Steve 0:00

You're listening to the HR Happy Hour network sponsored by Workhuman. These days it feels like there isn't much good to go around in the world of work, but Workhuman knows when we celebrate the good in each of us, we bring out the best in all of us. It's why they created the world's number-one employee recognition platform, and they didn't stop there, combining rich recognition data with AI to create Human Intelligence so you can get uniquely good insights into performance, skills, engagement and more. To learn more about how you can join their force for good, go to workhuman.com or check out their own podcast "How We Work," which explores the trends, issues, relationships and experiences that shape our workplaces.

Steve 0:49

All right, hello. Good morning, everyone. Welcome to The HR Happy Hour show. My name is Steve Boese. I'm with Trish Steed. How are you, Trish?

Trish 1:26

We're here at Workhuman Live, and it's we've having a good time so far.

Steve 1:30

Yeah, thanks. Thanks for the folks who are hanging out with us. We do have a small live audience here, for folks who don't know, the HR Happy Hour show, pretty sure, is the longest running podcast about HR. I started the show in 2009 and we had to explain to people what a podcast was, and I had to teach people on their iPhones, when I would travel, how to actually listen to the show right for at least the first year or so. And now here we are, but it's great to be here, and we're super excited to be partnering with our friends at Workhuman for a series of shows. And we are ecstatic to be talking about AI and more directly, AI fatigue a little bit, and sort of the human side of AI. We're with Tom Libretto. He's the president here at Workhuman. Tom is focused on developing and scaling Workhumans' go-to market strategies, brand and customer marketing. His multi disciplinary background includes both B to B and B to C marketing and sales experience as well as product management, corporate strategy and business development. Tom, welcome to the HR Happy Hour show. How are you?

Tom Libretto 2:35

Yeah, I'm really well. Thank you, Steve; thanks, Trish. I'm happy to be here with you today, and really excited to be here amongst our tribe at Workhuman Live.

Trish 2:45

Well, we're very excited as well. I was looking back. You know, Facebook brings up some old memories, and our first Workhuman Live, was actually in a decade ago, so 2015 so it's really, really exciting to have you on to talk about kind of this next wave of the future.

Tom Libretto 3:01

Yeah, happy to do it.

Steve 3:02

Yeah. We started off 2015 with Rob Lowe, and we're kind of coming full circle with Tom Libretto.

Tom Libretto 3:08

Wow, that is, that is an absolutely inaccurate comparison, Steve, but I appreciate the gesture.

Steve 3:15

So we are obliged, since it's an HR event 2025 to talk about AI I do one of the things I do for Human Resource executives. I help them with a process called the top HR products of the year, which is like a big industry award for technology and HR. And we had about 125 submissions this year from all across the industry. I read them all over the last two weeks, and I would say easily 75 80% of them had AI in them, right, in some fashion or other, right? And the new technologies that are being launched in the HR market, so AI is, it's top of mind. It's the number one topic in HR tech, for sure. It's a big topic here at Workhuman Live. I'd love for you Tom just to let's level set a little bit little perspective setting how Workhuman is thinking about AI, how you're thinking about AI, and what it might mean for HR as we progress this year?

Tom Libretto 4:12

Yeah, it's a it's a big question with many, many sub questions beneath it. But let's start at the top the you know, as we often talk about, the promise of AI is rooted in the authenticity and the quality of the data that it is mining, and that promise can only manifest when that data is strong, when it's accurate, when it's unbiased, when it's authentic and when it's at critical mass. And you know, light bulb went off for us several years ago now, but in earnest over the past 18 to 24 months that we as a recognition provider, were sitting on a gold mine of really interesting data. And now with the arrival and the economically affordable, you know, mainstreaming of AI technologies in the stack that sits above the data, we were able to start to do some really interesting things, ask interesting questions of that data, and start to yield some very, very powerful insights. So I think the you know, we've taken a pragmatic approach and and really leveraged an asset that we've been building for 20 plus years, working with the world's largest clients, and effectively generating all of this, all of this insight that no one knew was was so insightful.

