Feed Swap The Lift part 1

Thu, Nov 12, 2026 11:53AM 33:11

SUMMARY KEYWORDS

HR partnership, organizational design, workplace culture, strategic decisions, mergers acquisitions, human element, emotional weight, leadership roles, employee engagement, employee assistance, talent management, business outcomes, organizational change, system implementation, person connection

SPEAKERS

Trish, Ben Brooks, Steve

S **Steve** 00:09

Hi everyone, and welcome to a special edition podcast on the HR Happy Hour Network. As we head into Thanksgiving week, we're doing something a little different. We're sharing a two-part conversation from our friends at The Lift, hosted by Ben Brooks, Trish and I had the opportunity to join Ben for a really thoughtful discussion about the role of HR, the responsibilities that often go unseen, and what organizations might be missing when they don't fully recognize the value their HR teams bring to the business. In this first episode, we talk about the human side of HR, the challenges HR professionals carry, and why HR needs to be more than just the department leaders turn to when something needs to get done or to be fixed. It's a conversation we really enjoyed, and we're happy to share it with our HR Happy Hour audience. And before we get started, a quick word from our friends at Workhuman, a proud supporter of the HR Happy Hour Network, employees recognized for milestones are three times more likely to believe their company actually cares about them. Three times. So why are companies so bad at it? The stale bagels, the branded swag, the audacity. Workhuman believes milestones deserve their moment, the space for the people who know you best, your actual work circle, to reflect on your journey, your wins, your impact, the inside jokes, the big moments, all of it. It's called service milestones. AI finds the right people, automation handles the rest, and employees choose their own reward from millions of options curated just for them, milestone like you mean it with Workhuman, a proud supporter of the HR Happy Hour podcast. Find out more at workhuman.com.

B Ben Brooks 01:50

Here's a big problem in most organizations: executives treat HR like order takers, as if there's some menu. Go fire this person. Give so and so a raise. Motivate the staff, improve our managers, change the incentives. HR gets called in after the problem exists, rarely before. And underneath the fictional menu that executives are ordering from is a whole layer of work that nobody sees. HR is managing the bottom line while carrying the emotional weight of every employee. HR stands in the middle of it all, trying to do right by people, and it's also deeply committed to aligning people, systems, and culture to make sure the organization achieves its goals. Today, I'm talking to two of my friends that I've known for over 15 years. Trish Steed is the CEO and principal analyst at H3 HR Advisors. She's been a real-life HR person inside of a big four accounting firm, a PR agency, a children's hospital, an IT consultancy, and she's built and analyzed HR software for years.

T Trish 02:52

You know, if you bring HR in late, like on M and A, to where they're just kind of doing the paperwork, you're going to have so much regrettable turnover from the company that you're bringing in.

B Ben Brooks 03:02

And Steve Boese is our business partner, a co-founder of H3 HR Advisors. He's the program chair of the HR Technology Conference, which is the largest event of its kind on earth, and he's been watching this space as a technology consultant and HR practitioner his whole career. And frankly, the conversation with these two was so good that we're making it into a two-part series. Today, part one is about what your HR team absorbs that you never see the human weight of the job. We take you inside of a children's hospital. What happens when the sound of a helicopter lands on the roof with a critically ill child? Moments that never show up in an HR report, and fair warning: some of these stories might hit you harder than you expect.

S Steve 03:48

Probably a lot of executives who listen to this show who lose sleep at night, you know, worrying about these things. And I would say just that, yeah, the HR folks do too, and are often really, really directly connected to the people and the and the stories.

B Ben Brooks 04:08

Welcome to The Lift, the show about leadership, growth, and getting what we want. I'm your host, Ben Brooks. All right, Trish, Steve, welcome to The Lift.

T Trish 04:22

Thank you so much. It's exciting to be here. I'm I'm glad we're on the other side of the microphone, if you will.

B Ben Brooks 04:28

I've been on your podcast. I believe we decided it was 10 times over the years, and so it is nice to return the favor and get to show off you all to our listeners.

T Trish 04:39

Thank you so much for having us.

S Steve 04:41

Yeah, great to be here.

B Ben Brooks 04:42

Our recent episode was on self advocacy. You know, sort of understanding what you want or need, and speaking up or getting it or doing it for yourself. I was going to start with each of you telling us something you've done for yourself that you're really proud of or happy in the last year, because I think you all are are in a phase of your life where you're taking different paths and doing different things, and I would love for you to open up with that. So, Steve, do you want to start?

