really helping organizations think about building this AI part workforce, whether it's in reinventing the workforce to adopt the AI, or whether it's being really responsible and making sure that you don't leave anyone behind when you adopt. That's really where we're focused at right now.

Steve 3:15

Reeject has had the motto, if that's right word or mission, about zero wasted potential for a really long time as well. And that sort of speaks to what you're talking about, right? Because technology has the opportunity to be really innovative and disruptive, but it also can have some negative impacts on people if they don't keep up. And I love how you think about that, and you talk about that very openly.

Siobhan Savage 3:39

Yeah, I think as well, like in a world where we're all hurtling towards AI, you know, the the opportunity that we have is incredible, and the opportunity for businesses is incredible to reinvent and do things differently, but at the end of the day, ultimately, we need to make sure that we're not leaving folks behind. So zero wasted potential for us is like our compass for navigating us to make good and fair decision making. So zero waste in people, so giving them access to meaningful work. We are businesses, so we need a zero waste culture when it comes to how we move work to worker around organizations. And then finally, zero waste to potential in society. So for me, like, you know, I care more about the broader impact that I'm going to have in the long term. And this kind of feels like my warm up back to that. So society as a whole, you know, how do we make sure that us as leaders, as HR leaders, that we not just focus on our current workforces, but how do you have this ripple effect into society more broadly? So that's really, like everything that we're focused on.

Steve 4:37

The big picture of it is really, it's profound, right? Because there are estimates out there, whether the World Economic Forum estimates or other estimates that talk about them, literally hundreds of millions of jobs that are going to be transformed and impacted by these tools. And it's going to be incumbent on both organizations as well as cultures, right, and societies to have people ready for this.

Siobhan Savage 4:58

Yeah. I agree. I agree, and I think as well, like, you know, I had a conversation with some HR leaders the other day, which kind of kind of surprised me, and it was like, Oh, this is, like, two years away. And I'm like, no, like, this is this has already happened, like the train has left, and it's it, this is happening, and it's now, everybody hurry up and get to the point where we can actually solve this problem, if we really care about the people, if we don't care about the people, keep doing what we're doing, we're good. But if we all care about collectively looking after our people and making sure that they can pivot and and reinvent themselves, we are already late to the party one. So yeah, it gives me a bit, a bit like hype, so apologies if I get a little energetic.

Steve 5:40

It's great. I love you how you're enthusiastic and passionate are you about this, right? And that shines through in both what you guys are doing at reject, but also just how you approach these problems and how you talk about them, because it's if you're not following Siobhan on LinkedIn, you need to like right away, because it's a compelling feed. It's interesting. You do a lot of video on there, which is great to watch, and you really it comes through it really clearly. Siobhan, let's talk a little bit about, you know, how you guys help organizations through these the changing landscape. Because one of the things I've thought, and you can maybe correct me if I'm wrong in the last, say, four or five years, is this, this category has emerged in HR tech, whether it's skills intelligence, talent intelligence, work, whatever you're going to call it, it's, it can be confusing to HR leaders, I think. And I've had lots of folks ask me, Well, what exactly is this? What does how is it different than my ATS or my learning system? I don't, I don't get it. So maybe help us understand and help the HR leaders listening to the show, maybe not familiar with this, this category just yet, how you guys actually work with organizations and make an impact in how they manage their talent.

