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 1:18

All right, welcome, welcome everybody. Welcome the HR happy Hour Show. My name is Steve Boese. I am joined by Trish Steed.

Trish 1:23

Hi, how are you?

Steve 1:25

I'm well. Thank you. And our special guest this afternoon, Dr. Misha-ann Martin, VP of People Research from Workhuman. Misha-ann Martin is a Vice President of People Research at Workuman, where she leads groundbreaking research to improve the employee experience and advises clients on strategies to drive better business outcomes through more human centered workplaces. Welcome Misha, welcome Doctor. I'm gonna call you doctor. I'll tell you what, if I were a doctor, I would make everybody call me that in all circumstances.

Misha-ann Martin 1:54

You know, that's what my mom says. She sends me mail and she addresses it: Dr. Misha-ann Martin, which is great.

Steve 2:00

You put in the work, right? Might as well.

Trish 2:02

Thank you for spending some time with us today, we have obviously, a lovely audience who I know is going to keep growing as the former session kind of comes in, but we're also speaking to our listeners as well. So this will be reaching 1000s of listeners who are really looking to learn more about people analytics research and how it all ties together with recognition, and how recognition can really power what we're doing in human resources and in the wider organization. So thank you so much for bringing your expertise today.

Misha-ann Martin 2:34

I'm so excited, and thank you in advance to all the listeners who are interested in hearing about people analytics. I'm excited.

Trish 2:41

So maybe to get started, why don't you just tell us first a little bit about you, your background and how you came to be in this role.

Misha-ann Martin 2:48

Yeah, it's a great question. So I was born and raised in Jamaica, and then I came to the United States to come to college, and I like to tell people that when that happened, I quickly discovered I was black, and I did not understand what that meant, because I had grown up in a place that was a lot more homogeneous than the United States in terms of race. And, you know, I thought, I'm coming to a rich country, whatever could be the problem? And I started studying race and diversity in the United States, all the way back then in the 90s, because I was really curious and I wanted to understand. And what I discovered is that okay, so this is a wealthy country, but not everybody gets to participate equally in that, and I wanted to be part of the solution. So as I started thinking about what I wanted my career to be, I came up with this idea because I really like statistics in undergrad, and I thought I can use metrics and statistics to shed light on inequities that exist in organizations. I can use standardized processes to open up opportunities for people. So instead of saying, Oh, I think so and so is a great person for that job, what does great look like? How do we measure that, and how can we do that in a way that can give the most people the most opportunities? And then lastly, using data and analytics to hold us accountable to what we say we want to do? Do we want to provide a great employee experience? What does the data say about that? Do we want to provide an employee experience that that supports business outcomes? What does the data say about that? Do we want an organization that's inclusive? What does the day to say about that, and that way we can hold ourselves accountable to where we say we're trying to go and intentionally move closer to what I like to call that Nirvana, or that vision.

Steve 4:47

Yeah. Misha-ann, thank you for that. I always was. I was a late sort of comma to sort of believing in this sort of this analysis. Because my initial reaction was always, boy, you know, human resources is a people business, right, and all of that. And there are certain things that that are tough to measure, right in our relationships with each other, our relationships in the workplace, how how much we support each other, how much we care about each other, are we showing up for each other, things like that, which I know are important but are hard to measure. So I'd love for you to talk a little bit about just things that are important in organizations, that maybe seemingly might be difficult to measure, perhaps they're not, and maybe why that line of thinking that maybe I once had is maybe not fully formed, if you will.