S Steve 05:06

Yes, I would say I have gone in the last year and a half ish, probably vegetarian and 98% vegan, and have been really happy about that. Feel great. Lost some weight. My late parents, R.I.P. to them, would probably feel good. I'm now eating all the broccoli I refused to eat for many years under their care and tutelage. So I guess that would be my answer.

B Ben Brooks 05:35

Making up for lost time. And and Trish, how about yourself?

T Trish 05:38

So mine is a little bit of an ongoing situation. For nine years. I had horrific arthritis in my knee, but as you know, Ben, we're all on the road. You know, a good portion of the year with work, and I always seem to put my kids first and work second. And I'm a distant third, fourth, or fifth. So this year, I made the move to get a brand new knee seven weeks ago, and still very much in recovery. So there's a long. I think my physical therapist said I have 45 weeks to go before I'm considered normal again. But it's been good. And what's most surprising, I think, about doing something truly for me is that in working with Steve, because I thought I'd be back to work like in a week, is what I told him. I'm like, I'll be back in a week after this. I wasn't. This is my first full week back normal hours, if you will, and it's been really nice to see that I can do something for myself, for my my health, and that my colleagues they all kind of circled the wagons and stepped up, and are still stepping up on my behalf. So, no, just like realizing it's okay to ask for help, it's okay to not be okay, and I shouldn't be learning this at 55. But yet here I am. So.

B Ben Brooks 06:54

Well, well, Trish, you've run HR inside of a big four accounting firm, a PR agency, a children's hospital, an IT consultancy, a lot of different things. What did you see that executives in every single one of those places get wrong about the HR function?

T Trish 07:09

That's such a good question, Ben. For me, I think over the two decades that I was in that leadership role in HR at different types of organizations, it was really quite similar. And that's that executives feel like HR is where you go, and it's like ordering off a menu. I want you to fire this employee of mine. I want you to hire a new person for me. I want you to, you know, fill in the blank. And those things are true, but I think if you're doing that, you're missing out on having a true partnership with your HR leader or leaders and their teams, because I think they have so much more to offer you in terms of viewing the culture of your workforce and actually propelling both your employees forward and helping you make better decisions, maybe in hiring or just how to make better business outcomes. So again, we've made a lot of strides since I've been in HR. I've been out of it since 2012, and I'm seeing progress. But man, stop using HR as just like a you know checklist or a menu that you can go and order something off of.

B Ben Brooks 08:18

And frankly, a incomplete menu relative to what HR could do. Steve, I'm curious, you've seen your you know conference chair role and consulting roles and implementing HCM or human capital management systems, hundreds of organizations. And I'm curious when you see an executive team that either leverages HR or just tolerates it. Walk me through what you see when it's like, oh, here's an organization that is like, we get it. This is a partner. We we know how to use it. Versus that it's like, yeah, we have to have this thing.

S Steve 08:50

It stems from a couple things. One would be understanding that some of these issues are leadership and structural and organizational design issues, and not HR issues. So sometimes an executive or an executive team might ask HR to help fix the culture or improve managerial capability, or we need to be more innovative. Whatever these challenges are, and not sort of understanding. It's similar to what Trish said, right? That there's not some menu of HR capability that you can just dial up and say, "Oh, culture improvement. Oh, managerial enhancement. More trust in our leaders." Right? Like we'll dial that up too. Right? I think that many of those really big important problems are really wrapped up in the tone that the executive team is setting, the organization strategy, the behaviors that have been allowed to sort of take hold in the organization, and what's rewarded and what's only tolerated and what's not tolerated, and and they're not just you know HR issues as well. And I guess the second part I saw this a lot, especially when we were consulting, which was the executive team would just make big, big strategic decisions, or organization design decisions, or big M and A decisions, especially M and A. Then bring in the HR team, right after the decisions are all taken, and then expect HR to just simply implement them flawlessly and quickly and effortlessly, etc. And I'm not saying HR can't do that. I worked in an organization which our growth strategy was M and A, right? And we were just simply acquiring smaller companies in the same space we were in. And I was in the HR systems teams in that place, and we did. We'd fold them in, but the people who came from those those organizations we folded in were invariably just unhappy, right? Okay, and we had lots of problems, HR and employee relations problems with those people, and a big part of it was HR wasn't part of that process to thoughtfully incorporate these acquired organizations in our organization. So M and A is another one I throw out there is pretty important too.

