

HHH Workhuman Saima Rashid

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SPEAKERS

Steve, Saima Rashid, Trish



Trish 00:09

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, of course. Trish, good morning. How are you?



Trish 01:00

I'm fantastic. How are you?

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Steve 01:02

I am fantastic as well. I'm so excited for today's show. It's a subject we need to talk about more, and we haven't in a while, right? We're going to talk about employer branding, and perhaps in a different way than we usually hear it discussed, right? Organizations have always spent a lot of time and effort, and even money and resources, right? Right. Developing their brands and building campaigns, but there's more to it than that, right? It can't be just what a company puts out there in the world, right? There's there's the employer brand is not just what the company says it is, right?

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Trish 01:39

That's right, and I think that's where a lot of companies maybe miss the mark. They think that's it, and really, there's so much more when you really dig into what people are doing, what people are saying, both inside the organization and externally. So we brought in an expert to help us sort of unpack all of this, and excited to have have the show about this.

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Steve 01:58

Yes, let's welcome her. We have with us today Saima Rashid. She's the chief marketing officer at Workhuman. She is an accomplished marketing revenue ops tech leader. She's built her career around using data and insights to drive organizational success and change, and just make workplaces better. Saima, welcome to the show. How are you?

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Saima Rashid 02:22

Thank you so much, Steve and Trish. I am so excited to be here today.

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Steve 02:26

Yeah, it's great to have you. And and I was saying to Trish in the open, I feel like eight or 10 years ago, everybody was talking about employer branding, but it was really just in the context of oh, now employees have Twitter accounts, or now they have Facebook accounts, and and it was so narrowly drawn, right? Those conversations, I feel like, and and it was much more about campaigns and social sharing than it was really like digging into what makes an employer brand what it is and how to how to build it and strengthen it. So I maybe we'll start there, Saima. What do you think when we just throw out the word employer brand? Like, what's your working definition, if you will?

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Saima Rashid 03:11

Oh gosh, it's evolved. I would say 100% agree with you. Right, it's evolved over the years, and I would say at its core, employer brand is the external expression of the internal experience of a company, right? It is. It goes beyond the campaigns and what we say and what we put out there as what our, you know, our company is like. What it's like to work here, what somebody would get out of it, and it essentially brings that human and authentic layer into it. We can say whatever we want, and I say this as a marketer, right? Marketers put out campaigns all the time, but the proof at the end of the day is what will get you a loyal prospect. In the case of marketing, right, a loyal customer or a loyal employee, and at the end of the day, that's what we all want. We want this loyal workforce that believes in the mission and feels it and lives it on a day-to-day basis. And so, you can't have a gap between how you're externally expressing that and how your people are feeling. And because if it's inauthentic, it becomes pretty clear to everyone around. I actually am, you know, fairly new to Workhuman. I've been here for about 10 months now, and you can believe that when you know I was looking to make a shift into a new company, I absolutely go to the socials. I absolutely go to the website. I absolutely, you know, see what is being put out there, but there is this sort of discerning eye around okay, what what are some of those signals that might not be as overtly represented that showed me, for example, that this would be a great place for me and would be a great fit for me? You know, you go to any company's website and the careers page generally looks fairly similar, right? And recruitment campaigns can do a great job of introducing you to a company, but the images of the people-do they look like me? Do they tell that story of you know a welcoming, diverse workforce? Is there specificity in the stories that are coming out versus generic platitudes, that is again that proof that comes back to this is a company that lives what it says, and and I saw that firsthand at Workhuman, and I can only validate that I've felt it now that I've been here for 10 months.

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Trish 05:37

We'll see, and you're really doing what we're talking about, right? It's not just what Workhuman, for example, had on the website. Like you said, you can put whatever you want on those, and it's really about that feeling that you're getting. Do I fit? Do I belong? And one thing you said kind of early on sparked me to think about people really want to be loyal to the brands that they choose, whether that's your the employer's brand that you're you're joining, or whether it's a trusted brand you're going to use with your family, right? And we don't always think of employer brand like a consumer brand, but in in a way, they're very linked. I mean, these are the the people. It's probably even more important, right? The the people that you're allowing to be in your surroundings day in and day out, and influence the way you think, the way you learn, the way you behave. It's so important. And Steve, you mentioned you know for like eight or 10 years this has really been coming up. I can remember being in an event. I think it was 2012, if I'm not mistaken, and people were talking about if that was even going to be a thing, like this isn't really a thing, right? So it really has evolved. What are some of those you mentioned signals? I'd love for you to maybe whether that's from personal experience or maybe even with some of you know the Workhuman clients. What are some of those signals that are so important to, I guess, reinforce that might be beyond a a marketing campaign or a recruitment campaign.