Misha-ann Martin 5:31

This is why it's a great question, and this is why I call good people analytics professionals organizational detectives, because you have to get number one creative at looking at data. It's one of the reasons I love working at work human because, although you know, I share your sentiments and I'm so passionate about people, I love things that like employee surveys, but I think we over rely on them right. As important as voice is in this emerging world of work, where there's so much technology, data from technology is important to painting that whole picture, and it is important to get creative at not only collecting that data, but but putting it together and analyzing it. That's the first thing. The second thing is, I think sometimes we have to create data we we expect it to exist. And one of the most common mistakes I see when people try to do this work is they go, what data do we have? And that is the wrong first question. The first question should be, what data do we need, and why do you need that data? What is it that you're trying to accomplish, that you're trying to measure through data and work your way backwards. And I'll give you a simple example, right? So people say, like, you know, performance reviews are important, but we don't often take the time to measure the quality of a performance review or the feedback that somebody is getting. I presented about this at a conference this year, and I said, Did you know that the research says that, you know, different types of people get more or better feedback, and they just looked at me like, okay, no, we didn't know. I said, Do you know one way to measure that? And everybody's thinking that the answer is going to be some something complicated. I said, Who here knows how to count words? You can literally count the number of words people are getting in a performance review and see if, for example, your frontline employees are getting adequate feedback compared to or your new employees compared to people who have been there for a while now. There are more advanced ways to do that, like at Workhuman we use a specificity algorithm to assess the specificity of a recognition message or feedback. So there are more mature ways to do that, but you don't have to start at the most mature. If you start at what do I need to know and work with what you have that is so much better than doing nothing and never asking or trying to answer the question that you're asking.

Trish 8:09

I love that example, because, having started the first two decades of my career in human resources as a practitioner and ultimately a leader, I think we were more focused on answering the questions of the C suite, especially the CFO, especially the CEO. And I like this idea that we need to be creating the questions that we want to answer, because I think often we were collecting data about things that didn't really move the needle in terms of performance, in terms of feedback, again, if we even got someone to complete a performance review, or any kind of peer to peer feedback, or, you know, manager to colleague feedback, we just almost considered it a win in it of itself, one thing I think that Steve and I have seen, we've been coming to this event since 10 years ago. Was our first one, really, and what, what I've been seeing is, I like the change that we've watched, the evolution over the years. So I'd love for you to maybe talk a little bit about just how work humans specifically, is really different than anyone else in the market right now, because you're not just sort of doing a recognition moment, and that's it, right? It doesn't go anywhere else, it only goes to that individual. Yeah, I'd love for you to maybe share, especially even for the listeners who aren't here and hearing some of these messages in person. What do they need to know and appreciate about work humans, approach to feedback, moments that matter, and all of the data that comes from those?

Misha-ann Martin 9:39

I love that question. So first of all, I'm jealous that you have been coming to Workhuman Live the whole time, for the whole 10 years. Wow, I've only been in four I think so yay for you. But you know, I've had a long career. I've been doing this for about two decades now, so I have done a lot and seen a lot. And. There are a couple of things about us that make us really unique that I'm particularly proud of. So I'll say a couple. Number one is this idea of recognition as something bigger and broader and as positive reinforcement, in addition to just recognition. And don't get me wrong, I am a psychologist. I am a workplace activist. It is so important to help people feel appreciated and recognized, and bolster their engagement and help them feel connected. But what I like about the way we approach this is that we think about it as positive reinforcement, and we understand the power of using positive reinforcement to craft culture and to drive business outcomes. So in that vein, you know, we've got change management people that help our clients embed recognition in the culture, help them align it to the things that they're trying to accomplish. We use analytics to show the relationship between what you're reinforcing and what you're trying to drive in terms of business outcomes, we look at recognition as an artifact of culture, and give our clients, using analytics, information about their culture based on the recognition messages that are coming into their system. You say your value is this, you've aligned your recognition program to this. What does your recognition data say about how that value is actually playing out in your workplace? Is that what you intend? So that's one key differentiator that I love, and there's a lot wrapped up into that. The second thing I'm super proud of is how we're using AI. And so many people are talking about AI as an efficiency driver. And yes, that is true. We are the only people that are talking about, you know, in my opinion, how to use AI to make us better versions of ourselves, and how to make us more human and not less human. So we started with the inclusion advisor, which is a feature of our tool that helps us speak to each other in a way that tactically, you write a message you choose to use the inclusion advisor, and it will highlight phrases that are potential microaggressions or negative language. It prevents you from putting your foot in your mouth right and taking away from that connection that you're trying to build. And then we went further with a recognition advisor and said, let's help you write a heartfelt message. Not write the message for you, but help you write it in a way that helps you connect with the human that you're appreciating. And so these things that we're doing help to surface the best of humanity and help us connect to each other, instead of let's just do things more efficiently.

