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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 Dave Hennessy. We just celebrated our one-year anniversary of the podcast and want to thank all of the podcast guests and NEHRA for producing this in cooperation with us and all of you listeners that are helping us make this podcast series successful.

In fact, speaking of NEHRA, our next two guests are on the board of NEHRA and we recorded those podcasts for a live audience at the NEHRA conference last month. They are the new chair of the board of NEHRA and she's also the VP of HR at MIT, Lorraine Goffe. Also, we have our other live podcast we're releasing next is the CHRO of Alnylam Pharmaceuticals, Karen Anderson. So, look for those soon.

Now, for this episode. We have Meg Newman who's the CHRO of the newly combined company of Keurig and Dr Pepper called Keurig Dr Pepper with over 25,000 employees. Meg believes HR is the culture builder in the organization and you'll hear that and other interesting "Megisms." Early in the podcast, Meg goes into detail about how she's bringing these two cultures together and using interesting tools like Workplace as an internal social media tool to help build the culture and it's fascinating. Now, I bring you my conversation with Meg Newman.

Meg, welcome to the podcast.

Meg Newman: Thanks, I'm excited to be here.

Dave: Great to have you. A lot of exciting things going on at Keurig Dr Pepper. I think you joined before the merger happened with Dr Pepper...

Meg: Yeah, correct.

Dave: ... and now you're bringing this 25,000-person organization all together.

Meg: Yes, we are. Very excited about that.

Dave: We want to talk about that. Before we do, let's find out a little bit about you so our listeners get a sense of your background. What's your early start in your career and some things that helped get you in this direction of HR leadership?

Meg: Sure, it's always interesting to look back and think about how you wound up in a broader leadership role, but I really started out finishing my college degree in psychology. I'm thinking that I would take a path down organizational design, you know, psychology.

Dave: Not unusual for HR leaders. There's a lot of psychology start-offs in this field.



Meg: Yes. Or, I thought I would maybe go into a different field. Anyway, I did an internship out of college and the person I was working for for the summer said, "Hey, if you really like this work, you'd really like 'personnel'." Started doing some research on it and took a job in manufacturing in an HR generalist role, so very smaller company. I always say to people it's a great opportunity in manufacturing to cut your teeth 'cause you get all things thrown at you from an HR perspective.

I did that for a number of...

Dave: Did you have a labor union as well?

Meg: We didn't have union, but if you worked in those manufacturing environments, it feels very much like that at times. Good group of people, good company. About five years in, went back to school for my master's degree and then was recruited out of there for a role with Sears. When I say that I got recruited and they told me they wanted me to go to this little store in Wauwatosa, Wisconsin. I thought, "What store..."

Dave: Is that where you're from? You grew up in ...

Meg: I grew up in Chicago.

Dave: Okay, yeah.

Meg:... but lived in Wisconsin for the later part of from the time I was 16 'til about 30. I got recruited for this little store and you pulled up and I thought, "What retail store is there?" I pulled up and it actually looked like a shed. I went in and it was the whole working operation. So, it was the product repair at the time. It's now called home services where the employees there are the ones who come out and fix your washing machine or your refrigerator or things of that nature.

It was a nice move from manufacturing into this world and I spent almost nine years at Sears and most of it in the field. Then, took any assignment that they threw my way. Through a variety of experiences, if you will, I wound up back at corporate. The rest is history, but the start was really in manufacturing and along the way having a really good couple of mentors who looked out for me to say, "Hey, you really should think about this."

Dave: Yeah. Is there anything coming back to you about what you learned from one or both of those several mentors that sticks out in your mind, some concept or...

Meg: Yeah, I think if you worked with me long enough and those who know me, they call them "Megisms." I think I've taken those...

Dave: That's a thing that's known around here, Megisms?

Meg: Well, I wouldn't say that, but I think that I tell the stories a lot. Listen, there are a lot of things that people say and they don't even realize how important they are at the time because they feel so small,



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but for me, it was people who said, "Hey, don't be afraid to take any opportunity even if it feels like it's outside of your area of responsibility or your comfort zone or things of that nature." I think part of why I've been successful is anything that people have thrown at me or I've seen things, I'm not afraid to speak up or I'll jump in and take those on.