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Saima Rashid 07:08

Yeah, I'll go back to something I said in the previous question, and you know, it is the proof part of it, and the strongest employee or sorry, employer brand is specific, and there's the evidence around that is very specific, right? We can say things like we have a collaborative culture. Sounds really good when you say it, but if you have the story that ties it back to a colleague that crossed a specific function to solve a customer problem or supported a teammate, that's when you start to bring those statements to life, and so I think having very specific stories of real work and real solutions goes a long way. Things that I looked at again, you know, if I go back to my personal story, is absolutely what you see on the website and what you see in your conversations with you know the the human experience team, but there's great social proof out there. You know when there is a employee employer led post on LinkedIn, for example, are people jumping in and commenting? Are people liking it? Are people responding in a way that seems authentic? And that word authentic is coming up again and again because I think your employees at the end of the day are the ones that are your true vocal advocates. And if you see that happening again and again, and you see them coming forward with stories about why the work they did mattered, or what specific things are being showcased by the employer in these forums, like these social areas, or on their website, it just becomes really clear. And recognition data-I know we're going to get to it-but recognition data is a great place to find those stories.

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Steve 09:02

Yeah, Saima thank you. Recognition data is one of the keys. I think it's one of the ways, and there's not many. I believe it's one of the ways to take these abstractions or the platitudes, right, or the the marketing speak, if you will, and sort of translate that into actual, real examples, real information that you know candidates can seize, or even even potential prospects of the company can see and and and seize on, and it turns it into something more tangible. Why is recognition unique in that way? Like compared to just say, "Oh, we have a caring culture. Oh, we value collaboration. Is the example you used? What does recognition data do in those recognition moments once they they surface? What does that do? That's

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Saima Rashid 09:52

Yeah.

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Steve 09:53

Kind of elevates the conversation.

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Saima Rashid 09:54

It's a great question, Steve. I would say you know maybe difference to other. HX systems that give you employee data recognition really gives you the human data, and and if you think about recognition data as a source, and Workhuman has a lot of experience with this. We we've you know over the past 25 years looked at over 100 million moments of recognition across over 180 countries, but at its core, recognition data is voluntary and it's crowd sourced, so it is not limited by sort of any bias, affinity bias, proximity bias. That you know, if you're only going and polling a couple of people on something, you might not get that full picture, right? The feedback is flowing freely, not just from managers to their teams, but peers to peers and across functions. So just that crowdsourced voluntary nature of it brings authentic stories to the forefront. I also think it's just contextual and information dense. So the messages that employees write, you know, as long as it's not like a good job, Bob, which does not give you a whole lot of information. Typically, what we see in the values lived through the recognition data are specific behaviors and real outcomes instead of those generic praises. It's also in the moment, in real time. A lot of data around your employees and the work that they're doing tends to be lagging, right? Or, or it's it's shows up later in in things like retention metrics and and ENPS. But this is real time data that's logged in the moment in the flow of work by the people who are doing the work and and want to recognize great behavior. So you start to pull out things like skills and values when you start to look at that data, and then finally, I'd say it's behavior based. So it is not just tracking what the people are doing, but who they help, and and who stepped up and how it made somebody feel. So it again brings specificity to what might have been very theoretical goals that the company stated, and so all of those points just allow us to have a window into how the work gets done. What is the social fabric of your organization? It moves us from what might be a system of record to a system of meaning, and really reinforcing your values, tracking them, and just giving you a window into that culture. Which for anybody who is looking to put their employer brand out there, I mean, what better place to go?