Speaker 1 10:14

And before we move to the next sort of question, I just want to highlight thank you for mentioning the inclusion advisor. Has everyone here seen that? Have you all been able to see that here in the audience? Yes, lots of nods for anyone who has not seen it, who's listening to the show after the fact, please go to the website and look for information or get a demo of that. So we were able to see this a couple days ago in the analyst briefing, and it's fascinating when you actually see that sometimes, even when we're giving someone praise and recognition, we might be using words that actually drive them to leave the organization right? They were giving the example of using words that would refer to being burned out. Maybe, you know, something along lines of tirelessly, where I might think, like, if I'm giving Steve feedback and I say, Oh, thank you, you've been working tirelessly, he would actually, it ties to data. He might actually be more likely to be absent in the future, right? So it's not even just about identifying those words. I was really impressed of the way that you then show the recipient and the giver, right? How that can actually change the way someone shows up for work, or whether they stay with your organization. Yeah, right. Not just about efficiency. I love that example.

Misha-ann Martin 13:18

My favorite is faint praise. And it's interesting because

Steve 14:06

Fake Did you say fake praise?

Misha-ann Martin 14:07

Faint.

Steve 14:10

Gotcha, gotcha, yes.

Misha-ann Martin 14:11

So faint praise. And the idea behind faint praise is that I'll give you an example. It's probably better to give an example than to explain it so you seemed like you really mastered the concept. Did I get it or did I not get it? And the thing about it is women are more likely to receive faint praise than men, which can negatively impact our confidence. And you get feedback like that, and you don't necessarily have the language to explain why it makes you uncomfortable, but it gives you that weird feeling in the pit of your stomach, like, Thanks, right, right? And so that is my favorite one to kind of highlight and say, No, you want to say that a little stronger. Did they? Did they get it, or did they not? Because what you're expressing. Say whether you mean to or not, is that you actually doubt the person's capabilities right, or that you didn't expect them to perform that well? And when you know, I learned about this from our natural language processing team, I reflected on my own career and could remember specific times that I had received faith praise.

Trish 15:22

When you said it, I thought of it myself many times. You know, especially, I mean, I think if you've been in the workforce a number of years already, you've probably encountered those moments. So what a great example. Yeah,

Steve 15:33

Misha-ann, and you said something that, and maybe I'm just making this up. So apologies if this doesn't make any sense, but you talk about AI a second ago, and you were talking about, you know, using the AI not just as an efficiency play, or not as an efficiency play, because there's a lot of that out there, and we know this, right? I was reading, and I think you're, you're dialing in and Workhumans dialing into something maybe slightly ahead of the curve, or right on the curve. Because I was just reading something the other day about just from OpenAI, and they were talking about how people are using chatgpt, which is, I guess, still the most popular kind of consumer AI tool that's out there for people to interact with. And they were talking about how younger folks, Gen Z and millennials, are using that tool more and more like an advisor, almost like a therapist at times, and really interacting with the tool in ways that are not just about efficiency, not just about looking stuff up, not stuff like I use it as tell me about the labor force participation in the last 40 years, right? Very efficiency, right? They'll save me 10 minutes of googling that, right, perhaps, but it's interesting how folks are embracing technology in those ways, which might, if I'm stretching here, I don't know, make them more amenable as they enter the workplace or in the workplace now, to engaging with AI tools to improve the quality of their relationships inside the workplace.

Misha-ann Martin 16:58

Well, that's an interesting take. I didn't know you were going there with that.

Steve 17:01

I didn't, either I was, it's a long winded idea. I was trying to formulate.

