

HHH Workhuman Meisha-ann

Wed, Sep 16, 2026 12:26PM 42:21

SUMMARY KEYWORDS

Company culture, People research, Employee experience, Recognition programs, Organizational values, Data analytics, Leadership behaviors, Psychological safety, Intentionality, Burnout prevention, Workplace engagement, Behavioral reinforcement, Management visibility, Human connection, Performance metrics

SPEAKERS

Meisha-ann Martin, Steve, Trish



Trish 00:10

Nearly every HR leader knows the feeling. Teams are stretched thin, priorities keep shifting, and it's getting harder to see what's really going on beneath the surface. That's the subject of Workhuman's new documentary Spotlight: The Leadership Reset, an investigation into why managers are losing visibility into their teams and what it takes to see clearly again, featuring Harvard's professor Amy Edmondson, crisis leadership expert Dr. Sierra Madad, and bakery owner-term business leader Joanne Chang, the leadership reset premieres september 29. Register for free today at workhuman.com/spotlight. Workhuman is a proud supporter of the HR Happy Hour podcast. Thanks for joining us.



Steve 00:54

Welcome back to the HR Happy Hour show. My name is Steve Boese. I'm with Trish Steed. Trish, what is happening? How are you?



Trish 01:01

I'm fantastic. It is lovely outside in Colorado. We have, I think, zero humidity, if that's even possible. So, yeah. After this, I'm going to do some yoga and get out and take a walk. So, I know, I know. Be nice, fun, right?

S

Steve 01:15

That sounds fun. Yeah. But before yoga and before that walk, we're going to talk about culture, and it's important too. Every organization has a culture, but often the culture that exists in the day to day of people's lives and in their work is not the one that is sort of talked about or tacked up on the wall, or leaders even believe exists in the organization. Because sometimes, quite frankly, what leaders think is not really what's happening, you know, day to day throughout the organization, especially in really big organizations. To to dig into that some more to help us understand culture a little bit better, understand how to how to identify it, maybe even dare I say, quantify it a little bit. Maybe we'll see. We have Meisha-ann Martin with us. She is amazing, by the way. She's so cool. She's the VP of People Research at Workhuman, one of our favorite folks. We haven't seen her in a little while, and boy, it's great to see you. How are you?

M

Meisha-ann Martin 02:15

Thank you. I'm doing well. I'm not doing as well as Trish. I'm currently existing in the Devil's Armpit that is Austin, Texas, right now with stupid high humidity. Yes, so I'm wearing no sleeves. I'm just out here trying to survive. But apart from that, life is wonderful.

T

Trish 02:34

Well, Meisha-ann, you can come to Colorado and visit with me and stay with me anytime. We'll go. We'll go for a walk with the no humidity.

S

Steve 02:42

I feel like humidity gets a very bad rap. I have recently relocated to South Florida, and it's fine. It's fine.

T

Trish 02:50

You're fine. Okay.

S

Steve 02:51

Plants are thriving. Let's just say that. How about that?

T

Trish 02:54

That's true. Yes, right.

S

Steve 02:57

Meisha-ann, it is so great to see you. I mean, look, we have talked about culture as as folks who are interested in the world of work and workplaces, and hopefully making them better for everybody forever. I I can go back 10 or 15 years just in my archive and see countless articles I've written about it, but I think today we've we've we've gotten a little bit smarter, and we've certainly got some better tools, which I want to talk about a little bit, some as well. But maybe before we dive into that, I'd love for you to kind of share your thoughts around culture from the perspective of what's tacked up on the wall, or what we want to believe, or what we want to think about our organization versus hey, really understanding what's really happening, and how how to get into that a little bit?

M

Meisha-ann Martin 03:43

Yeah, so I think about culture as a company's operating system, right? It's how we do things around here, and like you said before, every company has a culture, but the question is, is it the culture that you want? Now, you know, we've gotten to the point where we've we're really good at defining culture, right? Almost every company has values. They put them up on a wall, right? They set an intention, so to speak, and that's not nothing. That's that's an important part of the journey. But you know, I I heard somebody say this quite a few years ago, and I never forgot this phrase. But it's kind of like we reached the middle of the mountain and thought it was the top. You know, like that definition of what we would like and what we expect should be the beginning and not the end. And so now we're in an era where we need to be evaluating, especially since we have these new tools that I'm sure we're going to talk about, but is what we intend what people are experiencing, and the the TLDR, the too long didn't read in the summary, is that you know when we do our research and and look at our data, we do find gaps between all the time what a company expects and what employees are experiencing, and so we need to get better and more intentional at managing that, at measuring that, and then also using that intelligence to optimize and refine so that people are experiencing the organization in the way we intend.