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Trish 12:33

I love the system of meaning. As soon as you said it, I wrote that down too. Ooh, that's good. I wrote that down, Saima. I think that what you're talking about is just how evolved we as workers have become. Because when I think back to maybe my first experiences with my first employer, or maybe even my second, there were recognition programs in place, right? Very loosely, but it was all about getting a thing, which is still super important. I still felt valued. It was nice to have my boss recognize me, right? But what we're talking about now is so far beyond that. And I think if you are someone that still is sort of operating in a model from 20 or 30 years ago, where yes, we're we're giving you a we used to do like Starbucks gift card all the time, like that was the thing, right? We're gonna buy \$100 worth of Starbucks gift cards and give them out \$5 at a time, which was again it was so nice at the time. But I'd love just to hear your thoughts on if I'm in a leadership position and I'm trying to elevate and maybe match up and align what my employees are saying that we're not capturing with some of these external-facing messages or information about our company or maybe that our customers have, like what would be something I should be thinking about or maybe even researching to start down that path, because you know, I just love them to sort of have an idea of what does that look like when you really start thinking about the strategic way of aligning external messages with what your employees are seeing and feeling and hearing.

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Saima Rashid 14:17

Yeah, I think it starts through well, a great way to do it is through the recognition data. Even if you just start with your own team, right? As a new marketing leader joining a company, I had a short ramp time, and I needed to understand what made my team tick, what values they were exhibiting, and also the absence of maybe where recognition wasn't happening, and it was a fantastic way. Every day when I came in and I was approving recognition messages from my team to each other, I got to read them. And then once you approve that message, it actually gives you a snapshot of the employee. And lets them know this person is actually an influencer. Here are some of the skills that are showing up in what somebody is doing. That that just allowed me to ramp so much more quickly in terms of understanding how my team worked, what certain people were really good at, and what was important to them. And so now, if we zoom out to that employer brand lens again. If you now start to understand through those trends and through those topics that are being exhibited in this living, breathing data set, all of a sudden you get to understand what matters and what people are celebrating. And if you compare that to maybe the values that are on the wall or on you know that central hub of you know the HX hub of what we value or on the careers page. It becomes really clear: Are we seeing those things mimicked in the actual words that people are using and what they're celebrating? And and so I as a leader you know can can do that but the tool itself allows you to do that right we're able to hone in on specific topics that we want to track as an organization and we can do that at the company level and we can do it at the department level so for example if I want to know is innovation. You know, it's one of our values. It's something that we're really proud of at Workhuman specifically, right? We we have a culture of just 25 years of innovate, bringing innovation to market. How is that showing up in in the actual messages, and is it or is it not? And sometimes, by the way, the absence of that can also be a signal that that we want to be able to to track. And so, looking for the those topics, looking for the behaviors that align to those values, is where I would start. And and the tool allows you to do that really easily. In fact, what we have is when you're when anyone in the company is crafting a recognition message, you first have to pick which company value it aligns to. So all of a sudden, the strategy that lives on the wall is now in practice, and we can see which ones of them are being recognized more often. What types of examples are showing up in that recognition that aligns to the very specific behavior and value that we as an employer have have put out there, and so go to the data, look at what it's showing you, and make bring bring your values into action and bring them front and center in those daily moments of gratitude.

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Trish 17:40

Thank you so much. Just as a quick follow up, I just also I feel like every time we have a conversation with someone from Workhuman, I think that I'd never thought of using recognition data that way. Talking about ramping up as a new leader, or maybe if you're maybe you've been with the company and you're just becoming a leader, snapshots of that person's work that you would not know maybe ever or maybe it would take months, right? What a fantastic way to use recognition data! Thank you for sharing that. I've just never.

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Saima Rashid 18:10

Of course and I'll take it one step further. You know, the first time I was doing a review, you know, six months into the role, again, I've got six months of context, but our employees actually are able to pull in specific recognition messages that they want to pull into that actual review, that reflection that we're having, that conversation that we're having as as a leader and and the team member. So just to provide that additional again, I keep going back to authentic proof, but this was you know three specific recognition moments that I received over the past year that I want to highlight and and just add to my review and reflection. So as a leader, I'm seeing this every day in the approvals and and the recognition that's flowing back and forth through my team, but the employees also have the ability to bring it front and center and document it as part of their actual biannual reflection.

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Trish 19:05

I love that because I can't tell you how many times over the years people have come into my office when I was working in HR and saying my boss doesn't understand what I do. My boss doesn't know, you know, I'm getting maybe reprimanded for something, and and that's not accurate. So, yeah, thank you so much. That's such a good way to use recognition data.