Trish 5:31

I'm so glad you mentioned the insights specifically, because one of the things that was most impressive to me, just in the time that we've been here is really seeing the connections that it's not sort of recognition over in a box somewhere off to the side for organizations, right? It's the way that recognition impacts every single part of the business. Could you maybe talk a little bit about how you're using artificial intelligence to make those specific connections, whether it be to manufacturing, healthcare, any of the industries that might be represented here today?

Tom Libretto 6:06

Yeah, of course, we've been big believers since day one that recognition is a means to an end. It's not, you know, it's not the end. And although the concept of recognition and fulfilling the innate need we all have, as human beings to be appreciated and and recognized for the work and contribution that we make within our lives. Work, you know, inside of work and beyond is is intuitively a good thing to do. But more than that, it can and it does, deliver tangible and measurable outcomes. So we work with many of our clients that are in the manufacturing field, where a, you know, a big, a big cost element in manufacturing is absenteeism or or safety incidences that cost those organizations money. So if we can bring recognition as a tool to to drive avoidable safety incidences down in a manufacturing facility. We're sort of hitting two birds with one stone. We're fulfilling that need of those individuals to be recognized for the values and the success behaviors that that company espouses are important to their their business, and at the same time, we're able to quantify very measurable outcomes that that practice is leading to.

Trish 7:22

I think that's a really different approach. It's definitely one I hadn't thought of in terms of actually tying it to safety, right? I don't think that people normally make that connection. And so when you're talking to organizations who are kind of thinking about, what is AI? What does it mean to us? Is this going to just replace jobs?

Tom Libretto 7:41

Yeah.

Trish 7:41

It's it's beyond that. And I will say, Steve, to your point, you were talking about all the submissions you were seeing from many companies. The one thing I'm seeing different with work human is that connection specifically. So it's not just creating content for the sake of creating content, right? Just to say you have it, it's actually making business connections that that really impact the entire organization.

Tom Libretto 8:03

Yeah, we'd like to, we like to describe the, you know, within a within the recognition data set itself exists, the the strength of connection that exists between people that you wouldn't know about simply by looking at an org chart or even analyzing asynchronous communications like email or slack messages, you're able to pick up on where, where those connections really, really live, cross functionally, cross geographic, you know, domains, etc. And that can be incredibly valuable for an organization that's trying to pull disparate teams together to accomplish a shared goal, and now with AI, we're able to do that in a much more efficient way and generate some of the with AI in general, most of it is built on scoring models. So we're able to look at this strength of those connections that exist between people across an organization.

Steve 9:01

Yeah, there's a really distinction. I think I mentioned, I read like, 125 odd HR tech pitches in the last couple of weeks, many of which are about AI, and many of those pitches are about, you know, things like you've all seen, I'm sure, where it's helping get employees answers to questions, like what's in the benefits documentation, or what's in the employee handbook, or some of the stuff around Employee Self Service (ESS), which is valuable, right? How much? How much PTO do I have left submit a leave request for me? And those are really cool capabilities, and in the past, we've even given awards, right for those capabilities. But I think the distinction what I'm seeing, particularly in what Workhuman is doing with Human Intelligence, is we're we're taking AI to go beyond those sort of transactional level kind of indicators, and in diving into what's really happening in the organization and how it's functioning. I'd love for you Tom to to give us some thoughts about kind of the insight and the untapped opportunities that AI is giving to someone.

