



Recorded Message: The Hennessy Report from Keystone Partners, a free-flowing conversation with leaders in the HR community talking about themselves, the industry, and their work. Brought to you in cooperation with NEHRA, the Northeast Human Resources Association.

Dave Hennessy: Welcome to the Hennessy Report. I'm your host, Dave Hennessy. Today's podcast is the second of three podcasts leading up to NEHRA's Diversity Inclusion Gala on March 22nd. I should say the sold-out D&I Gala. Our last podcast was with the diversity recruiting legend, Frank McCarthy and so it's fitting today's guest is the head of HR from the organization that won the 2017 Frank X. McCarthy Diversity Champion Award, and that's Lydia Greene. In our discussion, Lydia talks about how at Tufts Health Plan they built their workforce to reflect the communities they serve. I think you'll be interested to hear how Lydia describes what Tufts Health Plan is doing to make their organization more effective through the development and success of their business resource groups, often known as BRGs or ERGs.

Lydia also discusses a cultural transformation that Tufts Health Plan has made, which has enabled them to have a very large percentage of remote workers and this has been very successful for them. Just a note about our next guest, we have Ed Hurley-Wales, the head of Market Diversity for ADP, coming up in a couple weeks. Now, I bring you my discussion with Lydia Greene.

Well here we are at the headquarters of Tufts Health Plan, sitting with the SVP and Chief Human Resources Officer, Lydia Greene.

Lydia Greene: Well, good morning. It's great to have you here.

Dave: Thank you. Welcome to being on the podcast with us. We are starting this podcast off, and one of the reasons I reached out to you, is because NEHRA has its Diversity and Inclusion Gala every spring, actually it's quite early this spring. I think it's like the second day of spring. I think it's March 22nd. Their speaker is gonna be Anita Hill, and a lot of people are very excited about having her as a speaker, but you are somebody in your organization is known for what you've done in the area of diversity and inclusion, the successes you've had, so maybe it would be good for us to start talking about that. I know some of the proudest work you've done is around diversity and inclusion, so why don't we start there and just talk a little bit about your philosophy with D&I here at Tufts Health Plan, maybe your own personal philosophy, and then we can go on to the specific things that you've implemented and the successes that they've had.

Lydia: Sure. I feel really strongly that D&I has to be in the institution's fibers and daily work. At Tufts Health Plan, much like other companies, the first push for D&I comes with what's your employee workforce made up of? What percentage of your leaders are diverse? We spent a number of years working on that. It helps...

Dave: Information gathering first?

Lydia: No, jumping right into the recruitment. What can you do to recruit. Certainly information gathering, but it's not hard to count up the number of diverse leaders you have in the organization. Right?



Dave: Right.

Lydia: There weren't many. I think we were six or seven years ago, eight years ago, probably 4% diversity in our directors and above. It was a very low number, but it takes people like your CEO or other leaders to say, "Now, I want to see diverse candidates," and you can get quite a long ways with that. The more diversity you have, the more employee referrals you have. You can still, I believe, only get so far. You have to be an organization that someone, a woman, someone of color, wants to come and work for. What's compelling for them, other than maybe they've had someone or they've heard about it and the job sounds interesting. What I love most about working here is that a number of years ago our CEO said this is a business issue as well.

We know, for instance, when we went out and looked at our members we were underrepresented in the market, so there's a business opportunity. How do we go out and increase our membership and our profitability and growth by recruiting more people from diverse communities? It also ties beautifully with our mission to support the health and wellness in the diverse communities that we serve.

Dave: Sure.

When we started doing that, which meant looking at a variety of things, what's our percentage of diverse suppliers, what are we doing to grow our membership in diverse communities, what are we doing internally in the culture to really grow diversity through adding business resource groups, employee resource groups?

When we started to do that, that really started to change the image and the perception of Tufts Health Plan in the community, far more than we could do just through recruitment alone. That has really helped. I think now we're 17% diverse in our leadership ranks.

Wow. From 4% to 17%.