Misha-ann Martin 17:06

You know, I don't know about that, because it's not intentional. It's just happenstance, right? And so we haven't looked at is that actually working, like as a people analytics person, I would want to know, does that actually help you, or does that actually hurt you? So, you know, when you were speaking it, it reminded me of a phrase I heard this week. Somebody said it to me. They said, We're trying to turn the human humans into robots and the robots into humans. When you say it like that, that makes no kind of sense, right? And, and, instead of like, well, let the robots be the robots, right, and help us with things that they are well equipped to help us with, and let the humans be the humans and the robots help it. You know what I mean? Yeah, sure. Instead of like, trying to make one thing more than the other, but the the other interesting thing that we find in our research is, I've been discussing a lot this week about how we're trying to retrofit differences into an environment that is not supportive, and so we're losing people's superpowers. I've talked about this from the perspective of neurodivergence, okay, a couple of times this week, and you made me think of that in the context of, you know, Gen Z and AI, because what we see in our research is that people and organizations are not getting the signals consistently that AI is okay, and they are afraid to admit that they're using AI. So here we have CEOs saying, oh, AI is the future. And employees saying, Is it okay for me to say I used AI to help me with this? Or if I say that, will it? Will it seem like I can't do my job? And so I think we need to do a better job with the change management of letting people know not only is it okay, it's encouraged. Recognition is really great here. When you publicly recognize and celebrate somebody for using AI in a in a way that you want to catch on in your organization, we also see in the research that it serves as a signal to the employee that you encourage growth and development, which has positive retention implications as well.

Trish 19:21

It's just such a good example. I love that people are going to have some things they can really take back to the organization and think about doing and asking the right questions kind of on along the lines of asking the right questions. Want to talk a little bit. Let's go back about a decade to the big data. Right? Everyone was talking about big data. We're all sitting on mounds of data instead of asking, maybe, what? What are we been doing wrong when it comes to data and analyzing data, because a lot of us aren't data analysts. Right? We're not trained in that way. We might have picked up some skills along the way. Hopefully, what are you seeing with work, humans, customers, or even process? Specs, how are they starting to use data, right? And if not, what is, what are some of the ways that we're human helps them use data and analytics to be very advantageous to the business?

Misha-ann Martin 20:11

Yeah, you know, it's so cool that you asked that question, because our clients are fantastic. And so I love any opportunity to talk about how fantastic our clients are, what I see is people getting more creative in the data sources that they're tapping into, and it includes the data source that we're providing through recognition. So I go back 10 years ago, and it was a lot about employee surveys, which were great, but now we're talking about social network analysis, and even, like Microsoft Viva data, right recognition data, and looking at all of these things together, we're talking a lot more about passive listening, in addition to, you know, active listening, which is a survey we're having our clients invest, you know, in people analytics and people that do know how to put these things together. The other emergence that I really like is the emergence of natural language processing, because before we were focused on numbers, right, like counting how many strongly agree it was a number. And one of the emergent trends that I like a lot is looking at language data to see what it tells us, because our interactions at work are so rich from a language perspective, I mean, to think about feedback, performance, 360s recognition, I also like that we're talking a lot about culture from an anthropological perspective. You know, back in the day, we used to do these culture surveys, again to the over reliance on surveys. And at the last Workhuman Live forum, we had a cultural anthropologist, yitzha, talk about how to look at these signals in organizations to get information about your culture. And I'm just so excited about where all of this is going. I think that we are making real strides in understanding the employee experience, which is the first step to improving the employee experience.

Trish 22:12

Thank you for that. I think we've seen a huge shift in the last decade. And Steve and I talked about this just sort of off, off the show yesterday, having been at the event 10 years ago, and a fun event, you know, but definitely this is one where we're really starting to see the analytics come together in a way. Like you said. I hadn't really thought about it in terms of before we were counting, and that certainly can be a valuable piece, but that's really all we were doing, and it was almost overwhelming to think about, what are we going to do with the data that we do have access to? And I can tell you, I was, I was a practitioner back then, and it I just didn't understand the vision. I will say we saw Eric Mosley speak yesterday, your CEO, and he even then really set the path forward for what the industry needed to see, not just what work human needed to see, but and what you were trying to achieve, but what he really thought the entire industry needed to do, of HR professionals, so that we can truly add value to the business. And I think that's now. Fast forward to today. That's what I'm seeing. Really different here is I feel like if I were still in human resources, I would have some data to back up my assertations that I'm taking to the fellow C suite members.