Tom Libretto 10:07

Yeah, I think you hit it on the head, Steve, we think about it in, you know, AI in general, in two broad domains, there's faster and more efficient information retrieval, right? And, you know, think of it as sort of Google on steroids, right? I can get answers faster. Answers faster is not insights. So that second domain is, what, what am I now able to learn that I wouldn't even know the question to ask in order to yield that that insight? So within, you know, if we deconstruct what we do to its, you know, to its basic form, it's written messages that people are providing to each other, largely positive reinforcement around recognition and gratitude. But contained in those messages is a wealth of information about the work that was being observed, the impact that that work was having. We can, we can infer the relationship that exists between the two people that are in the nomination flow or the receivership. So, you know, within the those award messages in general, lies some pretty, pretty interesting information that no HR information management system contains. And that's sort of the key to this. So when we mine that data and start to query it around skills or talent development processes, et cetera, or use cases, what we find are pretty profound insights that you would have to literally stand up a months long HR process to call the organization to try to find that information. For example, if I want to know who would be a perfect mentor match for a new hire that I just brought on to my team that wants to excel in presentation skills, I can now query that data set without launching a survey to my leadership team that then gets cascaded down where people are going to have a very different, you know, sort of evaluation criteria, because we're all inherently biased in one way or another, but when it's the crowd that is providing that, that information about the entirety of the employee population, now I'm getting a highly accurate, immediately available, you know, response to that, what on the surface seems is a simple question, but would be really, really hard to get an accurate one, you know, in sort of traditional ways.

Trish 12:31

Yeah, I think that that's an excellent example, because when you think about using recognition responses in that way, again, I don't know that your brain normally goes there, but to be able to see that live, I'll go back about 15 years. I heard Eric Mosley speak for the first time. I was a practitioner working in healthcare at a children's hospital, and I used to try and figure out we had about 3000 employees. I would try and map on my whiteboard the connections between people, and it wasn't even recognition based at that point, I was just trying to visualize my organization, and what would happen if you moved a person or teamed someone up with someone else, or maybe they left, what what connections were broken. I couldn't do it on a whiteboard, but I knew I wanted that, and Eric gave that vision. So now I'd love you to talk a little bit about some of the visualizations you're giving to your clients, because I was blown away to see something that's moving and turning in real time of these recognition moments that matter.

Tom Libretto 13:32

I mean the at the basics, we're building organizational network maps or neural networks that exist within an organization that, again, you wouldn't be able to, you wouldn't be able to identify by looking in a hierarchical or chart, or even, again, sort of the, you know, scraping, you know, email communications, etc. So the bringing that, that type of visualization to life, is sort of step one, and we've, we've recently launched a product within our platform called Workhuman IQ, because we routinely get these types of questions from our clients and and decide, well, we can, we can package that up for everyone. So we have a whole host of data visualizations now available within the Workhuman IQ part of our product. But more than that is, then, what do you do with that information? And we did a, we did a bit of research with Merck, large pharmaceutical company, to look at that neural network map across their organization and understand the productivity and output of different pods of collaboration that were happening across that neural network and in the, you know, in the pharmaceutical space, bringing new drugs to market, and the velocity in which that happens is the biggest metric. That's the largest commercial metric every single day, not in market, is millions of dollars of opportunity cost. So by looking at that neural network map, overlaying productivity metrics onto it, we're able to see which teams, collaborative teams, cross functionally, were outperforming others and why? And was recognition a driver? And it turned out it was where there was low adoption of a recognition culture in this pod, a high adoption recognition culture in this pod, and there was real performance characteristic differences between between that. So we love nothing more than producing really interesting, you know, insights and graphical, graphical format. But it's taking it a step further and saying, All right, now, what does this tell us about our business? And more than that, the opportunity for the business.

Trish 15:34

And that's what would have empowered me as the HR leader, to be able to go to my CFO, my CEO, and show them those connections between recognition and productivity or safety or some of the other things. I mean, Steve, I'm sure you've seen that in your career as well, right?