Lydia: To 17%, yeah.

Dave: That's like six or seven years.

Lydia: Yeah, really impressive. We're 32% diverse in our employee base. That's more diverse than Boston itself is or the Commonwealth overall. We're not stopping because that diversity of thought enables us to serve members so much better, to understand our employees much better to get the best out of everybody.

Dave: What kicked off the whole initiative around diversity and inclusion? We've got some of the philosophy and some of the things you've done early, but it sounds like your CEO and you ... how did that happen I guess?

Lydia: It almost always has to happen from the top. You can light some little fires around, you can grow some suggestions, but at the end of the day you have to have a CEO and a leadership team that are



interested and invested in this. I really have to credit our CEO. He's the one who said, "No, it's a business initiative, and it's the right thing to do for us as a business and as a provider of health in the communities that we serve. There are a lot of communities who have...there are health inequities out there in the community, what can we do to help support those and serve those? Not only is it good for our business, but then it's good for our employees because that's what our employees want to do and to work on. Our CEO was one of a few from the Boston area who is part of the CEOs for Diversity and Inclusion. They met in New York City, I think in early December or late November. Those are CEOs from across the company who are saying is an important...

Dave: Across the country?

Lydia: Across the country, yeah, important issue, we all have to be involved, and those CEOs who went locally now are back say to other CEOs, "What are you doing? Can you come to the table?" That same organization is now having a gathering in January for the heads of HR and the heads of Diversity. So, myself and our VP for Business Diversity are both going down. You have to keep it going. You have to keep the conversation alive. You have to keep taking a step forward. It's really turned into kind of a big deal.

Dave: Right. You have a lot of momentum.

Lydia: We have a lot of momentum and it's nice to be able to share what we've done with others.

Dave: That's great. Some of the things you've done, you mentioned them, BRGs or ERGs I think you called them...

Lydia: We call them BRGs.

Dave: BRGs, okay. A little bit about that difference first because I think a lot of organizations know them as ERGs and...

Lydia: Even before that, I mean they've been around 50 years or so and they were known as affinity groups, really because it was just a way to get employees together based on common affinities. Then they sort of got upgraded to ERGs. We call them business resource groups because we want them to be focused on getting together based on their common interests, but how are they giving back to or improving the business? Each business resource group, and we have five, we have an LGBTQ group, we have a veterans group, we have a disabilities group, we have a women's group, and we have a multiethnic group, already have close to 400 employees working in the groups.

Their mission is to do their work in sort of four areas, we call them the four Cs. Culture, company culture is an obvious one; community, what are they doing to help give back to the community, and there's some cool stuff happening in that I'll come back to; commerce, what are you doing to improve our business; then careers, what are you doing both to accelerate and develop the careers of your own members and to bring new talent into the organization. Culture, community, commerce, and careers.



Dave: Very business focused, no wonder the BRG.

Lydia: Yeah, yeah. What's really fun about Tufts Health Plan, and you can see it in these, is we're just an organization that says yes a lot. If somebody has a great idea we try to say yes and how can we make that happen. The community focus has been around volunteerism. So. We're partners with the Dimock Community Health Center is a great example. It's a great community health center. We have an individual who serves on their board. We provide health insurance for their employees and we have business resource groups and other volunteers who go over and do a lot of work at the Dimock. Great relationship and does a lot for the community. The head of our corporate citizenship and foundation recently said that in 2018 she's gonna give each BRG \$5,000 of foundation money and ask those individuals to identify or review grant requests in the area of their interest. They'll be trained in philanthropic giving for...

Dave: Yeah, a little course.

Lydia: 101, a little course.

Dave: Yeah, right.

Lydia: Then they'll review grant requests and be able to use that money to give back to community.

Dave: Interesting.

Lydia: Yeah.

Dave: What are some of the early wins you've had in your BRG groups? Are there any stories that have bubbled out to you of any of the groups that you're like, "Wow this is really having an impact on our organization"? You've already shared a couple, but are there any things that ...