Some things really scared me. Some things I was like, "There's no way I'm going to be able to do this."

Dave: But you still did it.

Meg: But we still did it.

Dave: Yeah.

Meg: I think part of what I find has made me get to this part of my journey and have some success is that I really do rely on the people around me and bring in people. I'm not afraid to say, "Hey, I don't know," and, "Can you help?" and things of that nature.

Little things like that stick out for me, things people have taught me along the way on: how you treat people, how you approach the work, things of that nature.

Dave: Right. That's great. Well, maybe we should shift and talk a little bit about this organization and how it's come together.

Meg: Love talking about this organization.

Dave: Yeah, where you are. There's so many brands now. I was looking up and you've got all the Dr Pepper brands and Schweppes is under there, Canada Dry, and, of course, the Keurig line and Green Mountain Coffee and all the licensing that you guys do. Talk a little bit about this new organization and the excitement that you all have for...the possibilities.

Meg: Yeah, well so one of the things that happens to me all the time, it just happened to me this weekend, is people will say ... I say, "Oh, that's a Keurig Dr Pepper brand," and they'll say, "I need to go on your website and find out all the brands you have 'cause I didn't realize that." And, that happened to me when we first were talking about this merger was I didn't realize all those brands existed.

I think that makes it really exciting. We have a ton of brands from our legacy Keurig team, our legacy DPS team. Together a very powerhouse, Keurig Dr Pepper team. I think the way to think about this organization now that we get really excited about is we really came together by watching the consumer. If you think about your, we call them needs states, throughout the day, the one thing is that's common is everybody has a beverage that they love. Right? And so, for us...

Dave: Sometimes starting with the warm one in the morning.

Meg: Right.



Dave: Yeah.

Meg: For us, it's really about a beverage for every need, for every consumer, everywhere they are. It's very simple when you think about it that way. Then, you think about the merger and you get really excited. The more you think about it, the more you think about, "Wow, we have the opportunity to really impact people on a daily basis."

Dave: That brings opportunities and challenges as far as bringing people together. We all know that mergers are difficult and a great opportunity. I know from doing a little research and talking to people, that you've done some great things to bring these organizations together. Can you talk about some of them, the things you're doing? Example, one thing is called Workplace.

Meg: Yeah.

Dave: I think that's very fascinating. If you could talk a little bit about that tool and other things that you're doing to make people feel part of this merger, not like it's happening to them. I've heard that you've been able to do that. People feel like they're part of it.

Meg: Yeah.

Dave: Things like that. Would you like to ...

Meg: It's great when you hear that because that's really your ultimate goal is to say, "Hey, the merger gets announced but it's really the impact on people." I think, and I've said this for many years, that HR is the culture builder in the organization. Done well and you really think about how are people affected by this and how are you going to treat people throughout this process?

I've done a lot of acquisitions, a lot of divestitures in my career. The one thing that's always very front and center for me is the communication. What are we saying? Are we living up to promises? How are people feeling? Are we incorporating feedback, et cetera?

Early on, one of the things we did is we did a culture survey. We had done one at legacy Keurig when I had first started and then we did one for legacy DPS, looked at that and said, "Hey, where are we similar and where are we different?" Then, we understood what was important to people as we went through this.

We had a huge communication effort around town halls, what we were communicating to people and when. The truth of the matter is, you can only make people feel so comfortable and then once they know where they wound up in the organization, it makes it feel a little bit better. I feel like we had a really good communication cadence for folks along the way.

Workplace is interesting because one of the things in my career and I've had thousands of people I've been responsible for, multiple locations, one of the things you know when you have hundreds of



locations is the communication only makes it so far. Then, it's dependent on that frontline leader to make sure they make that communication personable and people understand it.