B Ben Brooks 11:02

And I have two quick follow-ups. You said some of the org design and the structural things, culture aren't HR's job. I bet there's people listening who aren't that familiar. They're like, "What the heck? What am I paying HR to do if that's not their thing?" Walk me through why you would say those are more owned or shared by the executive team versus just an HR thing.

S Steve 11:21

Yeah. Because I think ultimately the executive teams, and I'd love Trish to weigh in on this too, with her work with the C-suite. Right when she was in those meetings, they are setting the leaders in the organization. They're determining who's going to be in leadership. They're going to determine who's going to be rewarded, who gets moved up in the organization, where investments flow in the organization. What the kind of the overall style and approach to work is. In the last five years, we've had major, major debates in organizations about remote work, hybrid work, return to office. Right. That's a perfect example. Right. HR was only tangentially involved in those decisions, especially the ones in the last couple of years, which have been predominantly more presence in offices, right? Yep. And I'm not here to say that's wrong or right or good or bad. Every organization makes their own decisions, but if that decision is going to result in things like more regrettable turnover or lower engagement scores, or more absenteeism, or just general unhappiness in the rank and file, and then an executive team looks at an HR team, say try to fix this problem. There's a disconnect there, and so I think the problems don't stem from you know things that HR can easily solve, and often they don't own right, and so I think where the partnership needs to be is like those decisions, strategic decisions, organizational design decisions. Those decisions are best made in partnership with your HR leaders and your HR teams, and I think you have the best shot at a better overall outcome. And I'm sure Trish has been told to implement certain strategic decisions after the fact in her time as an HR leader.

B Ben Brooks 13:06

Well, I think Trish, you said order off the menu. I'm curious your thought on this because I worked on a legal services nonprofit board and I've gotten to know lawyers quite well. And there's a look-alike between HR and lawyers where lawyers are most useful early. When you bring in a lawyer late, it's 10 times the cost.

T Trish 13:22

Right.

B Ben Brooks 13:22

Unshitifying the situation. And so, Trish, what's your thought about? Because Steve's point is so well made. It's like when you're brought in, and is it just to go implement a thing without thinking about the second and third level order consequences, or without it being an integrated thing as a part of other company change or priorities or initiatives, what's your take on that?

T Trish 13:44

Well, of course, it's always good if you're brought in early and you're part of those decisions. My ears were perking up when Steve was talking about M and A. So, I happened to be the head of HR for it was at the time about a 2,500 person company who was doing seven to 10 acquisitions a year, and I think in the past, prior to my joining that company, HR probably was just told what to do. When I got there, and I did not have this experience either, but very little, in fact. But I think it depends on the leader. I guess would be my answer to the question. So, if your HR leader either has skills where they could be always part of the process early, or if they want to be part of the process early, it's the HR leader's job to go and sort of tell whoever you're reporting to, right? The CEO, CFO, whatever the relationship is. But if I were in the C-suite, I would want to go. If you don't know your head of HR's skills, you guys should be having a conversation like right now and finding out what they aspire to do as well. So it turned out it was something I was very good at. And to Steve's point of you know if you bring HR in late like on M and A to where they're just kind of doing the paperwork, you're going to have so much regrettable turnover from the company that you're bringing in. And we found that by just having me fly out with the C-suite when they actually closed the deal and went to meet that company, it became a much more human experience.

B Ben Brooks 15:13

Oh wow!

T Trish 15:13

Other than a business experience, because I was there to make sure my leaders were talking to everyone as a person, I was kind of the reminder, you know. So I do think HR can really add such value if you're in the C-suite other than the CHRO. If you just get to know each other and figure out what you want to do together. To your point, it's far less expensive to have regrettable turnover or systems issues. I know Steve's mentioned the systems as well. So.

B Ben Brooks 15:45

Or the resistance and the passive aggressiveness. All because I think it's a little like, hey, kids, you know, I've got a new girlfriend. We're going to be moving in together. They got kids too, and then the parents go off on vacation, leave the kids there, and it's a mess.