Siobhan Savage 6:50

And I'll give a little context of the journey to this, because I think probably over the last maybe five, six years you've seen you know previous to that, it was all system of record. It was very much so ATS-HRS that that was kind of the phase one, and then you had the phase two, which is where the skills based workforce came to play. And that promise was, we're going to tell you all of your work, we're going to tell you all of your workers, and we're going to match work to worker, and we're going to use skills as the currency to do that. And I was very much so there, like, I started that that was where we cut our teeth and really started to focus on it for ourselves. I think the more that I and I'm pretty customer obsessed, so I spend most of my time directly with customer, listening and understanding and challenging because, like, this space is evolving so fast. But what we started to see was, yes, there was these skills based products, or the talent intelligence kind of products that really started to pick up, and we were part of that momentum. But there was a couple of things that have started to really shift in the last two years. You know, we're no longer looking at just employees. We're actually looking at a completely new workforce DNA. So if you're in HR right now, you're not actually going to be just responsible for your full time employees. You have to build a workforce strategy and a DNA that's going to look after your full time employees, your flex workers. So whether that's your contractors, your gig workers, whether you do any sort of offshoring that really looks after this flex and now you've got your digital workers, and we're talking true autonomous agents, whether that's in knowledge workers, so a lot of the desk work will be agent focused, whether it's in factories, and we're looking at digital workers in factories themselves. And we see a lot of this in the US right now because of cost optimization, you now need to understand your workforce and work in a completely different way. So back probably, oh, would have been what 2022 when you, you and I were hanging out, you know, we were really at this part where we were, like, my customers keep telling me the same problems. They don't understand their work. So work is not just skills. And for me, like honestly, this was, like a bit of a light bulb moment, because we all had focused as an industry that skills was going to be the quick fix for understanding your jobs and understanding your people. Yeah, but actually, when you look at it, and you first principally think, and any HR person in this, listen to this, will understand what I'm saying. Yes, people have skills. Work and jobs do not have skills; they have tasks.

Steve 9:23

Skills don't get anything done on their own, right?

Siobhan Savage 9:27

A manager does not call you up and say, May I have some communication, some Python and like. They call you up and say, Hey, Steve, I need these things done, and I will need someone likely, with these types of things. But they like that, and that's the that was the big sort of light bulb for me to kind of pull the handbrake on a little bit and go, hold on a second. What am I missing here? Like, what? What am I missing if I truly want to obsess about this problem and solve it, I got to know work at a deeper level, but that in itself becomes extremely complex when. You think about every single organization having a different way of describing work. And so what we ended up building was these work ontologies, and we built one for every single industry, because we know every job. So think of it like the universal language of work reading I created like Google Maps, the internet, Bloomberg maps, money reading, maps work, and we've got this whole universe of work which we then basically look at it from a task, and then if we know the task, we now know the skills required to complete those tasks. So you need skills for your people, but your work actually needs the task, and you need that skill. So what think of this is the next generation, the next wave. So talent intelligence was before us. Work intelligence is now this next era of work. And the reason why it's different is because the talent intelligence space is really focused on the employee and career pathing and looking after like matching jobs, whereas the work intelligence space this is really focused on designing an AI powered workforce, knowing what workforce I need to move to work, whether it's agent or my employees or someone in a marketplace that becomes this next level and with customers, they all were having the same problems. My CEO has this crazy pressure for operational efficiency. We need to move towards AI rapidly. We don't know where to bring in AI. We don't know where our workers are. So all of these new kind of problems started arising for us. And this was pre even, you know, when chat GPT come out, was when the broader market started to hear about AI. But this was starting to form for us, as you know, back, you know, back in 2022.

Steve 9:27

Yeah, the number of demos I took that year, around that time with just skills libraries, skills inventories, skills whatever, lots of companies were coming to market with those types of tools. The idea to help customers develop this master list of all the skills we think you need and all the skills we think you have. And we'll draw lines together, and now you'll know who to hire, right? That kind of, kind of the idea it was trying to solve.

Siobhan Savage 10:37

Yeah, and by the way, a good problem to solve. But I think what happened was the floor shifted below everybody at the same time, and the thing that we all designed for was no longer the thing. It's not, it's not the same world like we are now in a completely different era. And if you are expecting employees to complete profiles, guys, they won't just for the record. And if you are operating with just thinking about skills, you are solving a HR problem, not a business problem. Yeah, business does not just focus on the skill they understand. You need to understand both the work and the skill of your workforce so that you can solve this problem. And whatever vendor you think of like, it doesn't matter about the vendor. If you focus really on the problems that you all have as a listener, you need 100% visibility of your work, your job. Architectures are so out of date right now, and you've got, like, these dinosaur architectures back from, you know, the 80s that are designing this kind of new age of work, and it doesn't like you're going to have problems. It's like pulling a piece of chewing gum that hasn't been warmed up, it's just going to snap. And I think it's really important that customers are getting that visibility of the work and designing for this new workforce. Forget about technology like it's that's number one, like, actually get to the point where we're all aware that the world has changed, and we now need to think about the new workforce, DNA and essentially Reejig in that moment becomes the critical infrastructure for helping you solve for that problem.