A lot of times what we find is the frontline leaders are so busy and they're so tasked with so many things that communication doesn't always make it as far as we would like. So, this has been a struggle of mine for many years about how do we get people understanding and hearing what's happening. The great thing about Workplace is it's something that people are able to post and you're able to communicate across the whole organization.

One of the things that makes that great is the content is really self-directed. We have pictures we could show you today that just come in of store displays and people who have had recognition events and different things of that nature. We have an employee appreciation event happening in Vermont today.

People are posting pictures. It's a great way for people to stay connected. You can create groups on there. We can create, which we have, an announcement group to say, "Hey, here's what's happening today." You get a little notification. It's by Facebook so it's similar, if people are used to that application.

Dave: So, people are used to that tool.

Meg: Yeah.

Dave: I imagine people have a lot of social media with LinkedIn and Facebook. How did you make it so that people would embrace this other social media tool inside the organization? What steps did you take?

Meg: Yeah, well, we piloted it...

Dave: Okay.

Meg: ... to make sure that people were excited about it and wanted to use it. So, we announced it actually on our day one of our new KDP team coming together. Piloted amongst groups and we created different...

Dave: Keurig Dr Pepper, KDP. I should know that.

Meg: Yeah.

Then, we created groups within groups. For instance, we have an HR group. We have a broader group. We have a commercial group, et cetera. Then, you can go into the ... Everybody can post into the broad KDP group as well.

We got people really excited. We got users. We have users within each of these groups who help with moving content through. So, lots of ways to bring that together and people excited. It's been, I think,



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overwhelmingly positive, even more so than I thought it would be in terms of people really loving the tool and coming together.

Dave: Any benefits, specific examples of something that came out of it? You're like, "Wow, that really made a difference using this tool to get there."

Meg: I have to think about that one. I think that for me it's more about connections people have made or people can ask questions and say, "Hey, I'm going to be up in Vermont. Anybody want to meet or anybody want to do x, y, z?" It's more about the connections people are making. I think for us, it's been a great communication tool in terms of helping an organization understand where we're at on certain things.

Dave: Right. So, people are paying attention to it. Would you have a sense of what percentage of the employees are engaged in that tool?

Meg: Right now we have 8,000 people on the tool.

Dave: So, about a third, more than a third of your ...

Meg: But, we haven't even opened it up for everybody yet.

Dave: Oh, it's still in pilot mode?

Meg: Yeah.

Dave: Wow. Geez.

Meg: So, 8,000 are on it and we have active, I think...

Dave: Many active, yeah. That's fantastic.

Meg: Yeah.

Dave: What else did you do with the communication up front to ... Again, I heard that people felt like they were part of the process with signage and email. How did you engage the workforce with the merger?

Meg: I think the first part we needed to do was make sure that people understood the rationale behind it and put some sort of faces to it. So, we had a number of town halls with our CEO, who's fantastic, the leadership team. Day one. You came to this building, but day one, and prior to day one, we had the new signage go up. The day we were officially Keurig Dr Pepper, most of the signage on all the buildings was changed.

Dave: Wow. So, it was a very coordinated ... You got to make sure it was all timed...perfectly.



Meg: Oh, yeah. Brands were represented immediately. We had a huge celebration on day one across every location. Again, Workplace was flooded with all the celebrations...

Dave: Oh, that was already up and running after the merger?

Meg: Oh, yeah, day one. Day one.

Dave: Workplace was already going, okay.

Meg: Yeah. Day one, celebration. We said, "Hey, we want your photos." People were sending those in. That's a little bit about day one. I think prior to that it was it's going to be our communication plan. We created an Org Talent Communication and Culture Team. We called it the OTCC team. They were...

Dave: You love acronyms.

Meg: Well, it's the way of the world today. We were very committed to what's happening to the org, how are we communicating to the org what's the kind of culture we're looking to create as we move forward and how do we make sure that the right touch points are happening along the way and that people know what's going to happen.

I have had some people say to me, "Well, I wish you would have gotten this done sooner." My response was, "I've done this for a very long time and a bunch of people can go into a room and come out and create an org and that's usually not the right answer. You want the people involved who are going to be in the org to participate and helping to create it. That takes longer."