Steve 15:50

I think one of the things I've noticed overall, right of doing HRIS and HCM stuff for long time is we've gotten more and more information and more and more access to data, but often are still asking ourselves the very same questions that were asked right of our leaders and our teams 20-25 years ago, like, who has these set of skills, who is the right person for this job, who are the likely successors for XYZ role and things like that? And I felt like the HR tech industry, which I've been a part of for a long time, has made really good progress on many fronts, but it's been incomplete and it's been kind of halting and Tom when you were talking a second ago, I was thinking about like what many organizations have traditionally done to try to answer some of those questions, which and maybe some of you have done in your organizations, which is look at employee profile data right. And one of the knocks on employee profiles in the big HCM suites has always been, you know, their relevance, keeping them current, getting people to fill them out, fill them out accurately, which kind of lots of people never really did. Organization struggled with that for a really long time. So fast forward a little bit. Now we have AI, and many of these same platforms are using AI to help kind of fill out these platforms, but it's kind of halting at best, and it still stops really short of being able to help organizations and leaders answer the questions that they still want the answers to. And I think that's the difference. I've looked at a lot of AI technology in the last three years, right? Just my job lets me do that, and I have felt, and I did write about this on our site, that what Human Intelligence is doing is really making a breakthrough in using AI, but not just for AI, but to help answer those questions. What person has the skills I need? Who would fit into this team, the best who are, who are innovators in the organization that we want to learn from and model. So I made a long speech, and I apologize for that a little bit of HR history. Tom, I'd love for you to talk a little bit about that, that next step of sort of, those talent insights that I think the opportunity exists to derive.

Tom Libretto 17:58

Yeah, I think we're the, you know, to use a sports analogy, we're in the first inning here, and I the excitement that we have around potentially disrupting some of the old, tried and true but archaic HR processes is is really energizing. You take the the annual performance review, right, the that old chestnut, and what that is ultimately meant to do is, at a point in time, update that employee profile. And it's a rigorous, somewhat painful, very, you know, very uneven process at best, and at the end of it, you're ultimately generating declarative data. It is some it is someone's usually two people's opinion about the quality the quantity of work that happened in the rear view mirror, and the potential of that individual looking forward, inherently rife with bias, because not every manager is using the same rubric, but it's the only way HR is ever known to essentially continue to update that employee, employee profile. We think there's a huge opportunity to completely disrupt that and just intermediate that process, because in real time now you have a data set that can be queried around the well, who, who are my top performers, and it's an even playing field relative to the scoring methodology that determines that, or who is showing the leadership characteristics that this company values that predict an accelerated promotional opportunity for that individual over the next 12 months. Those are the types of questions that can be queried against a really rich data set, like recognition. And again, I always go back to think about the process that would have to unfold in order to be able to answer that question, and you come back to some of these really laborious, costly and highly inaccurate, traditional HR processes.

Trish 20:00

I think that makes sense to whether you're, you know, here in the audience, or you're at home listening to this replay. It's so important to understand all the various ways that AI can be used to impact what you're trying to do, right? One of the things we plan on talking about, though, is AI fatigue, right? We kind of hit that at the beginning. I'd love to hear your thoughts on this. So if, if I'm in the human resource profession, or maybe I'm just a business leader, right, a business owner of any size organization, there's a lot coming at us. So for you, how do you think about artificial intelligence being valuable? And what are some of the maybe the key components, whether maybe I don't know much about artificial intelligence used with my workforce, maybe I know a little bit, you know enough to be dangerous. How do you think of AI when it comes to being valuable?

Tom Libretto 20:51

I ask my kids, to start. They're brilliant. They know a lot more about it than I do. No, I look like the I think of it in two ways. There are, there's the the tools that we're all starting to play around with, or in some cases, use within our daily workflow as individual employees within a large, or, you know, large, small or medium sized business. And we're kind of learning what's going to work for us to make ourselves more efficient at work, and that may or may not be governed or endorsed or or even provided by the company, but I think as individuals, you know this is a this is a time where those those tools, and the experimentation with those tools, is starting to take off like wildfire. This then there's a second aspect of of of AI in the moment, which is what are now companies doing to embed AI more systematically across different levels of the technology stack that exists within their their enterprise, or the, you know, the tool sets that that are being provided to employees every day to do their jobs. And I think they're both progressing, maybe not at the same speed. I think we as individuals are are are able to more rapidly experiment and figure out what works for us and what doesn't. It takes companies a lot longer, you know, to figure that out more comprehensively, across across an organization. Back to the fatigue topic, Trish, I think, look, the we've been through, I don't, countless technological revolutions over the past decades. Steve and I are have seen probably more than most.