Steve 13:33

Siobhan, it's one of the things I think about, and I think some of the reticence or some of the I don't know if reluctance is the right word, but it it does make perfect sense, but for a large organization that maybe is got a lot of antiquated tools out there, and it's got a lot of processes stuck in the like, as you said, back in the day, kind of thing, and it can feel like, oh my, oh my. What do I do? This is very daunting, right? Okay, I need to really figure out all the tasks I need to get done and what, how the skills align with those tasks. Like, how do you work with customers to kind of make this approachable and make it digestible in a way that this is just overwhelming, especially for really, really low you're working with a lot of big global companies, it can feel like, my gosh, I can't even take this on. Or is it a pilot approach? Is it you take one division, one function? What are some of the ways you work with customers to address the complexity of the some of the things we're talking about?

Siobhan Savage 14:31

I think one of the things that we also have to acknowledge before we even talk about the technology side is, like, this is new for everybody. You know, like, no one has actually done this before, like very few people have done this. So we don't want to overwhelm the organization, but we also want to upskill the HR folks at the same time. So our recommendation is always start with phase one. Take a real critical area of your business that your CEO or there's a spotlight on it for whatever reason. Is it neat? More money. Is there problems? There? Is there something that you need to do that you just, you know the way, there's always those department steeds that the CEO just has a lump on, and you just know, go after, go after that as your priority, and look after, perhaps like a department or an area of the business. What Reejig does is we give you a work ontology so we're not expecting anyone to complete task data. We know you're never going to do that. We actually do the work ontology, and then we harmonize that with your own work data, so your job adverts, your job descriptions, any of the actual work that's happening within your environment. And what that does is it gives you this highly governed, high quality, you know, output of what is the work that's being done in my company. And if I know that, I have a high level of accuracy on what the worker skills will be, because I know what, what Steve has done before us, what he's done well with this, it gives us this really quality data. So that's kind of like where we look at phase one and then phase two is typically like an org, full org, like, No, I would do it for the whole organization. When we do that, the intelligence that we can see across, where do we implement AI, which has the highest potential for AI in terms of each task? What cost savings will we make if we think about AI? What will be the workforce impact if I bring in AI? What AI should I use? Reejig as an AI marketplace, which recommends the AI for the task as well as the worker, right? So we look at that analysis as well, and then what we give this customer, kind of this moment of reinvention, like, here's your opportunity to have data, to think about how to do this differently, and then what we're doing, and we only will work for customers who want to be bold and responsible. So we work with them to say, now, you know, you're reinventing and bringing in AI, let's look after all of the folks that might be impacted and find them like, what can they do next? How do we pivot them so we're really focused on, like, a lot, it's a transformation. It's not an overnight thing, right? I think the most important thing that customers need to do is like one your job architectures are today, and it is not fit for purpose, for this new world. So this work ontology becomes this new language of structuring work within an organization, and then get the intelligence so that you can use it for decision making, support and whether or not you want to. And here's where we've really evolved in terms of our like thinking, and this is partly to the AI. So if I was back in my old career right now, and I was watching all of the AI being built, and I'm not talking about like, like vendors doing one for recruitment, one this. I'm talking about the big providers, HCM, look across Microsoft, look across all of these big companies who all have the eyeballs of the org. Everybody in the employee base is in and out of teams. Everybody is in and out of these systems. What we believe is that, you know, you're going to have an agent who's going to take you from pre hire to retire. It's not going to be multiple different agents. It's going to be one front facing agent that will call the back end agents actually tell you how much annual leave do I have? What career path will I do? What are the gaps? That is what the workforce will look like very soon. And I think the what I'm kind of saying to customers is you need to start thinking about that, because that means cleaning up and consolidation of your current tech stack. It means that you have to have a critical infrastructure of data, because data is the most important thing to par. This doesn't matter what system so we very much so focus on, like, how do we make sure that we've got this data play and we feed it in out of the existing systems, or they can use reject front end. It doesn't matter, like, literally, it comes down to what is the best experience for the customer. But I do think it's going to get very noisy in the HR tech space, where you've got these point solutions that are going to be selling for this one use case, for an agent, and they're going to be just completely like trampled on by the big players who are going to take it from end to end. And I'm an employee, I want to have the one chat bot that I can talk to that tells me everything, and I don't care where it calls, but I want that experience. So I think that's going to be a really interesting thing for your listeners to think about it. Well, what is the maturity going to be like of the space in the next two years? And do I bother going sign in a three year contract into this point solution, when ultimately that's going to go so it's a very interesting world that we're now facing into in the HR tech space.