Dave: Right.

Meg: When it takes longer it's okay, you just have to make sure the right communication vehicle is in place.

Dave: Meg, you mentioned the culture and you mentioned you did the culture surveys for both organizations prior to bringing them together. Now, are you looking to take the best of both cultures or build something totally new? How do you bridge two cultures and what's the vision? What are the values, the mission? What's the culture you want for this combined organization?

Meg: I think the good thing out of the culture survey is that we saw ... We have a great group of people, very thoughtful, smart, very committed to the brands that we have and our customers. Overwhelmingly, that was what came out. So, if you say, "Take the best," to me, that is the best and we all move forward together with that.

The culture we want to create is people who love the work they get to do, love the brands that we have in place. They feel rewarded. They like the people they get to work with and they love coming into work every day. Every day you're not going to skip into work, but in general, you feel really excited to be part of the Keurig Dr Pepper team. We see that. We saw that come through in the culture survey.



We're excited about what that means for us and we're excited about the way the organization has come together and we've formed already. We see a nice mix of leadership from both teams.

Dave: Yes, and geographically dispersed, right 'cause you have leaders that are ... Is it Plano, Texas?

Meg: Plano, Texas.

Dave: And, of course here in Burlington.

Meg: And, Vermont and Montreal.

Dave: Right. The executive team is not all sitting in one location. Is that right?

Meg: Not at all and I think the world today allows you to be a mobile team and we have team members all over the place. I thought it was a nice way to come together.

Dave: Right. Is there one official headquarters or is it not set up that way?

Meg: Nope. You'll see it's ... We call it two right now...

Dave: It's two headquarters.

Meg: ... which is Burlington, Mass, and Plano, Texas.

Dave: Wow. Interesting.

Meg, let's shift to the HR topic. How would you describe your philosophy with regard to the human resources function and leading the function?

Meg: I've talked about this for many years. I think our job is to really impact the way that people feel about the work they get to do every day and that we really are the guardians of the greatest resources here and that is the people. What I tell people all the time is, "We're not the 'no' police and we're not the policy police." We are here as strategic business partners and we happen to have a specialty in human resources.

That gives you an opportunity to say, "How are you going to build your people strategy so it's in support of what the business wants to do?" I think it's such a great ... I love being in HR. I love being part of an HR team because I really think the biggest thing you can do is impact the business results through people and talent. That's really my philosophy.

My philosophy is you should be able to sit in a room and people don't know that you're "HR," that you really are there to help support the business just like anybody else but you're going to solve an issue where it comes down to how's talent going to solve this for you. Ultimately, what drives business results is talent.



Dave: Can you give us an example of how that comes into play when you have your business partners in playing that role as business partner?

Meg: Sure. I'll give you a great example. One of the things that I've done for many years is we take a look at the overall enterprise business initiatives. We look at the business specific, so within that line of business whether it be commercial or finance or what have you. We put together a people strategy that complements not only what's happening at the highest level of business, but also within that respective function.

We meet with those business leaders as a full HR team on a quarterly basis and we go through the enterprise initiatives, their initiatives, how we're doing. We have a very robust HR scorecard and we say, "Hey, here's what we're doing. Here's how that's going." For me, that's just telling what's happening. What I'm really very committed to is this notion of predictive analytics and how do we get there.

One of the things that we do with each leader is we say, "Hey, tell us your key roles in your respective organization. Give us the five key roles." Sometimes hard to get into there, but we get five key roles. Then, we go out and we say, "Okay, of all this data, we're going to break down what's happening in those five key roles." We look at things like availability in the marketplace, your turnover, what the performance is in those key roles, how long it's taking us to fill key roles, why it's taking us.

We really get into what's happening 'cause really, Dave, my issue is, my concern is, my approach is that we solve issues before they become problems. The only way you get there is if you are using data. I would say if you got me on a soapbox about the HR profession, in general, it would be that we don't use data enough. I think that has been one of the differentiators for me and my career is that we really have thought about how do we utilize data in telling our story.