T Trish 15:57

It's always ugly. It's always ugly, even if for the best, you know, laid plans, I will not name names. But in a very large organization I worked for in public services, we were able to have the opportunity to take on another firm. And one day we saw that the partners and higher ups were writing on our windows with markers, and we were all aghast. It was like, oh my gosh, how? What are they? They're heathens. Why are they writing on the window? Now it erases. Yeah, dry erase on the. It's a cool party trick. Think of that. Like something so small that they all sort of grew up doing in their culture, which was completely normal. And all the rest of us were like, "Did you see them writing on the windows?" Partners were, "How dare they? What is happening?" So again, we had no conversations prior to them joining about, okay, how do you get work done? What does a normal work process look like for you? We never talked about it. So again, if you're coming in after the fact, you might be setting yourself up for failure. Really, it's much harder to address that after the fact.

B Ben Brooks 17:08

One of our customers was a CFO, now public company CEO, and he cited a lot of research that 75% of M and A over time is shareholder destructive, and it's really closer to 90. But the CFOs can paper about 15% of the deals to make them look okay, and Bain's research showed that the number one reason that they didn't work out was just port deal thesis. It wasn't a good sort of idea. But the number two was talent, leadership, and culture. Basically, can the people get along? Can we find a new way of working? All of those sort of things. And Trish, I know you worked at St. Louis Children's Hospital. What did your team and HR have to absorb in that kind of a context that maybe the executive team never saw or understood?

T Trish 17:56

Such a good question. Thank you for asking that. I want to give credit to my VP of HR and the CHR at the time, they had been doing healthcare HR for a very long time. So when I came into that director role, and I had two other fellow directors, the three of us were the only HR professionals actually in the hospital. The rest of HR was somewhere else, blocks and blocks away in another building. And as you can imagine, in any hospital, you know you're seeing a lot of things that you are not prepared to see. But especially when it's happening to children, it's gut wrenching sometimes when you are seeing these these children who are very very ill, and you're hearing it. It's you're trying to do your job, which is to do what's right you think for the employees, right? So a couple things I think leadership did really well. I have no complaints about, or wouldn't even change. Number one, they had a very solid mission on we are there to do what's right for children was the mission of the hospital, and that didn't mean their parents, it didn't mean whoever, but as HR, we were there to do what's right for the people who do what's right for children. So we had a big strategic compensation initiative that the HR team was so excited to finish and roll out and get leadership on board. And Nurses Week was coming up, and we were told we needed to deliver cupcakes to all of the nurses in the hospital, and so there was some pushback. We pushed back a little bit, like, but but we have this compensation strategy. It's so innovative, and and we were told very quickly, these are the people who are taking care of the patients. You are going to hand deliver cupcakes. We did, and it was one of the best experiences in my entire career, because it taught me the important lesson of just because I think something is important from an HR perspective or even a bottom line perspective, right from an accounting perspective, that was going to be a big deal. It was going to take away from us doing the mission of that organization. So. It's a balancing act, so I wouldn't say I maybe wish my leadership would have done different. They did understand that, but I know many people in healthcare where that's not the case. There's no direct tie into what you're doing and what that triggers with employees and patients, and what that end result is going to be on your bottom line.

B Ben Brooks 20:22

And Trish, as you hand over the cupcake, what happened that made it one of the best experiences? Bring us to that moment of handing out the cupcakes, and why was that so special?

T Trish 20:31

Because those nurses, like if you ever walk through a children's hospital and you're hearing these babies, these toddlers just crying in pain, you know that sound. It's not like our normal cry; it's almost unexplainable. Or every time that a helicopter would land, I actually had to change where my office was because the helicopter was landing, kind of.

B Ben Brooks 20:54

Like the medevac helicopter that would bring in.

T Trish 20:56

Yeah, if some child is in that helicopter, we were told we immediately stop all meetings. We immediately stop what we're doing, and you better start praying because that child is dire, right?

B Ben Brooks 21:06

Wow!

T Trish 21:07

When you have that as part of your everyday, and then you go to a nurse, for example, or other worker, and you're giving them a cupcake and you're saying thank you so much for what you're doing. It's really important. They would cry. They would want a hug. It was a very personal connection, a very emotional connection. It didn't matter that it wasn't $10,000 bonus or a better compensation approach. It was me as a person acknowledging you as a person. Hey, thank you for what you're doing to care for these kids, and yet these kids are just steps away from us in these rooms. Really ill, some of them, and many of them pass away. And it's not just nurses, right? In healthcare, it's every person that comes into contact with your patient. We had the biggest problem with our floor finishers and our housekeepers because they were in there all the time. They knew the children, they knew the families, and a child might not make it. And we were all worried about what the nurses were going through. Well, I had to make sure I knew what the housekeepers were going through, those floor finishers were going through, what the food and nutrition was going through, who delivered their trays every day. So, when you think about that in the broader context of, you know, if I'm a a CEO, a COO, and I'm thinking about HR, you have to have a balance. You should know your HR team, every single one of them, because who is there to offer that level of support for your employees? Doesn't matter if you're in a factory making widgets or if you're in healthcare caring for patients or some other type of organization.