Steve 19:24

Yeah, and I think that there are some arguments you're making, and I think compelling ones that say, Hey, if you're this, technology is evolving rapidly. It's very complex. We haven't even really touched upon things like privacy and security and avoiding regulatory issues around the world, et cetera, et cetera. The advantages to these really large players, though, seem more apparent than maybe in other types of technology, right, where that were very niche or very point, right? And all the biggest players are playing in this space too. But I think you guys have always talked about things just a little bit differently than, kind of maybe gone against the grain, just a little bit and maybe a bit a little bit ahead right of where this is going, right? Because I think when the skills conversation was happening just ad nauseum, almost, and I think it's a great conversation to have you shifted a little bit to really do talk about tasks to create the work ontology did win one of our top products of the year for HR executive the year came out. And I think that's still the case, right? I still, you know, I still, I still feel like we're getting buried in skills talk and AI talk as well, and a little bit less about, hey, what does this really mean for how work is getting done?

Siobhan Savage 20:42

Yeah. And I think like, that was a really, like, that would have been like, 2022 and we had spent nearly $40 million in skills. So it wasn't like, I wasn't all in on that. I spent money in that, right? And I think you know, if you're going into customers and you're seeing your customers not see the results of good matches. And you're kind of like, like, you know, this in theory, should be doing exactly what I imagine it should be doing, but it's not doing it. What is the problem? So a lot of what we we've done, especially me, I'm pretty hard in the product space, because I'm pretty ruthless around, like, why is this not working? Like, you know, like, why? Like, like, just like, Why? Why? Why? Because, like, in theory, it sounds like it makes sense, but you know, you're getting decent results, but not like, decision making support that you would trust everything on it. And what it came down to was, you know, customers would give us their worker data, and getting the worker skills is a lot easier than getting the actual skills of your work and your jobs. Yeah, all vendors, including us, were given job architectures that were built in the 80s, where we were given job adverts and job descriptions. And no way I can do anything magical with that. Like, it's not a magician. Like, that's the thing, no matter what our sales teams tell it's like, it's not, it's not. And for me, I was like, Okay, well, like, in every customer we seem to go into they don't have that data, because it's not how the company was structured, and it's not the way that it was was. But for me, it was really important to have that data so I could do a good, bloody job for my customers. Never mind anything else. It was, like, deeply focused on, like, I don't want to have these conversations, you know, like and not deliver high value. And I think we really landed, and this is pre GPT, pre large models. This was, this was really laser focused on. This is the missing link that we're looking at this way to kind of simply, you know, work and jobs do not have skills. And that that was like, we need to fill in all the gaps in all of the customers to make sure. So we went off and spent millions of dollars building out all of these work ontologies, very manually, and making sure that we had a really strong foundation of the data so that we could get you that 80% was our bet to customer like, if we can, and whether, by the way, you're using this type of data for hiring, succession planning, resource allocation. Like, the foundation of this, again, is back to if you do not have good data, everything else is sub optimal coming out of this. Like, it's not going to be the vision that we all paint you if we don't have this data. So I think, like that that was, that was really hard to be honest. That was a really hard period. There was a period of like, am I going? Like, is it me? Am I crazy? Like, why? Why does everyone keep saying to me, I'm wrong? That was a big thing. Like, you know, she's wrong. She doesn't know what she was talking about. But yet, I'm the only one with the workforce experience in the whole vendor space, just to be clear, in our whole category, I'm the only one that's actually done this as a job my whole life. So I had to, like, switch all of the like, what's said in marketing versus real life, you have to, like, sign the little alarm bells and just like, focus on the problem. And then probably it would have been like, six months later, this whole GPT large language models became very accessible to companies, and we went really fast to that. We were like, Let's go. And the thing that I wanted to test was like, Is this real, or is this hype? Could this do the thing of replacing actual work in a company? So what I did first was I pretty much looked at my own business and was like, How do I reinvent my own company? How do I look at starting if I was and we had this whole founder conversation where it was like, our biggest fear is that someone else is going to come along and be the new version of us and kick our asses because they did AI first. And then we were like, rather than being afraid of them, like, why don't we just be them? Like, literally, like, what?