Dave: What tools do you use to capture data, analyze data?

Meg: Yeah.

Dave: Who do you hire for these roles the way you have to have data analytics? Are you hiring a different type of skillset?

Meg: Absolutely. One of the things we're doing ...we're also training people. We have a lot of HR partners who have gone through scorecard training to say, "How do you pull data? How do you think about data? How do you start to match up the data?"

Here's what's really interesting is we have a ton of data in HR. If you think about it from a performance management to succession planning to turnover to exit interviews, all those things.

Dave: Compensation, performance. Right, all that.

Meg: But, they sit separately. We bring them all together and say, "Hey, here's how these pieces of data work together." Yeah, we're looking at how do we take the HR team and have them really think about



data in a different way. We have some tools that we've utilized that help pull this data. In many cases, it can be very manual so you have to have people who can think about this stuff and how do you analyze this data and bring it together.

You talked to me about a mentor in the past. There's a woman I worked for, for five years in my career and probably one of the smartest, most strategic people I've ever worked for. The first time she ever told me I had to put together a strategic plan I thought, "I'm going to have to quit because I have no idea how to do this." The way she broke that down and helped all of us really think about how you pull that together was very meaningful and still impactful in my career to this day.

I'd like to think I've done the same thing. Who we hire, we hire great generalists who have an appetite to learn. You do hire people who are more analytical. You'll see a lot out there now on HR data scientists. I've actually brought people over from finance onto the HR team to do some of this work.

Dave: You have?

Meg: Oh, yes. When you get people thinking about and analyzing data differently, it's very interesting and very powerful because really, people always think it's the big things that get them the seat at the table. It's really the little things. When you show up in a meeting and you can say, "I've looked at this data and this data and this data and we have an issue here. Here's what I think we should do about that," it's very powerful to a leader to say, "Oh, I didn't even see that." That's a big role that we can play as an HR team.

Dave: How do you develop leadership inside your organizations or this organization? How do you look at it, what's your approach?

Meg: Well, I think in general here we've done a nice job with really thinking about succession planning, but not in the traditional way necessarily. We really do think about it in terms of role-based succession. You think about a key role in an organization. I'll take this to the highest level in the organization. You say, "Hey, who are the people in this organization who can be that leader now, two to five, and further out. Then, who's are rising talent?"

You really do look at ... It makes you think about it differently 'cause everybody always wants to come in, in succession, and really just talk about their team. When you get to a role and you really think about across the organization who can ... You really start to see where you have holes and where do you have strengths. That's one piece.

The second piece is then how do you develop...

Dave: Can I just ask, how do you get that view if you're going to try to ... Do you get more people in the room or ...

Meg: It's full. It's the whole team, the whole executive leadership team working on that.



Dave: Okay. Great.

Meg: Then, I think what you do from there is you think about what are the development programs we have in place for people. Truth of the matter is that great development happens while doing the work with the organization. People always think they have to go to a class or they have to do...

Dave: A 70-20-10 stuff.

Meg: Exactly.

Dave: It's doing the work, right?

Meg: Then, how do you really get people? Are we committed to ... This merger was a great opportunity for us. Are there people that we could take out of their role because this is a great development opportunity for them to help us do x, y, and z? And, we did that.

You don't always have mergers in organizations, but you always have initiatives. So, are we using our top talent to help them develop? Who has the right development opportunity and need and who has the right opening for that? It's something I've been committed to in my career. I haven't been at Keurig Dr Pepper very long, but it's something that we've been implementing over this last year and have had initial great success with that. The merger's helped us move that forward which we're really excited about.

Dave: How do you think about performance management? I know there's been a lot of evolution happening with regard to performance management. What's your view on it? Where do you see it going? What do you do here at Keurig Dr Pepper?

Meg: Here's what I really believe and did this in my last company, brought it here. The merger slowed us down a little bit but we actually have started that with this next performance cycle. Here's how I think it should be and what we'll get to is the manager should be having development conversations with employees throughout the year. Let's pick that at least three times a year, you should be having a development conversation with somebody.