Misha-ann Martin 23:26

You know, I want to talk about, in line with what you're saying, an approach that I have used my entire career and that I came up with, and I'd love to see more people do it more I call it the Nirvana approach. So the business has a strategy, and the strategy is what the business is trying to do. There should be a complimentary HR strategy. Now this is where a lot of HR departments stop. The Nirvana approaches this. So for each element of the strategy, if we were to be completely successful in this environment? What would that look like? And from there, you come up with a list of success statements, and you break down each success statement into metrics, and you track those in order to see to what extent are we accomplishing this strategy, there are some things that you need to look at a lot in order to change the outcome. So like requisition aging, you look at that a lot in order to affect time to fill. So the next step is to break down your list of metrics by how often do we need to look at them? And I think that that that discipline will really allow HR to then go back to the business and go, we're tracking this to affect this people outcome that we've linked to your business outcome, and I think that will make us so, so, so much more.

Trish 24:51

I wish I had you back. I mean, in all seriousness, I think when you join the profession, like any job, right? You You're. Starting usually a very junior person. You're just learning from your boss. Maybe they don't have those skills or that insight to take it to the level you're doing. You're right. I've been that person that stopped at sort of having what I would love to happen, but then there was no follow through on how to measure those things. So that's a great example of what people can do.

Steve 25:20

And I think, I think one of the things I thought was super interesting that you talked about, Doctor, Dr. Martin, I'll call you that.

Misha-ann Martin 25:26

Dr, ma'am, if you fancy.

Steve 25:28

So I'm talking about surveys because surveys, to me are, I have a hate love relationship to them, but I feel like I take more stock in what people are doing and what they do in the course of their work, the feedback they're giving their peers, recognition moments they're giving their peers and colleagues, upwards or downwards, however it's coming, versus okay, it's the annual survey time. Do I feel seen and heard here in the organization, and figuring out, is it the, is it the Likert scale? Am I getting that right? It's a Likert scale. I don't like that's that Likert scale? I went to class one day. But like trying to think, do I strongly agree or do I just agree? And then after the 75th time of trying to figure out if I agree or strongly agree, I've checked out on it, and I just don't care anymore. And I'm sure, like as a people analytics person, there are ways in the profession you guys have figured out how to manage for some of that, maybe the long winded way is to say, should we still be doing those surveys in that fashion? Okay, are they still valid? They still, if they still giving the organization meaningful data that they can action?

Misha-ann Martin 26:29

Yes, but like everything else, it depends on how you do it, right? So, if you had, and I worked at a company that you know was big into manufacturing, right, if you had a big, expensive machine that you were using to produce a thing that you were selling. How often do you monitor that machine? You want to make sure that machine doesn't go down? Because every second that machine is down, you are burning money. Part of the issue is we think that the annual survey is enough. I like to say that how people feel affects what they do. What they do at work is their performance. And how they perform is how well your business performs as well. So people performing helps people thrive. And you think you just want to know how people feel once a year.

Steve 27:22

I want to I want to know how they feel throughout the year. And I think what happens the trap, as you suggest, is we ask them only once a year. We ask them in ways that are not maybe conducive to getting really honest answers, and then perhaps we don't do too much with those answers anyway.

Misha-ann Martin 27:36

That's right, and that's exactly the problem. So my friend, Dr. Kalifa Oliver, who presented today, she likes to say, and I love this, because every people love to talk about survey fatigue. Oh, we don't want to survey too often, survey fatigue. And she says they're not sick of your survey. They're sick of you because you keep asking, right? And you're not doing anything with it. And so what do you keep asking me for and so I am a fan of a continuous listening strategy and calendar, right where you communicate throughout one of the things I did when I was at JetBlue, this was years ago, and somebody recently posted about it on LinkedIn. I was like, Oh my God, you remember that. So number one, I branded our survey. Okay, so it had a an identity and a brand, and I marketed it, and I called it. I mean, I think it may have, I've had the name before me, but I refreshed a brand. It was called a Speak Up Survey. It's still called that today. I went into the, the different departments I'm talking about. I was under the airport, playing dominoes with the ground operations people because I wanted them to know I'm the person responsible for this survey. You know you may not trust the process, but I want you to get to know me so you can trust me. One of the things I learned I was saying things like the data will be aggregated. I was like, Do people even know what that means. I dummied up a report and started walking it around to the operation so people could see this is what your manager gets. Our response rates were the highest they had ever been because we took the time to do these things. The other thing I created a speak up sticker. One of the things that happened based on, you know, employee feedback. We got a shuttle. And I'm, I'm kind of JetBlue, famous in some circles for this, because one time I went off, I was like, Why isn't there a sticker on the bus? Right? Because if people see what their works accomplish, they will never complain about your survey. And so you've got to ask the right questions. You've got to market the tools so people understand like this is your opportunity to influence your experience, and then you actually have to act on it. And then don't forget to communicate and market the action that happened as a result of the Employee's voice.