Steve 24:33

Why wait? Don't sit there and wait for time.

Siobhan Savage 24:35

It felt like someone was going to potentially come and get us and, like, beat us in the market. But I was like, all we have to do is like, make a make a really good call, and pull the handbrake on and make the decision that this is what we're going to do, and do it fast and do it. And we did that, and that was really painful, but then we ended up getting the point we're, like, saving $1.7 million a month. Okay, yeah. Within a couple of months just by using like it was crazy. And then I was like, Oh my God, if we can do that in our company, and you look at the scale of organizations across the world, like maybe there's an opportunity here for us to use this data. And I'm quite public about telling everything I screw up all the time, like I tell the truth, because I'm like, Hey, here's everything I've got wrong. So hopefully you don't make the same mistake. The amount of messages that I got from leaders. I'm talking CEOs of top global companies, CPOs, can you come and talk to us about what you've just done? Because we really are inspired by the way that you are thinking about this. And this just started this massive fast wave of growth for us that we were like, Oh God, here we go again. It's like, this is, this is good, and it's, and it's, and I think, you know, the thing that you and I have been talking about is, you know, 2022 is the year of skills. 24 the year of AI. 2025 it's going to be the year of work. It's going to be the year where we all talk about, like, really designing this new work ontology, designing this, you know, understanding of work, HR has to step up now and not just talk about jobs, because they have to understand work at the context that the business talks about as well.

Steve 26:14

Yeah, yeah. Siobhan, I think that's a great way to kind of articulate how the conversations are moving. And you know, you're in this industry deeply. Obviously, I get to see tons of software every year and talk to lots of people, and I think you're spot on about how, you know how things have evolved over the last four years or so, five years. And I do think 2025, is going to be fantastic and interesting year. This is maybe sort of a slightly different question, but I'm inspired to ask it, just because I think it's interesting, and maybe you'll have an opinion on it or not. But I was reading something over the weekend, and it was just talking about just the, you know, the perpetual folks are disengaged at work, they're stressed, they're burned out, the, you know, it's never getting any better. We've spent a kajillion dollars here, certainly in this country, on, you know, engagement and surveys and lots of tools that have been thrown at that market. Yet people are stressed. They're burned out. Often just don't feel inspired at all at work. And the theory of the thing I was reading was more about connection, and was talking about a lot of those personal relationships that need to matter more. But do you guys think about that at all in terms of, like, when you're going into a company and you're kind of providing the solutions and services and the consulting that you're doing, you think about, hey, like, let's try to make the world of work better for people, and what that looks like. You know, maybe not to I'm going to help people find a best friend at work. I'm not saying you guys should be doing that, but just how do you think about that?

Siobhan Savage 27:47

Yeah, and I think so, if we're all hurtling towards AI, everyone is pretty full of anxiety about that right now, whether they know it or they're subconsciously knowing it, and they don't know that that's a real thing that's happening right now. And I think everyone, especially in the US market, is very focused on operational efficiency and velocity and productivity is like the, you know, we did this analysis, Steve of pretty much every major Board report and shareholder report in the US, the top, you know, companies, and it was the three SoundCloud words, velocity, productivity, AI like that. That was it. So if you imagine that's what's coming on in every board report.

Steve 28:23

And not to stop talking about DEI, but that's another so that's a show for a different day. I'm not ready. I'm not working you into that one.