Lydia: The one that stands out in my mind is our disabilities business resource group hosted two lunch and learns. Our lunch and learns can be attended by employees here in the building, of course, and then we livestream them for other people in the building and folks who work at home. The first one that they did we had three employees talk about their own disabilities. We have a fellow who's completely blind. We have a woman who talked about her mental health issues. Then a third woman who is confined to a wheelchair. Having those people talk very openly about their disabilities led to a couple of our employees standing up and talking about their own disabilities, often the ones that are hidden, that are harder to discuss. It just touches your heart when you realize that you've got a group that's opening up this discussion in the workforce and educating others and creating a safe environment where people stand up and will talk about these things. The next panel they had was for employees who are caregivers.

Dave: The people that attend these panels could be outside the BRGs.

Lydia: Yeah, absolutely.



Dave: You're saying that, right?

Lydia: Yes.

Dave: Okay.

Lydia: Yeah, and that's partly how they're giving back to the company, so members of their own BRG, but a lot of other employees attend as well.

Dave: Yeah, so that really had an emotional impact on the organization it sounds like, the people that attended and heard those stories from not only the panelists, but from others in the audience that stood up and shared.

Lydia: I'm on the Perkins School for the Blind, we have a business partnership, and until you sort of...

Dave: I was a volunteer there. I used to in Watertown, so I was a volunteer there way back 20 years ago.

Lydia: Alright, maybe I'll get you back involved in it, Dave. Until you sort of dive in and get used to, we've got now we've just hired a second visually impaired person, until you get comfortable with can I take your arm, how can I help you get your lunch served here, being up close and personal, having these folks talk on a panel, makes you much more comfortable around it. The Perkins School did a great event, and I'm hoping to bring it to one of our cultural events, we serve food. The Perkins School did a thing where you were blindfolded and went to a food tasting. It's very humbling to sit there and not know where the food is on your plate, and are you gonna knock over your glass, and trying to pick something up, and now you've got food on your fingers, sort of that all-in experience I think will benefit all of us here at Tufts Health Plan and make us more understanding with each other and clearly with our members, many of whom are fragile and struggling with health issues at the time. It helps with understanding a lot.

Dave: That's great. That's great work.

Lydia: We also do an employee engagement survey every two years, and we ask has your sexual orientation, your ethnicity, your gender, or anything else, ever been a factor in anything that's happened to you here at Tufts Health Plan, and 88% of our employees feel strongly that that's never been an issue for them here at Tufts Health Plan.

Dave: Right.

Lydia: You can't always be sure, but you wanna have things in place, compliance hotlines, a good HR team...

Dave: Is that typical in engagement surveys? I'm sorry, I'm not as familiar with the common practice.



Lydia: We added that question because it's always been important to us that everyone here feels safe, feels that they aren't treated any differently because of who they are, so that's been a question we've been tracking now for about eight years and continue to have really strong results in.

Dave: That's great. You mentioned before that at senior levels in the organization you've become more diverse, especially the last half dozen years. Can you talk a little bit about the impact of that increase in diversity for the organization?

Lydia: Yeah, it's been terrific. I would say close to 50% of our board members ... if you start really at the top, 50% of our board members are either female and/or diverse. Our leadership team now is close to 50% female. When I say leadership team I'm talking about the direct reports to the CEO, the Senior Vice Presidents.

Dave: Mm-hmm, which is very uncommon in organizations.

Lydia: Which is uncommon. You know what's the most important thing about that is they ask questions. As you start to change the culture then you have people who are starting to say how does my team look and do I have enough diversity in the organizations that I oversee? And, what's the pipeline, and are folks seeing diverse candidates? Or, why don't we have more women in this part of the organization? Typically really our problem. It started with the board saying what are you doing about diversity and leadership, and creating that pressure, and then our seniors leaders now are creating pressure. Our senior leaders are the executive sponsors of our business resource groups. They're getting really a firsthand education in the value of diversity and now asking questions, "Well, do I have veterans in my organization? How many women do I have? Where are the members of our LGBTQ BRG coming from? Are they represented from all over the organization?"