T

Trish 05:20

I love the way you explain that, Meisha-ann, because I think for many people, I'll just speak for places I've worked, it feels like it's a static thing, right? We've defined it, and that's it. So I think what you're describing is is being able to revisit it, right? And and it's changing, and and it's almost like a living organism itself, right? Because you're having, I always felt like we every time we hired a new leader or maybe lost a leader, right? It would really change the culture and how the people were experiencing the workplace. What are you seeing as some of those big disconnects, maybe between what leaders think we're working towards, and what the actual reality of experience is?

M

Meisha-ann Martin 06:05

The biggest disconnects I see is in what people actually reinforce, and we see this all the time at Workhuman, right? Because when people give recognition moments through our platform, they need to select a value that most closely aligns with the behavior or trait that they're recognizing, reinforcing, celebrating, and when we analyze that data, what we see is that people are unintentionally reinforcing things that are at odds with the outcome that they're going for. So, just to give you a couple of simple examples, you know, we'll see a value like, you know, execution, and really, what the company intends is for efficient execution. But what we reward disproportionately is firefighting or extreme efforts, and that is what gets recognized and reinforced, not efficiency. Or with things like, you know, innovation, thoughtful failure is part of that. But we only ever recognize the successes, and when you do that, you can make people afraid to try because what you're unintentionally communicating is that you know we don't like failures around here, even if they're thoughtful failures and and natural part of innovation. Like only the win counts. Or another example is however you get there is fine, right? Because we've got somebody who exhibits toxic behaviors but has high sales numbers. What do we celebrate? The person with the high sales numbers, and we don't take into account how they got there. So there are all these examples of this living out there, and we need to get you know more intentional about capturing that data and asking ourselves: Is what we say in line with what we're celebrating, rewarding, and reinforcing.

T

Trish 08:05

Yeah, I agree with that. I think you know, as you're talking, I'm just picturing different scenarios that I've worked through when I was in HR, and it's like a lot of those things that bubble up as problems or issues, issues of behavior. Right? When you mention maybe we're reinforcing the wrong thing with maybe someone's a really great salesperson, but they're really horrible at their teams and making it a toxic workplace. It's like this has been going on for decades, right? How how are the tools at Workhuman able to help that? I know you mentioned being able to sort of assign and align, right, with the different values or goals that you have. Are are you seeing that that that and and other things within the tool are helping people make those better connections, or is it still a company struggling a little bit with reinforcing the wrong behaviors?

M

Meisha-ann Martin 08:57

So yes, we are seeing that it helps. So we did some some really great research on this recently, and what we find is that even the action of having a recognition program that requires you to select a value, even that gets people to remember and understand the values. Right. So one of the things I challenge people to do is walk around, ask people if they can name off the top of your head what your company's values are. Because guess what? If they can't name them, they can't live them. Okay, and so just having something like that there that requires people to reflect helps people to remember the values, so we find that even having a recognition program, when people have a recognition program, they are more likely to know what the values are. When they are using the recognition program, the percentage of people who knows what the values are go up when they love that recognition. Most people are saying, "Oh, I know what the company's values are. So I think that's that's the first way it helps. The second way it helps is as companies get more sophisticated, right, and evolve with their recognition program, and it becomes part of their culture. It becomes this data set that you can then interrogate, right? So if you have so many people giving recognition, most people are receiving, you know, like four plus recognition moments a year. Then you can start to look at that that data and go, okay. So for this value, what kind of behaviors are we seeing? What are we not seeing? And we're we're able to analyze that and give the client back information that they can use to clarify what they mean, readjust the things that they're telling people to reward, celebrate, and reinforce. So it helps on every level. So this is a continuum. Just having a recognition program helps. A recognition program that you that is robust that people are using helps even more when people love it, and you're using the data as a feedback loop. That is where you get to the nirvana that is, you know, an intentional culture that's constantly being interrogated and improved and optimized.