Steve 22:34

Sadly, yes.

Tom Libretto 22:38

With any change, there comes fatigue. And that's sort of the, you know, the pairing of those two words exist for a reason, and, but I think it all ultimately smooths out. And, and we're probably at that at that sort of heightened level right now where we're not sure what the final answer is, if there will be a final answer even. And the, you know, companies grappling with, how do we do this to the betterment of both our business outcomes, but really, really do it in a way that leverages the people asset and the humanity within our organizations so that we're actually delivering, you know, amplified impact in doing so that's going to take a while to wash out. And I think it, you know, like with any change era, so to speak, it's just the, you know, the I loved, the you know, some of the commentary that was on our main stage, early, earlier today, around lean forward and experiment. And it's okay to do that, and we'll ultimately find that right balance of you know of individual tooling that's going to help us be more effective as individual employees and companies will get there as well with the right the right strategy, governance, etc.

Trish 23:52

I'm glad that you mentioned young people as well, because I don't know how many people in the audience have kids that are talking about AI learning about AI. A few. So I know we have college aged kids, each of us, my daughter and son, they're 21 twins, two different universities, and my son is an economics major, and my daughter's a journalist and English major in communications, and both have taken so many AI infused classes already, and so I think from an HR standpoint, these are, this is the generation we're hiring, right? So we do have to sort of get over the fatigue, I think, and find ways to inform ourselves. And I like being curious and experimentation, because I think if we don't, we're going to hire a whole group of people coming in who are going to just blow right by us, right? So it's, it's our duty to be informed, and I would absolutely take advantage of whether it's your own children or children in the community, local high schools, they're the ones who are so open to this.

Tom Libretto 24:55

100% We saw it in the late 90s, with the mobile revolution, right? And. And we're seeing it again now with AI, and there will be something in the future, for sure.

Steve 25:04

Yeah, I don't know. I don't have kids this young. Maybe anyone in the audience can shout out, if they do, are we teaching AI in schools like middle school, high school level, yet? Is that something? That's a thing? Yeah, they're talking on it. Yeah, well, out of touch. I'm sorry, but yeah, I think it's a good thing, right? For sure.

Trish 25:19

I asked my daughter if I could go to her one of her classes. She has a class. The instructor is one of the world renowned drone experts, and He's tying AI into everything. And she's like, oh yeah. He said, you can come. So I'm like, waiting to get but again, try and think outside the box of where you can educate yourself on the possibilities.

Tom Libretto 25:37

I do think organizations have an obligation to provide that learning apparatus for for employees. And we're seeing it over, you know, more and more and more and more with, you know, either structured L and D courses now popping up, you know, and being a bit made available to employees or even, you know, the more the more technical and it focused. You know, people within an organization more readily sharing their knowledge and what they're learning and you know, and spreading that you know and mass across an organization will yield yield benefit.

Steve 26:07

Tom, it's a really good point, I think, to not not be sort of, I want to come back to it because I don't want to gloss it over on kind of, I think maybe a responsibility that organizations are going to have here in providing resources, education, tooling and support to people for with AI specifically on a number of different levels. One, because it is a fast moving technology, for sure, I just did a little we do another little podcast that's like a three to five minute kind of news podcast, and I just did one this week about how the next big title in technology we thought about a year and a half ago was going to be something called prompt engineer like that was actually going to be a job people would have, and it might pay like 100,000 or $200,000 a year. And we were all excited, oh, I'm going to be a prompt engineer and get this great job. And now there's no jobs for that. That's not a job. It never really became a job. It's just something you got to learn how to do if you're going to be working with AI in your role, and so many roles are going to be working with it. So in a dynamic environment where the technology is changing so rapidly, and maybe the life, the life, the life of a skill is even declining of a specific technological skill, the shelf life of that is even getting shorter and shorter. Organizations really do need to think about how they're going to work through these issues with their employees, just so, just so we're not like, Hey. I mean, every day we're seeing the news about XYZ company is thinking, we're going to reduce staff here, because AI is coming in, right? And that's a, that's a concern?