Dave: All departments, right.

Lydia: "All departments? Are they younger employees, older employees?" I think that's the value of having diversity at that level is people ask questions. They wanna know how they're doing.

Dave: Right, the ripple effects.

Lydia: Absolutely.

Dave: Especially when the diversity is at the most senior levels.

Lydia: Absolutely.

Dave: Are there any misconceptions about diversity and inclusion in general or here that you...

Lydia: For me, I think, the misconception is a lot of companies state it as a value. We have it as a value in the organization. For a lot of people, it's a check the box. What's important to me and what we have here at Tufts Health Plan is we live the value. You have to start making some hard decisions. Supplier



diversity is one. We're changing a big supplier out right now. You have to make a conscious effort to go look for people. It's great to say, "Yeah, I would love to make more diverse hires," but unless you really go look and make an effort and bring in more candidates and educate your leaders, you're not really doing it. You're just saying, "Sure, I'd love to have some more diverse people." You have to do the hard work that goes along with it. You have to do the hard work with business resource groups. They're gonna push the envelope.

Our LGBTQ group is looking at bathrooms and how do we create more gender neutral or what do we do around that. These are not always easy conversations to have. Our multicultural group is going to have a lunch and learn and conversation in February, in Black History Month, just about race in the workplace. That can make you go [sound of concern] a little bit and say, "Well what's gonna come up and what's that gonna start," so it takes being a little bit brave and a little bit willing to go with employees as they push the envelope. That's how you get real change.

Dave: Right, and it also reinforces the value, right, because...

Lydia: Absolutely.

Dave: They say, if it's espoused and it doesn't seem like there's follow through on those things then the value dissipates, right.

Lydia: Yeah, right, as people and as employees we sniff that out in a minute.

Dave: Right. They know if it's real. That's great. You mentioned something that came up in one of your BRG groups about remote workers. That is also a hot topic in the HR circles. Could you tell us a little bit about what you do to help support the remote workforce and what your, I hate to say the word, policy, but just the approach, what's your approach with remote workers?

Lydia: We had a push. We had about 500 employees in a location in Medford in our public plans division and we really wanted to move them over here to Watertown, just to have one place for the majority of our staff. We didn't have room for 500 people, and we also needed to retain those people. We didn't wanna lose them, so we embraced a remote work policy, and so we really had a...

Dave: Just to fit everybody in, right?

Lydia: Just to fit everybody in. We had to do it because if we hadn't had a thing like that we would be crawling along with largely our managers resisting. For some of our managers, even just workplace flexibility means working 8 to 4:30 instead of 8:30 to 5. There was not a lot of support for this, but the fact that we really had a business need to do this accomplished a couple of things. We had almost complete retention of our Medford workforce that came over here because they could either come here or they could start working remotely from home two or more days really. We have sort of two groups, sort of full-time remote...

Dave: This is necessity is the mother of invention, so this is ...



Lydia: Exactly, thank God for that.

Dave: You're not gonna take as much credit on the inspiration as you did in diversity and inclusion.

Lydia: Thank God for that. Today, we have 740 people who work remotely and when I say work remotely that means they've officially given up an assigned workspace, an office or cube in the building. It's extraordinary.

Dave: How many employees total?

Lydia: Out of about 2600 employees.

Dave: This is almost a quarter of your employees.

Lydia: Yeah.

Dave: Is a quarter.

Lydia: A little more. About 30%, 32% of our employees. I would never have anticipated that, but once managers got comfortable with it they saw how their ability to retain workers improved, they saw how their ability to recruit workers improved, and they saw the productivity and happiness of their workforce improve. It's really become, I think, a competitive advantage for us, the fact that so many employees are out and working happy. When I go back to, I talked about our employee engagement survey, our remote workers are just as engaged as our employees who are on site. They're just as productive. There's really no difference. We try really hard to keep them engaged-

Dave: The survey results are very similar.

Lydia: Survey results very similar.