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Saima Rashid 19:25

Yeah, yeah. Let's let's get the whole picture about our team, not just what we see. Right? There's again this proximity bias, affinity bias that you know is just naturally occurring in how you work with someone every day. Let's get that whole picture of the employee, and let's see what those moments are that that show up that maybe you weren't weren't visible to you.

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Steve 19:48

Yes, Saima. I talked earlier. I mentioned earlier about sort of the the nascent days of employer branding, which involved a lot of hey, go share this piece of content or this announcement on behalf of the company, et cetera. Done that. Lots of people have done that, right? And that was kind of what we thought employer branding at least was earlier. But I think we found over time, you know, why many companies want their employees to advocate right for the employer, particularly ones who are dealing with hiring challenges or expansion, and they have very real right. If you look down the hall assignment to your your HR and recruiting colleagues, and and they're struggling to fill roles, they're going to be like, "Hey, help us out, right? But employees really need today, right? In 2026, in Ford, they it has to be more authentic, right? It really does. It can't. I don't think you can get away with, hey, employees, just share our thing, right? It seems so falls flat. It's a little shallow, and many employees just simply just won't want to do it. If you're if you're an employer, if you're a person who's kind of struggling there with, hey, I want more advocacy. I'd love to get our stories out there more, but I'm struggling. Is there, you know, some some advice or thoughts you might share on that?

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Saima Rashid 21:12

Yeah, I think it has to be earned, not orchestrated. At the end of the day, right, and and it becomes very evident what types of values are being brought to the forefront by the HR teams or the human experience teams, and when that message that's being amplified is familiar, is something that I value, is something that I've experienced, I'm much more likely to actually contribute to it, right? And and one way to do that is through the social sharing, but again, not by asking people to do. I think the more we amplify those fantastic, specific, authentic stories, the more people see themselves in it and wants to do the same. It is this absolute ripple effect, and it's actually quite powerful. If I could give you an example of a recent customer story that we published, Conga they actually recently launched, and we're so excited. There was a quote that the number of colleagues who voluntarily posted about the awards they receive or the merchandise they purchase through their Workhuman program has been amazing, and and it's happening unprompted, and it's happening through this, you know, self motivation, and that shows that it really means something to them, and they want to share that experience with their networks and with the world, and and again, that's the most authentic way to do it. So if we can maybe initially show certain examples and and show that and and orchestrate it maybe by encouragement, but then very quickly, if it's authentic, there's this ripple effect, and you have more and more people doing that, and and that's the best type of visibility because at the end of the day, the employees are the ones that really can tell your story absolutely the best way.

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Trish 23:04

Yeah i I think when you think about some of these things, it's always the positives we're hearing, and we're not ever say with in the absence of you know a solution like Workhuman, we're not able to see some of those disconnects, or identify where they are quick enough before we wind up either losing multiple people off a team, for example. What would you say the value is in having a tool to help you maybe identify those disconnects? You earlier you kind of talked about what the the lived values are versus the stated values on the wall, right? Sometimes in HR, by the time we know it's the person sitting across from us doing an exit interview. So, what kind of results are you seeing from your clients who are maybe identifying these things much earlier?

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Saima Rashid 23:59

Yeah, it's such an important question, and I hinted at this a little bit earlier when I said the absence of recognition is a signal in itself, right? Even when I again joined, I keep bringing it back to my personal story because I truly think again, you know, it illuminates the point when I took on this team, you know, marketing is a you know a broad function, and I needed to learn about the team fairly quickly. I was able to just jump in and see which teams are really great and really active at giving recognition, and which ones aren't. And oftentimes, it is pointing to a signal of maybe disengagement, or maybe an inability to maybe understand or tie what they're doing to the lived to the values that the company is sharing, and so I think lack of data and lack of signal is absolutely something we should be looking at, and the data proves this by the way. We do, we have a research arm at Workhuman, and we found that employees that had a positive recognition rewards experience were 19 times more likely to recommend their organization as a great place to work. We know recognition, and you know, and frequent recognition helps drive better retention, higher ENPS. You know, in different types of organizations, it can improve safety scores and records. And so, taking a look at where the recognition is happening, where it might not be happening, whether it's in with it's within a team, by the way, whether it's in different geographies, because there's cultural things to also you know consider, the data can point you to areas where there might be a need to focus, and so I would say you know we're not I would not want to say employees should you know abandon all the other things they're doing around you know ENPS and looking at those very important metrics like referrals, retention, employee advocacy, but to your point, Trish, those are lagging indicators often, and so having that lens onto what's happening every day, whether it's this month, whether it's this quarter, I think is just another way to to get an early pulse and an early read because if you can save that one employee who might be considering leaving by having an important conversation, or if you can even pull up maybe a recent recognition moment and ask them to tell you more about it, so you have that full picture, those conversations become so crucial in understanding what's really happening in their head and how you might be able to address it.