S

Steve 11:23

Yeah, Meisha-ann, you sort of led already to where I wanted to go next, which was like as we're talking about this. There's kind of two, these two elements here, or at least the beginning is understanding the culture, understanding. Okay, here's what we say it is. Here's what's really happening. Those are really important steps. And now the next step, often in organizations, is how to adjust, how to course correct, how to maybe intentionally pivot a culture. And that could be because hey, we don't like things that are happening, or it could be we just need to move in a slightly different direction. For example, maybe our markets have become more competitive over time, and we really need to become, like you suggested, right, efficient and more innovative, and we need to be more entrepreneurial or whatever the case may be. That might not be because if any anybody did anything wrong, it's just we the market and our business require some different things. What are some of the ways that companies can actually proactively, after looking at some of this data, say let's we're trying to turn a little bit in our culture and try to try to build something a little different?

M

Meisha-ann Martin 12:38

So I know you've talked to Kiana, who's our chief experience officer, and can I just tell you, I am such a fan of Kiana from before she started working at Workhuman, by the way. Like I just I met her and I was like, I love you, and I don't want to let you go. I'm sorry, that's awkward, but so I love how Workhuman as a company under Kiana's leadership has approached this same particular question. So what we did was we kept our values the same because we said these are things that are enduring about who Workhuman is, but we changed and tweaked some of the behaviors under each value, right, and so that is how we adjusted to you know the world is different. We still are who we are, but here's how the the behaviors under each value are tweaked slightly for this new moment, and then furthermore, we did something that I consider so innovative. We started to look at our recognition moments and look for great examples of each of these values and the tweaked behaviors, and then we had panels. We had panels where we had leaders talk about these recognition moments that you know, or or just individuals, right? That they gave other people, and how it exemplified each of these values in this new way, so that people could have a really nuanced understanding of of what we're expecting and what we're celebrating. And each panel was very diverse in terms of you know the types of people on the panel, but also the different departments, so that you know anybody attending could see themselves in these stories. It was a really, really brilliant approach, and I'm excited to see our clients take this on as an approach as well.

T

Trish 14:38

I think that's a good example they can follow because when you're talking about it's not necessarily recreating everything right. It's I like that you said tweaking the behaviors right. So maybe the values haven't really changed, but the way that we're approaching it. I also really liked a few moments ago when you were talking about celebrating failures because I think sometimes in organizations. Especially at the leaders level, they don't really want to go back out to everyone and say, "Hey, this isn't working or that isn't working. Right? It looks like a failure on themselves. But I wonder, are you finding that the clients that you work with that are more transparent are seeing a I don't want to say a quicker turnaround, but like just a, I guess a more robust approach from from the company as a whole, as opposed to those that might be like, ooh, I don't really want to go back to my employees and managers and say, we really need to change things because it's bad. Like, how are how are clients able to sort of balance that out? Because if your if your culture is in trouble and you know it.

M

Meisha-ann Martin 15:42

Yeah.

T

Trish 15:43

It might be hard to say that.

M

Meisha-ann Martin 15:44

Yeah, so I'll answer this in a couple of ways. I think the first thing that we see consistently is that vulnerability matters, right? People really respond to vulnerability, and what we see consistently with a recognition practice is because it takes some vulnerability to say in detail. Here's the thing that you did that meant a lot to me, or the team, or to the business, and we consistently find that that's that connects people. And so that moment of human connection and relationship really helps people to continue that vulnerability and be comfortable saying things like "I was wrong, "I made a mistake, and so we also consistently see a relationship between recognition and psychological safety. Now that psychological safety is really important and is a cultural amplifier. So we find, for example, there's this one client study we did where we found that you know recognition improved psychological safety in a frontline population, and then that frontline population then became more active in creating a safety culture around them. So they became more comfortable saying, "Hey, this is going to be a safety issue later on. They started to become really active participants in giving safety awards and were receiving safety awards themselves. And as a result, the safety of that environment actually improved as measured, not only by you know what they were saying on a survey, but also actual safety incidents. So when I say that you know culture is the operating system, this is what I mean. I think sometimes people think about these ideas around connection and vulnerability and authenticity as you know singular things and nice to haves, but they don't really make the full connection between these are the things that contribute to the outcomes you actually want. I was reading a McKinsey article this week about trust being the best predictor of an individual's readiness to use AI to transform the way they work, right? So these are these are the things that we need to pay attention to and invest in for the outcomes that we're trying to drive.