Dave: How do you get them in, so they get the community piece? How do you link that?

Lydia: Every team varies. Some folks come in once a month for a team meeting or for trainings. Some folks are in one or two days a week. That's not counting the employees who have some flexibility and just maybe work a day a week from home. Boston's got very low unemployment, so not only is that a recruitment issue, it's a commute issue.

Dave: Right, the traffic's getting worse and worse. Absolutely.

Lydia: We also started doing things like we have three town hall meetings a year where the leadership team sits in front of all our employees. We livestream those now. You know what's interesting is not only do our remote workers log in to watch, or they can send in their questions via email, so they're very involved, it's actually engaged a lot more employees in the building, so maybe they don't come



downstairs for the live town hall, but they sit that their desks. Just by really implementing the tools that support a remote workforce we've got a lot more of our employees engaged in...

Dave: Up the technology to support them.

Lydia: Yeah. There has been no downside.

Dave: Talking about downsides, I know there are managers that grew up let's say in our age demographic that might be resistant to the remote workforce. How did you help those people get over that? That's not easy often times to help those managers.

Lydia: We have them, we have them. Here's sort of my HR philosophy, as it's grown over time, is to really let people hang themselves. Right now, I don't have a burning need to get any more employees out of the building. I don't have a space issue right now, 30% is a best practice. We're right about there for remote workforce, and they're happy. What will eventually convince these managers is they will not be able to recruit people and they will lose staff to other organizations internally or externally that will give them the flexibility they want. I prefer to let people learn themselves. I talked earlier about the idea of flexibility being 8 to 4:30. We had a manager in a very competitive organization, hard to get talent, I think lost about four or five good candidates not even over remote work, it was just over a flexibility issue, commute, that sort of thing. That manager now is looking at people working remotely.

Dave: That manager's converted.

Lydia: That's completely converted. It usually happens over time. They stick their toe in the water and find out it actually works and so it's been extraordinarily successful here, but we needed that huge push, otherwise we would've been limping along for years trying to get managers to do it.

Dave: Maybe get into some of the HR topics now. What do you do around talent succession?

Lydia: Probably the hardest topic that we deal with. We started a number of years ago introducing the concept of 9-box. We were a little behind the world on that. Like most companies probably when you introduce it you're familiar with the 9-box, your best talent is up in the upper right-hand box, ready for promotion, highest in performance and potential, and maybe the first round every employee was in that box. We now have a pretty strong practice around talent planning, 9-boxing. Succession though we talk about it every year, we meet with managers, I think what we're gonna do next is turn up the heat a little bit more because it involves making some hard decisions, right? You've got to sometimes move people out if they're blockers or if you really need to reassess the skills you need in leadership or technical positions. What we're doing here at this company is doing more meetings with the CEO, so that you've gotta talk about your talent plan and then come back six months later, and what are the actions you identified in your last meeting and have you made any progress on those.

I'm more about have you taking a step forward, have you identified some pipeline individuals, are you moving a little bit more aggressively on some development plans for individuals, and that just takes a



constant pressure, constant discussion because these are probably the hardest things to do in organizations.

Dave: It really is. That is a big part of your role, of course, too. What are some of the biggest changes you've seen in HR over the last 10 years, just in the function?

Lydia: I think the biggest change overall has been partnership with the business. Having HR leaders and staff reaching out to engage, create trusting relationships with leaders, it's really all about relationships. If you reach out what can I do to help you bring in some data to a leader, opening their eyes a little bit to the leadership challenges or the HR challenges? Really all you wanna do is you want your workforce to be able to focus on their jobs and get their work done. What are the ways that people are getting distracted from doing that work? Is it personal issues at home? Is it in-house issues? Is it the wrong goals being set? Is it technology? Is it just understanding where the leader's going and what you want people to do? By reaching out to leaders and bringing them data on their workforce, I think analytics, informatics are helping an awful lot being able to look at what do your compensation programs look like? Are you paying people equitably?