Trish 29:55

I can really understand why you are such a great fit. Here, because what you're saying that you did at JetBlue, and your philosophy around feedback and really drawing everyone in being visible as a person, right? So they know that this is going to be meaningful, and they take their time to do it. I actually learned that from Eric Mosley, really 18 years ago when I was a practitioner and I was working in a children's hospital, and my I took him up on the idea of like. He said, You have to know not just who your supporters are in the organization, not just someone with the leadership title, but he said, Go find every person in housekeeping, in grounds, keeping in security, and make sure that you know who they are and what their voice will be for your organization. And really, due to his feedback, we really made some big strides in our organization, which had nothing to do with technology. So of that, I think that hearing your kind of philosophy and your approach that makes sense that you're here. So my I will say this, my last question is going to be around the feedback loop. So we've talked about feedback. Talked a little bit about how it's connecting to other metrics in the business, and how it drives things. It's not just sitting there, you know, I've given you this feedback, and that's it, right? Talk about the importance of closing that loop, and whether that's with me as the person you're giving the feedback to, or maybe with the larger organization. How do you think about the feedback loop?

Misha-ann Martin 31:20

You know, I've been thinking a lot lately about power structures and organizations and how this way we think about hierarchy not serving us. And when I think about that, I think about the fact that we often think about feedback as coming from the leader to the direct report. I'm thinking about agency. I'm thinking about my leader talking to me instead of us having two way dialog. And I think about recognition as a way for opening the door to something more healthy. So a couple of things that we have been researching and recommending. So I've been studying check in meetings a lot, and that is the check in meeting between the leader and the direct report, having things like having co created agendas, things like leaders taking the time to ever so often ask, How is this one on one meeting working for you? I think we can be intentional about disrupting that power structure that's no longer serving us and inviting employees to give leaders feedback so often, too, when people think about recognition, they don't think about a direct report recognizing the leader. I think that's a leadership development miss and another two way, feedback, dialog opportunity. So imagine if we said these are the leadership principles and the behaviors, and instead of just communicating that to the leaders, we're communicating that to the entire organization. And we're saying, This is what we expect of leaders here. And when you receive empathy from a leader, reinforce and recognize that and let them know how much that means to you. Oh, my gosh. How powerful is that two way dialog? What does that do for the relationship? What does that do to employees who now feel like, Oh, I'm empowered to give feedback too, instead of only ever receive it? So I have lots of thoughts about two way dialog.

Trish 33:19

Just a teeny, tiny, little question. Follow up. Then I hear this a lot from just workers of all levels, right? What if your leader you want to give them feedback, you feel comfortable maybe in giving them positive praise, right for what they're doing that's really serving you or the team or the organization. What about if there's some constructive feedback do you want to give to a leader? Any tips for people how to do that in a way that's sincere and not an attack?

Misha-ann Martin 33:47

I think there are a couple of things. The first thing is, the research tells us that we have to be careful of the ratios. This is a mistake that I made early in my career. You know, I was just coming out of grad school, I was leading a direct report like for my first job, because I guess they figured, oh, she studies leadership. She knows what she said. She did not know what she was doing. And my direct report said, I only ever hear from you when you have criticism for me. I know awful, so you have to be careful of the ratios. So even for a direct report to an employee to a leader, it helps if you are giving several sincere moments of recognition before you go in with the criticism, and that way the person feels like, Okay, I am more to you than my biggest mistake or my biggest weakness, and it changes the way that people receive it. So that's the first thing, watch your ratios. The second thing is the leader should invite it. So I think the not, I think the research tells us that the weekly one on one check in meeting is really important. And when you do that with frequency, and you do it well, it has positive outcomes. Maybe every fourth meeting or so solicit feedback. How well is this meeting working for you? How could I make this meeting better? And I think that is a small opening, but that small opening where you're inviting criticism actually paves the way for other constructive criticism, because you set the tone that it's actually okay, and that I encourage to a dialog.