T

Trish 18:12

Thank you.

S

Steve 18:14

Meisha-ann. I one other element here I think is so fascinating that we talk with our friends at Workhuman a little bit about, but I just want to hear your thoughts on it. As you know, as someone who looks at the data as a researcher, understanding patterns of not just volumes, really, but just more changes in in how people are interacting with each other, whether it is frequency, but also tone, or the types of things that they're recognizing for maybe intergroup or cross departmental kinds of things, there's so much that this data can really insights it can unlock for leaders that I think most probably are either unaware of, or even if they are aware, maybe only are scratching the surface. I'd love for you to talk about some of the ways maybe you help organizations really understand and gain some insights from the data in recognizing those patterns.

M

Meisha-ann Martin 19:16

I love this question. I've been in the people analytics space for more than 20 years, and you know I leaned heavily on employee engagement surveys because that's what I had. Now I maintain that those are very very important. How people feel affects what they do. What they do at work is their performance, and the performance of a group of people either helps a business thrive or sink. Right, so I still think employee engagement surveys are important. But to your point, we have so many more tools now. Not only the different technologies people are interacting with, like our recognition platform, but also new ways of analyzing data. So we've got natural language processing. We can think beyond how many recognition moments somebody had to what is actually happening within these moments and within the language, and we're seeing some really, really interesting things. So, for one, we're able to see you know the quality of recognition messages improve over time, and we're able to help a client really ramp up in terms of how robust is your program in terms of you know how people are recognizing each other. We can measure specificity, and what we see is the more specific the more specific messages you have, the more turnover goes down. Right. We're also able to see things like, you know, bias. When men and women are in the same role, are they getting recognized for different things? They are, and if you can see it and measure it and show it, then you can fix it, right? We're able to do things like quantify strain language in recognition message message messages and predict future unplanned sick days. So we're able to use that as an early warning signal for burnout, so that we can improve and reduce burnout in organizations. And then we're also able to do this really cool thing where the our Workhuman IQ team calls it values alignment. So if you say you know innovation and here's everything that you have to say about what innovation should be, our team puts that into a large language model and says let's compare what the model picks for each message, and what individuals pick for each message in terms of which value they pick, in order to show you where people are understanding what you're saying and where they're not understanding what you're saying. So you're saying this, but they're hearing that, and as a result, there's misalignment between what the model is picking and what individuals are picking, and here's why, and here's your opportunity to clarify what you mean. So we're doing all kinds of innovative things with language right now that I'm really, really, really excited about,

T

Trish 22:17

Meisha-ann. What excites me about hearing that is that before having tools like Workhuman Solutions, these were things that HR leaders, other business leaders, C-suite leaders, we had to sort of just imagine what was going on and visually go out and look and see behaviors, right? So we didn't have, and you're right about. I would agree with you know, employee engagement surveys are certainly a very important tool, and you can get some insights from that and act upon it. But I think what you're describing now is really empowering every employee, right? Because instead of feeling like I'm, I'm maybe a more junior employee, or you know, I haven't reached manager status yet, and I really don't feel like I have a way to contribute that has an impact on the bottom line, or on my colleagues, or on my boss. I think the tool now is showing. I actually do right. I can look at the values of the company. I can figure out, and hopefully, in conjunction with my leaders, how I fit. Why what I do matters to the big picture. So for me, just hearing like back in my HR days, that was always the big disconnect.

M

Meisha-ann Martin 23:35

Yeah.

T

Trish 23:36

Are you hearing that from your clients? Because I would imagine it would be like I don't know, just like rubbing the genie bottle, right? And there, and you're like, look what we have for you, right? It's like such a gift.

T

Trish 23:48

Do you get that reaction?