Siobhan Savage 28:32

But yeah, no comments.

Steve 28:34

I love that kind of analysis, though, because it really speaks to what is on the mind of the leaders of these, these companies.

Siobhan Savage 28:40

And then, so that's kind of one bucket to think about. And then you've got this other bucket, which is, you know, employees feel that they're overworked, and the CEO has a, you know, has got a billion dollar budget to bring in AI in the company. Now, if, if you remember back to the original kind of thinking, we can't even get people to complete profiles, and suddenly we're thinking that people are going to adopt and become agent experts and not orchestrate agents like, come on. Guys like, like, think about this. And I think there is this, this conversation that I'm having with customers, which is this will feel your whole AI workforce strategy will feel if you don't engage your people. And the way that we need to engage our people is to create this culture of opportunity. And essentially, what we're going to say to the employees is tell the truth. Tell them that you are moving towards AI. But here's the message, this is your opportunity, Steve, for you to amplify yourself with the tools that we have purchased so that you can go home and see your family for dinner on time, so that you don't have to do the crappy tasks that take all of your energy at work, which sucked the life out of you. Let's get you focused on the stuff that's high energy that makes you feel valuable to yourself, to your own personal values. And mission like this is an opportunity, I think, that we have to really look at this amplification of the employee. And if we're smart about this, and if the chief people officers are smart about this, they will describe it in a way that feels on. Honest and true. So we're not going to lie to people and say, Oh no, it we're not taking jobs. Like, no, because that's a little bit about what's happening right now is there's this like, kind of gaslighting in the market, which is, like, AI's not taking anybody's jobs. We're only here to partner up with AI guys. That's not true. There is an absolute reason that these folks are moving towards it, but the smart companies and the best leaders in the world are the leaders that are being bold and responsible, and they're communicating to their people to say, Yes, this is our initiative, but the reasons we're doing it are for a velocity, speeding things up, for productivity. And by the way, the output of us doing that, if you adopt this is you have a much higher value rule where you're doing meaningful work and you feel that you can not spend 12 hours a day in the office. So I think this is a moment, I think, for employees to for the and this is where the HR leaders are not there. I have mad conversations with people about this stuff, where I'm, like, what? Like, you think it's in two years? Like, no. Like, like, no, it's, it's like, already started this. So, like, I think with the Chief People Officer roles and the talent management side, this is an opportunity for AI amplification of employee. And I think the final thing I would just say is that there is going to be genuinely real people impacted here, really, like no joke, and I actually do a lot more analysis at the moment into the deskless worker, because everyone's talking about chat GPT, and I'm like, we're not thinking big enough people like digital factories are something I've seen across the board now in the US especially, and this is basically taking people out of factories and putting robots in. And what do you think happens to those folks who are not actually with a lot of skills because they've been working on a production line, or they've been doing like they are their most vulnerable folks in society, if you ask me, and I think what we need to focus on is, you know, how do you navigate those people into meaningful work? Because if I was in that situation, I would be super worried, you know, at the sight and sound of robotic factories, that would terrify me. And I think this is the part where zero waste of potential is really important. And I think, like, Steve, like, like, whatever way you can because of the kind of influence, so you hold, like, this is the moment for us to really, as an industry, that we got to get it together. Like, because this is, this is not me hyping. This is real. Like, I'm in these projects for some of the biggest customers in the world, and I'm seeing what's happening, and I'm like, sounding the alarm a little bit on purpose, because I'm like, Hey, noise the time. Like, you have to do it now, if you wait till next year, it's too late, yeah? Like,

Steve 32:31

we're all, I'm glad, yeah, I'm glad you're sounding that alarm. Because these are huge these have huge implications, both for companies, but both for communities as well, right? When a major employer goes through a major transformation, and maybe that is the biggest employer in a small community, and lots of people jobs are disrupted, then that has huge impact on the