Could you maybe be paying a little bit more? That's not something you expect from your HR person to come in and say, "You know, I think you need to be boosting pay a little bit for this group of employees."

Dave: Right. If we wanna retain them we gotta be competitive.

Lydia: Yeah.

Dave: Right. That's great, so pushing them forward. What are the things you're looking for going forward, as you start to think about the function and the function here at Tufts Health Plan, as you look 5 or 10 years to the future or maybe just even the next few years, what do you see, the changes coming that HR will bring to your organization?

Lydia: I think it will all be talent, talent, talent all the time and the more you can do to understand your talent, what drives them, what motivates them, what do you need, how can you get more communication, honest and open communication between leaders and staff, I love the idea of more and more pulse surveys, just getting a quick "What's going on, how do we address this...at the moment."

Dave: Not waiting for six-month engagement surveys or year, right.

Lydia: Right. Right. Then what's your plan. I think that's really the future and what tools can HR bring and what relationship and professional development can we bring to you to help you do that in a way that's not scary or in a way that's not threatening, to help leaders succeed.

Dave: Yeah, more real-time information. Technology certainly plays a role.

We have come to the moment where we have the NEHRA question of the podcast. We do this in cooperation...



Lydia: Every podcast, yup.

Dave: That's right, in cooperation with NEHRA. The question is what advice would you give to somebody that's in the HR function and wants to advance to the higher levels? Maybe to get to the place where you are someday.

Lydia: HR is an apprenticeship really in its truest form. I remember speaking a couple of years ago to some ready-to-graduate folks who majored in Human Resources. The job market was a little tough at the time and a number of them were saying, "Boy, should I just stay in school and get my Master's or should I get out and work". My answer is always get out and work. Once you're out there and working what can you do to advance, and what I would say is, number one, be curious. Try to figure something out. How does that work, why is that policy there, why do those employees act that way, and then take an action. If you see something you don't understand go ask somebody about it, educate yourself. If an employee comes in with a question, because a lot of us started at the front desk of an HR department, don't just try to hand them off to somebody else or say, "I don't know," go find out the answer to that question.

If you see something that you think needs to be fixed put together a little draft proposal and go talk to someone and say, "You know, I've been thinking about this issue. I came up with some ideas. I have no idea if I'm all wet or not, but can you give me some feedback?" I think that feedback piece is probably the most important. If you make yourself open and if you give people a little bit of rope to give you some feedback you'll do extraordinarily well. It's when you're not evidencing any extra initiative or ambition...

Dave: Curiosity.

Lydia: Curiosity, you know?

Dave: Yeah.

Lydia: How could we improve our new hire orientation? What's it like when someone comes in to interview for a job? Why don't our managers know where to look for information on how to get a performance review done? Always being curious and coming up with some ideas.

Dave: As you give that advice it also, I think, it could help somebody realize if they're in the right organization or not because if they keep on coming up with some interesting ideas and approaches and nobody's willing to listen...

Lydia: Go somewhere else.

Dave: Go somewhere else. Find another HR leader to work for.



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Lydia: In the interim, ask for feedback about why and said, "You know, I brought you this idea and I think it was a little half baked, but can you give me some insight," and if people start to give you real feedback, great, but if they're just sort of brushing you off like, "Yeah, yeah, yeah, good idea..."

Dave: Find another place, right?

Lydia: Go somewhere else, yeah.

Dave: Yeah. Similar question, if you could write a letter of advice to your 30-year-old self, career leadership advice, what would you write to your 30-year-old self?

Lydia: I would say don't be afraid to take charge, to take that next step, and to say yes that anybody asks you to do. I thought for my whole career I never wanted to be more than a number two. I loved being in the background, I didn't want the anxiety about being the manager of a department or the head of a function. It was fun to know everything about it, feed the boss something, but not have to deal with...

Dave: One level down, one level safer you were thinking?

Lydia: Absolutely. All the fun and none of the stress and anxiety. I think overtime what I've learned is you can get so much more done when you're in charge of something. I came here to Tufts Health Plan as Director of Comp and Benefits, and there was stuff I was seeing on the other side of the house like I wanted to fix it. I wanted to make it better, so seek out those organizations where...