M

Meisha-ann Martin 23:50

Yes, it's revolutionary, and they almost can't believe it. And I and I empathize with with what you said because I was one of those practitioners, right? I was head of talent management. I rolled out new values. You know, part of our population were pest control people. I couldn't go out there and see if they were living these values. I had no idea. I was trying to, you know, get them off schedule every once in a while to come on a call and talk to me. Like it was a hot mess. I wish I had these tools, you know, when I was a practitioner, and so yes, we are hearing that from our clients. Like, it is incredibly rewarding work because you don't expect this data to be able to tell you this much, and yet it does. So yes, we we definitely are hearing that, and we keep, you know, pushing forward and and doing more innovative things. One of the most exciting things to me about this is something that you kind of touched on. You know, when we go out there in the world and we, you know, use our strengths to make an impact, we don't necessarily see ourselves the way that others see us, but if you're in an organization with a robust recognition program and people are recognizing you over time, you start to understand what your special magic is as seen by other people, and that is an incredibly empowering thing. You know, in the world of of I/O psychology, we talk about the importance of meaningful work and how that relates to your well-being and how you see yourself. Well, that's part of that meaning, you know. I remember recently, a colleague said to me, "You know, when you when you get on a call, you really just elevate the conversation, and I was like, I elevate the conversation, and after that, I kept, I kept using that as a litmus test for my performance in every interaction. Am I elevating the conversation? Am I using my special magic intentionally? And I think that that is groundbreaking for people. I'm so so excited about that. So that's something else that we're using language for is to infer skills at an individual level, a team level, an organizational level as well.

T

Trish 26:12

Thank you for sharing that story.

S

Steve 26:14

Yeah, we've touched upon some of that, Meisha-ann, in a couple of other conversations, and it's remarkable. It's worth like digging into again, perhaps Trish. Like when a you mentioned earlier, Meisha-ann, like well structured and you know recognition and and you know that talks about values that's linked to the the right company value is specific is in the moment talks about behaviors that were demonstrated, and then additionally, hopefully, talks about the impact that had, both on either the person, the team, the client, you know, whoever's involved, right? But you start breaking that down, right? Boy, you learn so much about what's really going on in the organization. It's, I don't know any other kind of data that the organization could collect where you can learn so much just from just a few sentences.

M

Meisha-ann Martin 27:07

And then you can link it to certain things. So one of the things I've been talking about a lot this year is applying that same logic to leadership behaviors, right? So we've heard so much about managers being tired. We've seen it in our own research. You know, so many managers are reporting feeling overwhelmed. You know, under resourced, stressed, burned out-all the things. You know, we talk about servant leadership. The servants are tired, y'all. They're real, real tired. Okay, and if they're tired, they're not serving as we intend, and we see that in our research. When managers feel overwhelmed, they're not having career conversations, and you can see the the trickle down effect that has on things like engagement, performance, retention. So imagine if you know leaders were recognized, and that included hey things like you know when you took the time to listen to me. Here's how here's what that meant to me personally. Right? We start to do things like you know do that at scale, and you think about something like AI transformation, where the research is now telling us that the manager's role in providing clarity and you know building trust is really the number one predictor of what people are going to do with it. Now you can start to link that to your AI success metrics, which are the what are the leadership behaviors that are predicting people's you know using AI to revolutionize their role, right? Whatever outcome metrics you're using, then you can link these specific behaviors, whether it's employee behaviors or leadership behaviors, to that particular thing. And then once you get that intelligence, you can you can strategically reinforce that more to drive the outcome that you're going for. Our clients are using this to improve, you know, safety metrics to improve customer satisfaction. But it does need that intentionality, that measurement, and then that feedback loop as well.



Trish 29:16

Yeah, I think what you're, what you've described, and what we've learned over the years with Workhuman is that it's about giving someone recognition that makes them feel a certain way.



Meisha-ann Martin 29:28

Yes.



Trish 29:29

If someone had come to you and said, "Oh, Meisha-ann, you were 22% efficient last month on your calls, and this time you're 24% I mean, yes, that's nice, but that's not really. But yet, that's how we treat employees. You know, you went from 70% utilized to 73% utilized. Way to go! Yeah, but like you said, when someone says, you know, you elevate a conversation, that makes you automatically more engaged, as you've said, and. Every conversation you're having, you're thinking I'm trying to elevate a conversation, not I'm trying to get more sales. Yeah, those are those are the results. That just happens if you're doing the right behavior. So, I love that example.