Siobhan Savage 32:54

generational impact. And that's the thing where, like, I'm like, and here's the thing, like, AI doesn't have to be the bad thing, and it's how we all behave right now, and we take management of this and take ownership of managing this that matters. Because, you know, the folks that will be here on this podcast, the folks that I get to meet with, these folks, have real influence, you know, like they've got an ability to say, no one is topping the CEO from being bold, like no one is saying, Don't do AI like, I've built a whole business on this, like I am. Like, reinvent your company. Let's do this, but do it in a bold and responsible way, where you're making sure that you're reinventing while at the same time as every AI task I know where I talk about, you know, here's an AI that can do this task, and the cost benefits and the benefit, I'm then triggering that to the system to go and this is the impact to your workers, and then this is what they can do, and how you re engineer their rules so that they still have access to meaningful work like this is literally the way that we're working through this right now, with customers, and those customers that are working with us now that they are all focused on not harvesting people out of jobs, the ones that work with us, I'd love to hear that bold, responsible leadership. And you know, they're the best customers in the world because they see it. They know what's coming. They're getting themselves prepared. No one knows how fast this is going to go, right, like, we don't like, we're all kind of guessing a little bit to the extent of how fast it'll adopt. But the reality is that there is trillions of dollars opportunity here in market of AI, that there are going to be opportunities. And if I'm saving $1.7 million a month in my company, imagine the scale of a major org, right? And what's possible there. And I haven't even went to autonomous yet agents, I'm just looking at task based agents taking bits of my sub tasks. I'm not even doing end to end processes. When I do end to end processes, I'm going to build a billion dollar billion dollar company with under 100 people. And I'm not joking

Steve 34:45

like I've heard, I've heard that someone out there, someday they expect is going to build a billion dollar company by themselves, with one person. I wouldn't put it past you. I would believe it too. Siobhan, last thing I want to before we let you get. Is, well, how's we talked about? A lot of things that are exciting. You lot of things that rejig is doing, doing with their customers being a big impact on how they're working with their teams and hopefully with people's lives as well. Is there anything else like sort of you say as 2025 rules that, boy, this is out there. I'm excited about this, and I can't wait for either this to happen, or us to work on it, or to see the results of what's kind of your the shining moment out there in 2025 you're looking

Siobhan Savage 35:27

forward to. So it's, I can't tell you who, but I can tell you what, if that's

Steve 35:31

okay, yeah, you can tell me you answer it however you like,

Siobhan Savage 35:35

because I'm slightly NDA, so part of our mission is zero waste to potential people, business and society. And one of the key pillars for me is society. And we have recently launched a major project in Africa to over 4 million people, wow, where we're telling them what is the opportunity that'll exist in this new era of work, and then how we navigate them to this new opportunity, and we tell them gaps and skills, and we recommend learning from some of our learning partners. And for me, that's like an oh my oh my days moment, because it's kind of like it was always like zero waste than people in business. But this is the moment where I truly can have impact at scale. And I think if you can solve it in Africa, you can solve it anywhere in the world. I

Steve 36:21

love it. That's a great way to kind of wrap up our talk today just and I was struck when you said that, just because I've been doing this a super long time, talking to tech leaders and tech CEOs and founders for literally 15 years, I think it's the first time anybody ever mentioned directly what we're doing in Africa. I think it's the first time it's ever come up in like, 1000 conversations I've had. And I think that's pretty fantastic. Yeah,

Siobhan Savage 36:48

no, what's the most beautiful part of this story? And I'm gonna get a little bit, like, sentimental, but yeah, it's okay. The we are so open about our mission and like, that's where we want to be. And the reality is, Steve, like, you can't create impact. And like, you know, I can't go into all this impact until I actually win, because you got to do both, right? So, so, you know, I can't go and change the world until I've got a, like, a platform and money, things that I can use influence to change. And what is so beautiful is this customer came to us because they had known about our mission, that they thought that we were very focused on not only changing and doing like good and doing a good job, but also like very focused on impact. And their mission is to, you know, essentially, take folks out of poverty and lift The lift the community, help the community rise in Africa. I was like, the universe just me up giving me that. I was like, wow. Like, this is let me, like, tap me in. Why do I get involved? That's fantastic, yeah. Like, I think, I think for us, like, that's going to be a big thing. You know, this year, we'll be really focused on scaling the business across the US especially. But I think, like, by the end of the year, I hope to be in a position where I can pull out a little bit and focus on the impact a bit more, because I think we're going to have a situation, especially in the US, because of the maturity is a lot higher here, that I'm going to have to lean in and help, like, folks a little bit, you know, like, and I think, I think that that's, that's kind of something that we're gearing up for, is like, how do we make this accessible to, you know, folks that really need it, and how do they know how to navigate? Because one of the conversations I've had with quite a few HR people, to be honest, and it kind of annoyed me, was, um, oh, but people should be expected to, like, re skill and navigate themselves. And I'm like, you guys don't even know what to put them into. So how are the hell are they supposed to and you're paid to do that at the job. Like, you know what I mean? Like, how are you expecting people to know what they should do in this moment when you don't know? Like, I think that's a little bit like, strange thing to say when