Tom Libretto 27:32

I think that's, you know, again, I go back to the we've seen the movie before. And, you know, in the, in the, you know, early, 2000s through even now, right, the promise of digital transformation, which was really the origination of some AI technologies and robotic process automation and those types of use cases portended, you know, a massive, you know, replacement of human jobs that Never, ever played out now, it made those companies extremely more efficient, and they were able to do things faster, and they were able to, you know, increase productivity, but it did not lead to a massive loss of jobs. And I think that that, you know, that myth is obviously rampant now, but I honestly don't think it plays out.

Trish 28:21

I'm glad you mentioned that, because I'm thinking back to even things like y 2k or things that sometimes we all think we're is going they're going to happen. Definitely they don't. But I like the idea that we're still preparing for them so that we're ready for whatever does come, right? I think as AI is like that, and to me, thinking back to being a practitioner, I was constantly trying to figure out ways to train my team without funding. So one of the things I would just suggest to anyone here or listening in on the podcast is to look to the Workhuman website. You have a ton of resources, not just about AI, but about how these business outcomes can be driven through performance that's enhanced with artificial intelligence and making those people connections. Could you maybe just talk about, like, maybe high level? When you all are thinking about, what do we want to share as sort of good stewards of this information with with the rest of the world? How do you all approach that when it comes to maybe resources for either customers, potential customers...

Tom Libretto 29:23

Look, we're we consider ourselves a technology vendor. Of course, that's what that's what we sell. But way more than that, we're curious. And that leads to, you know, us doing a lot of our own research and joint and collaborative research with, you know, leading researchers in the world on on a variety of topics, to produce thought leadership that can be consumed by anyone, and we make that readily available, and not because it's, you know, it's ultimately going to lead to more business for us, but as a naturally curious or. Organization. We want to experiment. We want to understand things that you know are around the corner, and invite other people to participate in that.

Trish 30:07

Yeah. I mean, you have to look to all these places to learn, right? Because it's it. There's not one source, I think too. There are a lot of vendors who don't offer that. So I just want to give you a little bit of kudos for that, because again, when I was a practitioner, I was used using those very resources to train my staff on whatever, what mobile or some of the things, big data, back in the day when I was still doing it right? No, I was afraid of what was going to happen.

Tom Libretto 30:33

Yeah, I do think back to the you know that that invitation or obligation for a company to, you know, to provide the resources for people to learn new skills, whether you know in the moment is is AI or anything else for that matter, yeah, you can do that at very low to no cost. And we've adopted the philosophy of hackathons and use them over and over again in our internal company, which invites every employee around the organization to come up with an idea, create the space and time to develop that idea, and then share it out. And in that sharing, you know, there's a compounding effect of the oh my gosh, if I took that idea there around how we can use AI, infuse AI into our customer service call center to summarize incoming calls and make those agents more efficient. If I could take that idea and apply it to this marketing process over here, that could make our, you know, our outbound marketing more efficient so the that that you know, that invitation to develop an idea and then, importantly, share it so that those ideas compound across an organization is ultimately how we progress.

Steve 31:46

Tom, last thing I think I want to just throw out to you, since we saw Eric Mosley's keynote yesterday, and we talked through in depth a lot of the Human Intelligence capabilities; we've talked about it some here. I mean, they're fantastic. Have the potential to really unlock levels of insight that previously just were not available to organizations. Is there one or two things you think about as sort of move forward, whether it's where human intelligence might go, or maybe something else you guys are noodling like, what do you think the next 1218, 24, months could look like that?

Tom Libretto 32:18

Am I under NDA here or not? Even if it's just conceptually, yeah, like I said earlier, we're at the tip of the iceberg. And the the future is extremely exciting when we look forward around the, you know, the potential application of, you know, of these AI technologies against this unbelievably rich and authentic data set, we're looking at things like predicting future leaders and in advance of, you know, you know, who, who quite possibly could be the next CEO of Microsoft, right? Like a profound question like that, that there's really no process to determine how that's going to unfold over multiple years.