Meisha-ann Martin 30:12

Thank you, and I think it can be an and, right? If you're if you're saying, okay, you went from, you know, 22 to 24% what is the behavior that allowed that to happen? You can measure the result, but don't forget to celebrate the in between that actually made that happen, and that's how you get that behavior reinforced to get that outcome number even better, higher, lower, whatever the success is.



Trish 30:40

Right. Wonderful.

S

Steve 30:42

Yeah, it's such a compelling way because one of the questions I think people often have with probably programs like recognition, but even other HR or people type programs, right, is always that that age old question of how do I connect this to what the outcome I'm interested in, or what's the through line between you know I don't know enhanced career planning tools or something like that and some specific outcome that I have to drive towards in this quarter or this fiscal year, but Meisha-ann you've really sort of made the a compelling argument even before I even tried to answer ask the question about how do you try to draw that through line between understanding these moments, understanding the makeup of them, their impact, and outcomes like you mentioned, customer service or safety. Safety is a big one, right? The biggest one. That's both productivity. It's personal, obviously safety. It's it's medical claims, right, which everybody cares about too, and expenses. There's so many ways that this data can help you move the needle on real outcomes, which so many of our HR audience is really, you know, under pressure to deliver.

M

Meisha-ann Martin 31:57

Yeah. So I've talked about this on this show before, but I feel like you know we're so gung ho about analytics, particularly with AI, that we've forgotten about to our detriment discipline and measurement, right? And so when I think about linking two things together, I think people think about the analytics of that, and not necessarily the measurement of that. So I'll say what I mean. So I have been using and came up with my whole career what I've called the Nirvana approach, right? So even with AI transformation, what is what is what does success look like for that? And then work your way backwards. What would that look like? Sound like? What are the indicators of that? And that becomes your measurement. And when you do that first on both sides, that's when the linking becomes really robust because you've measured the right things, and then you can link them to see, okay, what's driving this thing that we're ultimately going for, right? But so often we skip that we skip that measurement step and jump to that analytic step, and that's I think where where people can kind of mess up.

S

Steve 33:16

Yeah, great stuff. This is so much fun. I think the last thing I want to ask Meisha-ann is it's sort of at the end of my notes here. Like it's not enough to talk to employees or ask employees or make sure everybody knows the values, right? It's more important for the organization to understand how those values are showing up. That's right, and I don't know any other way really to get at it. You know, more more than once a year too in the annual survey. Yeah. Then through through these these recognition moments, I guess that's my last sort of pitch up to you is is talking about hey, really digging in here and understanding how values turn into behaviors.

M**Meisha-ann Martin 34:01**

You know, I I would echo that sentiment. I don't think that there is a better way. You know, I think of recognition when you do it well as such a great multi-purpose tool. You know, you're intentionally reinforcing the behaviors that matter, and you might need to do some some root cause analysis to see, you know, what should be really be reinforcing for the outcome we're going for. Sure, there's the culture stuff, but for example, I just gave you, you know, a business outcome of customer satisfaction. Well, what are the behaviors that our customers most valued, which behaviors are most linked to their perception of this brand, and then you work your way backwards and intentionally reinforce those and link them to a value, right? And then you measure to see how well that's working and where you're missing. But in this process of doing this you're you're getting people to understand what your values are. You're making people feel more aligned to that. Our research says that when people are recognized through a recognition program that they love, 95% of them feel aligned with with the company's values. That is wickedly insane, right? And so it it drives engagement. It helps people feel like they belong to a community instead of just working with colleagues. It improves retention. It helps people feel like, oh, you speak, you see my special sauce, and it belongs here. All kinds of of goodies. So I wish people really understood the power of a robust recognition and positive reinforcement program above and beyond. Oh, it makes people feel good, even though that is also.

S**Steve 35:55**

That's a benefit.

T**Trish 35:57**

It is, and it's I think what you've described and what you know, the other shows we've done with Workhuman, it demonstrates that saying thank you to someone is is very nice, right? But it is so much more meaningful when you put some real thought into that and have the right words to say. And one of the things I think that I like the best about Workhuman is that if I'm stuck, if I don't know, maybe I'm not. Then maybe that's not natural for me to tell people. Maybe saying thank yous about all I can muster up. Workhuman gives me the language to to suggest how I can give more meaningful, more heartfelt feedback because a lot of people in the workplace now might have not received that in their own experience thus far, so it's hard to demonstrate and do what has not been given to you. So I do love that element too. I just want to make sure we we say that that's part of it because you're not in it alone. You're you're not just out there winging it with your recognition moments, right? You're you're feeling a certain kind of way, and then Workhuman solution helps you draw that out. I mean, do you feel that too when they're because everybody has employees like that, right?