Steve 38:49

it's a little Yeah, reeks a little bit of a very privileged thing to say too, right? Oh, go figure it out on your own, right?

Siobhan Savage 38:56

Like, a lot of these people are working two jobs just to stay alive right now and keep their families in a house, you know. So whatever we can do, and by the way, as an industry, I think there will come a time when we collectively have to get together and put the smartest people in the room and go, Okay, what do we need to do? You know, like that. I'm kind of expecting some like, knock on the door soon to kind of go, like, how do you thinking about this at scale? How do we think about this, and can we as technology providers, buddy up a little bit and put our differences aside to actually help more broadly? And I think that that that's going to be something that I'm going to be advocating for, is, how do we use our collective wisdom, you know, in the industry, to help if we, if we go down this road where I think we're going to go now, I'm hopeful that everyone's going to get it together, and we're going to all put our plans in place and our strategies, and you're going to understand your work, and you're going to know bold and responsible. But in the world where that doesn't happen like I think there'll be something where you'll you'll bring together the top thinkers in HR tech to really think about, how do we figure this out? So, yeah, if anyone though. The HR tech leaders are listening. Give me a call. I hope

Steve 40:02

so. Yeah, that's, that's a great kind of, you know, invitation, I guess I'd even call it right to say, hey, let's, let's, let's talk about some of these things a little bit more broadly, a little more cross industry. And where can we make a make an impact beyond just what we're doing, you know, day to

Siobhan Savage 40:20

day money. It shouldn't be all about money. Like, we've all got investors, and we've all got financial pressures, like, I get it, like, but I think there is, can we carve out a little bit of space, you know, to think about impact more broadly, or at least just like, with even just giving, like, the free thinking, like, tell everybody all the mistakes you've made, in my opinion, is one of the benefits that you can do, because it kind of tells other people not to make the same mistake. And it's that collective wisdom, right?

Steve 40:46

Yeah, I love it. Siobhan, this has been great to catch up with you. We hadn't talked in a while, and I'm so glad that we did, and I appreciate you taking the time from your your schedule to join system of record our new show. So thanks for supporting that. Lots of people want to find you, connect with you. I know on LinkedIn, you're very prolific, so we'll invite people to find you there, of course, and put some links to some of the rejig website and resources too on the show notes. But

Siobhan Savage 41:13

yeah, Steve, there's also we did this whole free workforce blueprint, so all the 23 industries, there's a link. I'll get my marketing folks to send to but it's basically, it's basically, what's the impact to your workforce in your industry, and what can you do about it? Like it's all free information to help folks who may be kind of starting to think about this, or want to upskill themselves and educate themselves, or send some of that to their CEO. So I'll get the team to link that so that in the bio as well.

Steve 41:41

We'll put that in the notes as well. So thanks again. Siobhan. Siobhan Savage, CEO co founder of rejig, one of my favorite people in the space, and can't wait to see you in person this year. I'm sure we'll run into each other down the line. But thanks again, and thanks for everybody for listening. System of record, part of the hrhappy, our media network. If you enjoyed today's episode. Please give us a rating. Give us a review. Five stars. I think Siobhan was great. Rate her. Five

Siobhan Savage 42:06

stars, 10 out of 10. Thanks again

Steve 42:09

for this day, everybody. We'll see you next time on the system of record. Show you

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