B **Ben Brooks** 22:42

I'm very touched, moved, and inspired, and just I feel like I'm in the hospital with you in that story. And I remember I read a book from worst to first, and it was about Gordon Bethune turning around Continental Airlines in the late '90s. And I remember him. He's like, I always work Thanksgiving at the airport. I work the ticket counter, and I work in the break room, and I serve Thanksgiving. I have Thanksgiving where our employees have Thanksgiving while they're helping our customers get to Thanksgiving, and it was just this sense of we're in it together, but also understands the pressures they're under, etc. Steve, I'm curious, what do you take away from that, or what does that remind you of examples that you've heard?

S **Steve** 23:19

Yeah, it reminds me that even if it's another kind of organization whose maybe mission isn't quite so societally important, but still is an important like.

B **Ben Brooks** 23:29

Making tires or doing tax returns or something like that.

S **Steve** 23:33

Yeah, like telecom services, for example, was an industry I worked in. Is that the people in that organization each one shows up to work with their own baggage, their own stories, their own cares, concerns, and and challenges. And executives have a lot of pressure on them, right? They they do understand that they're often you know guiding the organization and stewarding the organization's resources in such a manner that everybody can have a livelihood, right? And everybody can thrive, and everybody can be taken care of. And I don't discount that. Having said that, though, those responsibilities quite often preclude those executives for having kind of those personal connections that Tricia's described, like with handing out the cupcakes to the nurses, and often in organizations, folks who are in the HR function have those personal connections, or or they're defaulted to those people. And I'll give a quick example: when we did benefits enrollment at an organization I was in, and we had to help people sort of navigate the new technologies, right, to do the benefits enrollment because it was brand new and people were scared about that and people would come into our our offices and this was very early on in this technology so it wasn't native to anybody right having to do this and it wasn't just about hey help me click the right buttons it's like hey I've got to. Child who's got special needs and's got you know certain care that we need to give this child, and so what selections should I make? Or and someone else you know their story was about their spouse who you know had a chronic disease, or it was on and on and on. And they people wanted to tell those stories to us. I don't know if they wanted to, but they did. And so you're listening to these stories. It's like, man, this is so important. We better not screw this up because this person's here in the organization, and it's not just their experience in the organization, right? It's tied up in their their not just their identity, but how they show up for their own families and the people they care about. And so I'd say that it's important to think about those things, and again, I'm not saying executives don't think about those things. I know they do, and there's probably a lot of executives who listen to this show who lose sleep at night, you know, worrying about these things. And I would say just that, yeah, the HR folks do too, and are often really, really directly connected to the people and the and the stories, and it's important to remember that, and important to keep for everyone in the organization to keep some of this in mind. That at the end of the day, we're all just people who are trying to do the best for ourselves and for for the people we care about.

T **Trish** 26:14

Can I just add a little follow up to that, Steve? Too, I think I've seen it kind of the extreme. So people either come to HR and sort of spill their guts, right? All the stories, all the things that they're dealing with, which can be very draining on your HR team. So that's one point. But on the flip side of that, I've seen that there are certainly leaders, like mid-level leaders, will say, in my career, where they were going through really horrific personal things and told no one.

B **Ben Brooks** 26:44

Oh wow!

T Trish 26:44

And so I think the other can hold true. And so I remember coming back from maternity leave, and the first thing I was asked to do was to terminate an employee, and it wasn't someone who was very likable. I'll just say that, like as a as a person, he was very unlikable. Okay, but his performance had always been very high. At the point when I went on maternity leave, I would have never thought this person would have an issue. And by the time I came back, there was an issue. And so, you know, I sat down with him just to have the conversation, and I said, "What's changed? Like something's going on, and it turns out he was going through a really bad divorce.

B Ben Brooks 27:23

Oh.