M

Meisha-ann Martin 37:13

I definitely feel that, and it has a personal component to it, right? So this on the system side, we do have the recognition advisor that will prompt you, you know, to be specific, to give impact, and so it will kind of guide you through as you write the message, which is important because it prompts you, but it keeps it in your own words because it's not writing it for you, which preserves the authenticity, which we have found through our research, really amplifies the impact of a recognition moment. But also, there's a social feed component, and so you get to see models of messages that resonate people that you can then replicate these ideas in your own messaging. And then the other thing I love about Workhuman is, yes, we're out to market as a technology, but we really are technology and consulting, and so we really hold hands with our clients and help them through this. Our consultants do gratitude summits, is what we call them all the time, and so we will actually train people. But then there are some simple tips that I like to give people. When you say something nice about somebody, make sure you say them to somebody, like that same somebody. Because so often we say this nice thing about this person to somebody else. Do they know that that's how you feel about them? Send a recognition moment. Now, I first encountered Workhuman as a client several years ago before I ever started here, and I remember when I first encountered this idea and started using it in my personal life and started getting intentional about telling people what I appreciate about them. It revolutionized my relationships. It's just a great practice, period, not just at work.

S

Steve 39:09

Yeah, I think that's well said, Meisha-ann, and I think it's true for sure. And I think we could talk about that for a while. I would say this though. I want to wrap with this. You have elevated this conversation, Meisha-ann. Elevated our show this year. You, you were in top position for me for my guest rankings of 2026.

T

Trish 39:30

Oh.

S

Steve 39:30

I had Libretto up there pretty high. You've you've you've laughed at him. I'll I'll let him know. But okay, we Trish, I think I'm right on this, right?

T

Trish 39:41

I would agree. I love this. I didn't know we were ranking guests, but Meisha-ann, you're at the top now.

S

Steve 39:47

Once in a while.

M

Meisha-ann Martin 39:48

I love it, and with Tom, who I absolutely adore, by the way, he's my leader, so I feel pretty good about that.

S

Steve 39:55

Yeah, this this has been so much fun. We, as always, in. Folks, go to workhuman.com, where you can learn plenty more about some of the things we talked about today. Also, get access to a lot of the insights, research, reports, etc. that Meisha-ann and her teams are a big part of. Meisha-ann, any last thoughts from you before we let you go and enjoy the rest? Elevate the rest of your colleagues' day. I imagine you will.

M

Meisha-ann Martin 40:19

You know, I will close with what I've chosen as my word for 2026, which is intentionality. You know, as you're out there doing HR, building culture, driving for outcomes, you know, try to be intentional about it. What are we trying to accomplish? What does success look like? Get curious, right, and that will pave the way for implementation, measurement, as well as improvement.

S

Steve 40:47

Well said. Trish, fantastic stuff as always. This is-I know you-you really love this kind of conversation as well.

T

Trish 40:56

I do because I think that with the show, and especially with Meisha-ann as a guest, it's I learn every single time we talk to you, Meisha-ann. Truly, and I think that's what's good is it makes you realize that we can all have improvements and little takeaways. I mean, I'm doing it on post its, but I will. I mean, like I'm writing notes like crazy of things I'm going to do differently or think about differently just because of this conversation, and and that's what I hope for our guests every time, right? No matter what your role is, what level you are, it's being inspired to do something different, do something, right? So make that step.

M

Meisha-ann Martin 41:35

That is the highest form of compliment to me. So thank you.

S

Steve 41:38

Great, great stuff. Okay, we'll wrap here. Thank you again so much Meisha-ann Martin from Workhuman, the VP of People Research. Thanks to our friends there, Trish. Thank you, of course. Great to see you today. My name is Steve Boese. Go to the HRHappyHour.net site for all the show archives. Check us out on YouTube, everywhere else as well. You get your podcasts. Thank you so much for listening to the HR Happy Hour Media Network, and we'll see you next time.

M

Meisha-ann Martin 42:03

Thank you.