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Trish 26:41

Yeah, I think too. When you mentioned about being able to really kind of hone in on one team that you might not have other insights into, if they're not having those recognition moments, maybe they are overwhelmed. Maybe there's something else driving why that leader, right? Might be a mid-level manager that just doesn't know how to. They might know something is not working correctly, right? That people are starting to lead, but then it could also, as I'm just imagining, as you're talking, I'm thinking, well, then maybe it's not a negative; it's maybe just going in and talking to their boss or supervisor, right? And saying, what are we doing to help this person lead better or lead with, you know, a better way to connect our values with what the employees are feeling. So, yeah, I think it's it takes something that is almost always negative, and it really gives not just HR; it gives every leader that is looking at that data sort of an upper hand almost to make those behavior corrections instead of waiting for something bad to happen, like someone leaving. So, yeah, just another surprise of how it works, right?

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Saima Rashid 27:48

Yeah.

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Steve 27:49

I think one of the things we we have learned, and hopefully listeners who've been, especially ones who follow the show, have learned or are continuing to learn with this series we're doing with our friends at Workhuman is the incredible power and expansive capacity of of recognition programs and recognition data that we've learned about how can help unlock leadership potential in the organization. We've learned how it helps unlock skills, you know, inference and skills surfacing, and and you know, aligning people into into roles that might suit them better. We've learned how it can help inform culture and and help. We've learned today how it helps a new leader, you know, adapt and adjust to their new role in their organization. And of course, we're talking about how can influence the market externally as well, right? And sign of that stat about employees with a very positive rewards experience and recognition experience are 19 times more likely, right, to to be advocates for the organization is quite telling, right? It's just another another facet to the power of this data. It's I don't know any other kind of workforce data that has so much utility in capacity. It's it's remarkable what you can unlock, right? When you sort of commit to this.

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Saima Rashid 29:06

It absolutely is. And I think with AI now in the mix, and how how many minutes did it take in this podcast, for us to talk about AI, but I'm watching. Yeah, but AI now allows you to just glean so many more insights from what is unstructured data, right? Unstructured, voluntary, but very information dense data. Whether it is things like skills, or whether it is is your strategy landing all of a sudden, or or is it you know is somebody showing leadership signs that you know are becoming very clear through this continuous recognition using AI on top of a very rich data set yields so much more, and and so much of where AI fails is actually when the data inputs. Aren't great. Recognition is a great source of of really authentic data, and so it's almost supercharged what we're able to do and what we're able to glean. And you know, going back to some of the stats that I mentioned about, you know, obviously improved retention. At the end of the day, being able to tell those stories from the employees is just so much more trustworthy too. There was this research recently that Edelman Research did that showed that employees are two and a half times more likely to trust their coworkers than the CEO. I will say we have a wonderful CEO and who has a lot of trust from the employees, but it again comes back to how can we tell the stories that mean something and matter, and and reflect back what our employees are doing and valuing, and so that trust component of of that employer brand is amplified even more so when there's peer stories and and a well representative group of peer stories from across the globe, from across different teams that that are shown.

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Trish 31:10

Yeah, I I love that it's sort of it doesn't just have to be top down like we've thought it was for many years. You know, I think too, and just to talk about your CEO Eric Mosley. I mean, you know, I think Steve and I probably met him in 2010. I don't know, Steve, if you've long time ago, long time ago. And I just say we, you know, what we heard him say in 2010 of what his vision was for the workers, for the workplace, for leaders, for what tools should be available? I mean, it's been evolving over all of these years, and so I think the last thing I would just ask about is what Steve and I, as external people to the company, have seen is the consistency. We've seen that year over year over year, Eric has guided this company and all of the employees with authenticity himself, and so that there is this consistent cadence of innovation. I'd love to hear you. You've been there, you know, a little over what do you say, nine months or so. Yeah. What are you feeling in terms of being a leader in that company? Are you feeling that there is that sort of historic consistency that you can sort of build upon, or is that something that comes up?