We're going to completely stay out of that. We're leaving that up to managers. We have hired you because you have the ability to lead people and do it well. That's the assumption. At the end of the year, we're going to ask you to say how did you do, provide a compensation-related number...

Dave: How did you do as the manager giving the performance review?

Meg: How did you do to the employee? Manager can say to the employee, "How did you do this year? Let me give you my perspective." The employee's going give their perspective, but that's all between them. Our piece is let's calibrate to make sure we're thinking about talent the same way. Let's make sure we have the compensation worked out, but let's really turn that year-end discussion into a year look-forward in terms of what do I need from your going forward.



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It's a much more simplified version. I think it's much easier for managers to handle and really we take ourselves out as an HR profession of the, "Let me keep after you as the taskmaster." It's really not our job. It's really the job of the...

Dave: Right, it's the manager's job to coach...

Meg: Yeah, exactly.

Dave: ... for performance.

Meg: Somehow, we've gotten all sideways on this. I think, as a profession, we all recognize that and we're working our way in different ways. That's how I see that working in our world as we move forward.

Dave: That's great. Yeah. Very consistent with the new thinking around performance. It's not an event. It's not a number on somebody's forehead. It's really an ongoing discussion between them and their manager.

Meg: Yeah. You have to make sure...

Dave: And, it's future-focused.

Meg: Future-focused.

Dave: Right.

Meg: In some ways, you want to make sure managers are doing that. Here's what I said to the team.

Dave: I was going to ask you that. Yes. How do you make sure it actually happens?

Meg: Here's what I said to the team. Here's what we're going to do. We're going to go to the manager and say, "Did you have conversations with your team?" and everybody's going to say yes. Then, we're going to go to the employees and say, "Did you managers talk to you?" Half of them are going to say no. Then, well just keep working our way through that until we really drive what we're trying to drive which is a performance-based, but more development-based, discussions between people.

Dave: Right. You're going to ask the manager and the employees. That's the key.

Meg: Yeah. I would say one other thing here is we're very committed to HPT or high-performing teams here in a way that I've not seen in my prior lives.

Dave: You saw it here before you arrived that there's really high-performing teams?



Meg: Yeah, absolutely. It was one of the reasons I joined the organization. This whole notion of assuming positive intent, leading with candor, being respectful from the top down. From our CEO, it starts with him and he does an amazing job. Through that leadership team and you talk about development, we're really looking for people to say, "Hey, we're really all here to solve a business problem and so how do we do that in the best way possible?"

If you're committed to high-performing teams then you really do have a commitment that, "Hey, everybody's here to do the job we've asked them to do," which is to manage the people.

Dave: Right. What did you notice from the Dr Pepper side? What are some of the qualities? You mentioned the high-performing team concept here at Keurig, what about the Dr Pepper culture? What are some of the things that they did really well to bring to this joint organization as far as ...

Meg: Oh, I think we're very lucky that ... It's always interesting to see when two companies come together, but I think these two companies are so complementary in so many ways. Again, this whole notion of this passion, this commitment for the brand, understanding customers, understanding what customers want, when they want it. Then, just as a team, they're very thoughtful and I hesitate to use the word they because we've worked really hard on...

Dave: Right. It's we now, right? Yeah, that's right.

Meg: ... we. It's such a great team to be a part of and company to come together with.

Dave: Right, that's great. Well, we do this podcast, Keystone does, in cooperation with NEHRA, the Northeast Human Resources Association. I'm sure you've heard of it since you've been in the Boston area for a couple years now. We do have a question and it comes from the NEHRA YP, Young Professionals group. Vanessa Malfitano, she's at Nichols College. Her question is, what's the best way to balance personal life with work life especially when coming back from having children?

Meg: Yeah. Yeah, for me it's always about family first. I say to people if you're not personally happy, you're not going to be professionally happy. I've said that my whole career. I think it's fine in the right environment where people get that.