T Trish 27:24

But he didn't tell anyone. Now again, we're of a certain generation and age group, and and that wasn't you weren't bringing your whole self to work always, right? And so it was very disheartening for me to see someone who was struggling to that point who had no support at work, and we lost actually a really good employee over it. So yeah, I would say if you're an executive, if you're not hearing from HR or from some of your your direct reports or their reports, like if there's people that seem like a stone wall, maybe get to know that person too because they might not feel comfortable sharing what they're going through, but if you start to see productivity slide down, or maybe they're in sales and the sales taper off, something is usually going on that you might be able to just ask about and provide some support, or have HR provide some support and not lose a good employee who's productive normally. So.

B Ben Brooks 28:21

I think taking that bigger context, you know, the sort of iceberg there is you only see what's happening at work, and you know, there's there's privacy things, there's HIPAA. You know, I think a lot of executives are sort of like, I don't want to go there, or they feel uncomfortable what might happen. But I remember it was in the pandemic. There was a question I said, you know, if you want to ask people, you know, how are you? And we're like, I'm fine. I'm good. You know, we have this automatic social response. But how are you really? And putting the really in there, and then STFU, and just be quiet and listen. And people can disclose whatever they want. But you're right. There's there's a lot more resource, and often decency, and accommodation, and support. And in particular, if you've got pattern recognition that someone's good for a long time and then they're not, you know, if your car was really good for a long time or not, you take it into the shop, you wouldn't send it to the junkyard, right?

T Trish 29:10

Exactly. Yes.

B Ben Brooks 29:12

And so I think that that is the kind of to be curious. I mean, I I have a client right now, and she she's a senior executive, and her mom and dad are divorced, but they're both basically in hospice right now at the same time, and she had to put mom's dog down the same day. And like, there's a lot going on, right? And there's a lot of pressure at work. Their stocks down, all these things. And I said, well, if you leverage the employee assistance program, because she's trying to navigate all these, and she said, the what? I said, well, most organizations, even at my small company, we have a great employee assistance. And they're like, what is it? I said, you basically can call them with any problem or need you have. Can be family planning things. It can be trust, will, estate. You can have a kid that's got substance abuse. You can have those things yourself, mental health. You can be in financial straits, weighing over your head on debt, gambling. You name it. It's 100 percent confidential. They often have free services. They refer you to local providers. They have discounts. They vet all these things. They help you, to Steve's point, navigate your benefits. You may have a kid, and you don't want to disclose that your kid has a you know leukemia or something because they you might feel like oh I'm going to be viewed in our culture as you know distracted or something like that. And there's a lot of pressure. And I think this is the part of there's a lot more at the employee level, than I think employees realize. But I think it gets back to a question, Steve. I'd like to ask you to start: Is whose side is HR really on? All right, folks, we're leaving you on a cliffhanger today. Next week, we're going to pick right back up with Steve's answer, and you'll hear exactly how executives can get the most out of the HR function they're already paying for, but in the meantime, you can take action. First, stop ordering off this fictitious HR menu. Show HR respect by bringing them a problem or letting them know what you're trying to achieve rather than handing them a task, and bring them in early. Next, if you got a reliable performer on your team or in your organization, and their performance slips when they're usually very consistent, get curious first. Don't jump straight into progressive discipline or thinking you might need to fire them. Like we heard today, HR is privy to both heartwarming and heartbreaking stories. Chat with your HR team about what might be going on outside of work that's affecting how employees are showing up at work. And on that point, know what your employee assistance program does. It's one of the best kept secrets in employee benefits. It's a lifeline, and frankly, it's a it's a concierge for employees' personal problems. So make sure everyone knows it's there to support them. Join us next week for part two. Thanks for joining me this week on The Lift. For more info on what you heard in today's episode, visit our show notes. You can find out more about the show at theliftpod.com. If listening to the lift today was a good use of your time, please share it with a colleague, a friend. I don't know your ex, your mother, anyone. Don't let good advice die with you. And for those of you who like to earn a little bit of extra credit, leave a comment on Spotify. We'd love to hear from you, The Lift is produced and edited by the team at Edit Audio. This episode was produced by Victoria Marin and edited by Ali Sirwa. Our production manager is Kathleen Speckert. Our executive producer is Steph Colburn. A special thanks to some pilot crew members, including Derek Sampson, Allison Rinaldi, and Beth Gatsik, and of course one of our super fans, Jen Fox, and my mom Sue.