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Saima Rashid 32:25

I love that question, and I can absolutely say yes. That consistency and that authenticity starts at the top. Truly, you know, in the way Eric makes decisions about what where to take the product and where to take the company, but also in the way that we use our own platform, we're customer zero at the end of the day, and so we should, we are, and we should be the ones that are testing out the latest features to make sure they're you know working in the way we wanted, but also just living and breathing that recognition culture. The second you walk into our office, you see this gratitude tree that that is a steady feed of all the messages that are being shown and and and given to each other. Our company meetings, you know, we use things like that topics that I mentioned where we want to see are those stated values that were stated by the way back in January at the beginning of the year are they manifesting in the way the work is being done, and we're able to show trends and the trajectory of that. So we are living and breathing the product. We live the values of recognition. There is a lot of peer-to-peer recognition happening in the company, and so for me, it's been very heartening to come in as a new leader and see that the stated values are actually in practice, both in the way the decisions are being made at the company, but in the way every employee is showing up. And and there's the big recognition moments, but some of my favorites are the little ones. Right, I was struggling in a meeting, and you stepped in to help. I had to take off because my child, you know, had an early release at daycare, and and you took over. It's it's so wonderful to just see how that manifests itself. And as customer zero, it's been fun as a marketer to be so close to the product that we're marketing, and to be able to live it on a daily basis. And again, even if I put my CMO hat on, it's the best type of product to market that you use, you feel, you see the value, you see the outcomes it drives. All of a sudden, it brings a whole different level of authenticity, not just to employer brands, like you know we spoke about, but to the messages that we're putting out in the market every single day.

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Trish 34:52

Thank you for sharing that. It's such a a company where I think you also are so good about not only recognizing each other, you recognize you recognize us, right? We feel it when we come to the offices. We feel it when we talk to employees there that we interact with that that might not have anything to do with what we're doing. But it's I sort of look at as like you know there are warm places and cold places, and I think that when you have a culture of recognition that's authentic I think you feel warmth and you want to be part of it. So, I would just say thank you for letting us be part of it. It certainly is is really nice feeling to to get to know you all and to have known the company for so long. It's just nice to be able to see a provider be so consistent over all those years.

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Saima Rashid 35:41

Thank you. That's so yeah.

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Steve 35:43

This has been so much fun, and again, like I'm just blown away every time we talk about we start digging into recognition on the incredible power it has, both inside and as we learned some today outside of the organization as well to help strengthen connection, build brand, cement cement kind of the culture and help people kind of to show up authentically and and want to tell those stories right and want to share and I think it's a great great opportunity for organizations to to look at that a little more carefully and as Saima mentioned at Minute 28 the AI tools now that you can layer on top of this data and make it even more powerful. So this has been a fun, fun conversation, Saima. Thank you so much for spending some time with us today. Really enjoyed the conversation.

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Saima Rashid 36:32

Thank you both.

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Steve 36:33

Great, good stuff. We'll put some links to some of the stuff we talked about in the show notes. Of course, of course, thanks to our friends at Workhuman, they've been so awesome to us, Trish. Good stuff. I love. I know you love talking to our friends at Workman, but especially just digging into these these these issues that would have improved your life as an HR leader. Gosh, you know.

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Trish 36:51

Well, and you know what? That's why I sort of pose the questions the way I do because I'm thinking I want people who listen to be able to whether you're an HR leader or whether you're a business owner or whether you're just a manager yourself at whatever level, right? That you have the ability to think of different things and ways to use data. So I feel like we've given some starting ideas, and if it were me sitting there back, you know, with my HR leader hat on, I would be thinking about things like that. We didn't even go in deep on this particular episode, but things like safety results or the start thinking about what recognition could do to help maybe any area where you're seeing some amount of of issues bubbling up. And my my guess is there is a direct tie in to the amount of recognition that's happening or not happening. Yeah, yeah. Well, some of the good stuff.

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Steve 37:42

All right, I think we'll wrap it there. Saima, thanks so much. Trish, thank you. Thanks to our friends at Workhuman. Go to hrhappyhour.net for all the show archives, YouTube, Spotify, everywhere. It's been our pleasure. Thanks for listening. My name's Steve Boese. We'll see you next time, and bye for now.