Dave: You can have more influence.

Lydia: You can have more influence.

Dave: Yeah.

Lydia: It gets to be more fun, so don't be afraid of taking on extra assignments, extra work, just say yes.

Dave: I've heard that in this podcast the last few times from some other great HR leaders around Boston. When you look back on what you've accomplished in your career, what do you hope to be remembered most for?

Lydia: I would love to have people say in that organization where Lydia worked in Human Resources, I also oversee Facilities and Communications and I think all three of those organizations are critical to the employee experience...

Dave: That's a big trend now. HR is...

Lydia: Yes, yup, so...

Dave: Running those.



Lydia: I want employees to say, "I wanted to go to work there. I really feel like I was adding value to the organization. I felt respected, I felt heard. I felt like I could contribute to an organization." To me, then I've done everything I wanted to do.

Dave: If the employees in your organizations have that feeling then you consider that to be the thing you wanna be most proud of?

Lydia: Yes, because once they're acting that way and behaving that way on the job, where they're giving 110% and feeling great about it, and seeing that the impact, in this case on our members and what we do in community, then I feel great. Then I've done my job.

Dave: I heard a speaker recently talk about engagement and performance, or kind of talking about that right now, and he said a lot of people have this idea that engagement happens and then performance, like it's sequential, but he said it's not like that. It's really they happen simultaneously. I thought it was interesting because I hadn't really thought of it that way before. I'd just like to get your comments on that if you have any.

Lydia: It's kinda messy. You wish you could make these things orderly, if I take this step I'll get this outcome, but you'll take this step and maybe some people are already performing well and some people aren't performing well. Then you check their engagement and some groups are more engaged, some are less, some can be productive and non-engaged. It's not an exact science.

Dave: Yeah.

Lydia: I think of it as just super messy and complicated, and about people and relationships.

Dave: Right, as complicated as people are.

Lydia: Exactly.

Dave: And, how we interact with each other, right.

Lydia: Exactly, which goes into the be curious and dig into why isn't a group engaged. Go in and ask questions, talk to people. I told you earlier in our discussion that I started this partly because it's like what are people talking about. The people on the floor they know what is going on in an organization. One of the things that I'm still able to do, fortunately, because my organization isn't huge, the ones I oversee, is I have breakfast with everybody who works in the groups I oversee, at least one a year. Just because I want to hear what's happening down at that level. One of the bad things about being at the level I'm at now is a lot of people don't talk to you anymore. By sitting here...

Dave: You have to go make it happen.



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Lydia: I have to go make it happen. That's so important because you get a little sense of the pulse, know what's happening, what are people concerned about, what are they anxious about, what's happening out in the world that's impacting how people feel about our business.

Dave: Yeah, interesting. Well, let's switch to some silly questions. I usually throw a couple silly ones in at the end.

Lydia: Okay.

Dave: What gives you energy?

Lydia: It sounds kinda funny, but the busier I am, the more people I'm interacting with, that gives me energy.

Dave: If you could meet or go to dinner with any living person who would it be and why?

Lydia: Hands down it would have to be Barack Obama. I mean that reveals my political leanings. For me, it's because I would want someone inspirational to talk to, someone who makes me feel like I want to continue to do good things in this world. How do you give back? How do you improve the lives of others?

Dave: If you're stranded on an island what three things would you bring with you?

Lydia: A boat, a backup boat, and another backup boat. I don't wanna be stranded on an island. I am an extrovert. I'll go crazy.

Dave: Don't want that. Well, Lydia, it's been great having you on the podcast. Thank you so much for being a guest.

Lydia: It's a pleasure. Thank you so much for coming in and doing this. I am loving listening to these. Every time one comes out it's the first thing I listen to.

Dave: I'm glad you're enjoying them. We hope lots of others will too.

Lydia: Thank you.

Dave: Thanks.

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