Trish 35:24

I love the ratio idea. I used to employ something similar, but I like thinking about it in terms of ratio. But we would say you give, you know, three or four positive comments about what's going on, and then the last one might be and this one would be even better if, so that it didn't come across that? Yeah. So we always kind of phrased it as, like, it'd be even, even better if I got to meet with you more often, right? That, or it would be even better if she needed to lead a meeting, or what? Right?

Steve 35:56

I didn't have any great ideas like that. Sad to say, I was served the feedback sandwich concept, like a long time ago, and I know a lot of people probably have heard that one, and I think we've kind of debunked that one, huh?

Misha-ann Martin 36:07

It's a great point out, because you don't necessarily want to give all the ratio in one conversation, and that way you bury the constructive criticism.

Steve 36:17

There's a lot we could get into. We're probably out of time. We maybe should get you back on the show, and we have some more time, because I want to dig into some of these things. I had one thing I wanted to talk about which we're not going to be able to get to, which is kind of like leaders making decisions solely based on their sort of gut feeling without any data. And I'm really thinking a lot about a lot of the return to office stuff that's been going on in the workplaces for the last few years, but maybe that's a conversation. For another time.

Misha-ann Martin 36:43

Dr. Kalifa Oliver wrote a book which you can buy over there. And in that book, she says, you know, your gut has all these microbiomes that help you digest and perform all these wonderful functions for the body. You know what it's not equipped to do? Make decisions.

Steve 36:58

Yeah, it is so interesting, and we're making these huge decisions that affect people's lives in such a profound way.

Trish 37:06

That's a mic drop moment, right?

Steve 37:08

Where I just think I feel better. We do Never mind. That's another story. Dr. Misha-ann Martin, VP of People Research at Workhuman. Do you ever, like, get tired of people research? You ever think blast would be easier if I went into like, tortoise research or something?

Misha-ann Martin 37:21

Absolutely not!

Steve 37:22

okay.

Misha-ann Martin 37:22

I think a great work experience is the foundation of a life well lived. And so I am fanatically passionate about how people experience work in order to make people's lives better, and I'm all for doing that in an evidence based way that works. So I will never, not never get tired of people.

Steve 37:43

Awesome. So thank you. Thank you so much for joining us, really, in a busy week. We appreciate you taking the time to be with us today.

Misha-ann Martin 37:49

Thank you.

Steve 37:50

All right, great stuff. Thank you everybody. We had a nice, small, but mighty crowd here watching us here at Workhuman Live. This was our great day at Workhuman Live. Trish, we had a wonderful time here recording today.

Trish 37:59

We've had so many podcasts that we've recorded in front of an audience. We've had fun going to the sessions, hearing many of the keynotes. I even went to a breakout session yesterday with Jason Lauritsen.

Steve 38:11

Yeah, he's he's fantastic.

Trish 38:12

It's amazing. Anybody else see Jason yesterday, if not go follow him.

Steve 38:19

He did our podcast today too.

Trish 38:20

So he was amazing. Yeah, I take away some tools from him as well. This has been a really great learning experience. Really Workhuman has really evolved over the years.

Steve 38:29

It's such a unique event. We go to a lot of events. This is by far. It stands alone in how it's presented, the content, the connection people we get to meet here, it's unsurpassed. So thank you everyone for being here. Thank you. Dr. Martin. Trish, thank you. Thanks to our friends at Workhuman, this has been the HR Happy Hour Show. Catch all the shows from Workhuman, as well as all the other shows at HR Happy Hour.net. My name is Steve Boese, see you next time, and bye for now.

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