Steve 32:58

I'm gonna interrupt you now. Don't mean don't get me started on succession planning technology, because that's been a disaster, yeah, years, right? All, it was just another thing you had to buy and log into and just put a name in. Who do you think might be a good successor for this job? Oh, I think it might be. Tom, yeah. And you had a whole system.

Tom Libretto 33:17

It's all recency bias leading. It's, you know, individual manager bias laden, you know, but the in, you know, in what we have found in that, in that large recognition data set, are signals, and if you can read those signals accurately, you're going to get a much more accurate representation of of succession as one example, we're really excited about a capability we we announced on The main stage yesterday, called Topics which, again, which is really meant to harden that, that connection between something that is, you know, that is, I think, in the past, been deemed soft, like recognition and harden it to real business outcomes. So with Topics I'm able to now set up within the system, what my company's strategic priorities are that every big company runs a massive process in the third and fourth quarter of every calendar year, fiscal year, communicates out to the market. The board here our top three priorities, et cetera. You can now load those into the system and get a sense over time around how aligned your employees are to those priorities because of the evidence of what's being worked and celebrated and recognized around the organization. So we're really excited about that capability.

Trish 34:29

I loved how Eric was showing the words, the maybe dedication, and how it would appear in multiple recognition moments. But that really told you maybe what, what possibility that person had as a leader. Again, that one tiny example is something we did not have access to before. And to your point about succession, I can't tell you how many times I've sat in meetings again trying to draw out those connections. I'm getting people nodding right? This happens, and you're trying to figure out who is the best person. My gosh, if you have this tool, you're able to see.

Steve 35:00

You don't want to go into another like, five hour talent calibration meeting with a giant binder, right?

Trish 35:05

I miss it. Sometimes we should have one.

Tom Libretto 35:08

Don't forget about sticky notes. I mean, they were incredibly critical to the process.

Trish 35:13

I would have died without a whiteboard, I guess. But well, it's sort of my final it's more of a comment and just a congratulations on what you all have achieved. Because, I will say, truly, from practitioner days all the way through these last 15 years, I've been aware of you all and what you've been working toward. I'm super excited to see what you've achieved. I do think it's market leading for sure, and really excited about what you have coming in the future. Thanks for giving us a little bit of insight into the secret sauce behind Workhuman.

Tom Libretto 35:40

No, it's my pleasure. It's a, it's a, it's always an exciting conversation. And happy to be here with you.

Steve 35:44

Yeah, it's been great. Tom, thanks for joining us, and glad you and I managed to get to the same barber before the show. Get that worked out. Thanks. I feel nice audience here live at Workhuman Live, who joined us today, thank you. I really appreciate that. Again, we're the HR Happy Hour show, part of the HR Happy Hour Media Network. We do a number of other podcasts as well. Trish, shout out your son and Nick's Gen Z podcast real quick.

Trish 36:08

So my son and my nephew, one is at University of Utah, one is at University of Nebraska, and they are going on almost two and a half years of podcasting with us. We just started a Gen Z podcast for them to give them exposure to what that would look like. And they're up to, like, two to 4000 listeners per month now on each episode. But they what, what's good is we, we have them address, they can do it in their own way, but they address what business leaders really need to be thinking about when it comes to Gen Z and business so if you haven't, you know, heard of it? It's called the Play by Play. It's on the HR Happy Hour Network, that one we're proud of. And we also have one on diversity and inclusion. We have other experts on the European market, on talent acquisition. So yeah, it's, it's a good, good resource, because that's what we try and do. We're trying to provide back free resources for practitioners to help train your staff and yourself.

Steve 37:01

Great stuff. Thank you for sharing that. Trish, thanks everybody for being here. My name is Steve Boese. For Trish Steed, for our guest Tom Libretto, thanks for listening to us. Thanks everybody for being here today and we will see you next time on The HR Happy Hour Network. Thank you.

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