I have a lot of people on my team with young children who I want to make sure they can balance being at home and being at work. However they do that, and it's up to them how they do that, but I think you do have to put family first and have a commitment to the organization and the work you're doing. If you're personally happy, you'll be professionally happy.

Dave: Now, we have some lighter questions for you. We shift gears here. If you could go to dinner with any living person who would it be and why?

Meg: Any living person, this is a good one. For me, I'm a big fan of Bill Conaty. I don't know if you ... Bill Conaty used to be Jack Welch's HR leader.



Dave: Oh, yes.

Meg: I've had the opportunity to meet him a couple times.

Dave: You have? Wow.

Meg: He's a fascinating individual. Any opportunity to spend time with him and learn from him is...

Dave: Is there some concept that sticks out that you can share with our listeners about Bill or something that he brings that you haven't seen in other places?

Meg: No, I think he just has a really pragmatic way of thinking about HR. I'll tell you a full circle story here. I worked at a prior company and Bill happened to be sitting on the board. When I joined that company, I wasn't the head of HR. The head of HR left and then they wanted me to interview for the role.

I remember reading Jack Welch's book so I think was just a...

Dave: *Straight from the Gut*, that book?

Meg: Yeah. He talks about his HR leader. I remember thinking, "Gosh, if I could ever work for somebody who felt that way about me, that would be fantastic." Full circle moment, I'm interviewing for this job and they say to me, "Hey, we want you to interview with Bill Conaty."

You have this big idea and he's just the nicest, most thoughtful, one of the smartest people you'll meet. Any opportunity to have to spend time...

Dave: That's great.

Meg: ... with Bill I always enjoy it.

Dave: That's amazing.

Meg: Yeah.

Dave: What's your secret life hack?

Meg: I have all these tricks from a work perspective.

Dave: Yeah, a trick, yeah.

Meg: For instance, email is, I think, the bane of everybody's existence and how do you keep up with it? For me, the way I work my email is I keep it open until it's done. Once it's done, it gets filed. I know if I have x number of emails open, they're all waiting for me to get something done.



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I'm very conscious about in the morning trying to spend time getting through stuff and at the end of the day getting through things. Then, I know if there's something still there, it requires more time and attention.

Dave: An email trick. A book that changed your life?

Meg: One that helped shaped me in my prior company is a book called *Great by Choice*. It really talks about why companies are successful and I took that to why are individuals successful versus other ones doing the same exact work. We spent a year really going through, as a company really thinking about that book and how it shaped what we were doing and building our strategy around that. It sticks with me today because it makes me think about what do people do that in the same work...

Dave: Right, same situation.

Meg: ... and they have different results.

Dave: Different results. Right.

Meg: I think about that a lot. I think it helped shaped me with what are we going to do different? How are we going to differentiate ourselves in the same situation? You've asked me a lot of questions about HR and leadership and performance management and all of us face the same challenges. My goal is, what are we going to do that's going to make that different for us and for the people that we're lucky enough to get to work with every day?

Dave: Right, it's something that works for this organization...

Meg: Yeah, exactly.

Dave:... this culture. What's the best performance, play, musical, show, sporting event, you have ever seen?

Meg: Okay, so this is a hard one because I love to go to musical events. I'm a big concert goer, et cetera. If you really made me pick one, and I'm going to pick it and I'll tell you why, I'm a lifelong Chicago Cubs fan.

Dave: All right.

Meg: I was at game seven of the World Series when they won in Cleveland, Ohio.

Dave: Wow.

Meg: It was probably one of the best experiences of my life. My mom and my sister were with me. My mom's a big influence on my life and I always say when you grow up in Chicago, you just grow up a Cubs fan. It's not something you pick. It just happens to you. It was years of misery, just years of misery.



Then, they almost let us down in game seven again and I thought, "My God, I'm going to be sad in Cleveland, Ohio. What am I going to do?"

Dave: We all know all about that with the Red Sox.

Meg: Exactly.

Dave: Up until more recently.

Meg: I remember looking over and just seeing my mom and just how happy she was. This is something she had never seen in her whole life. To be able to experience that with her and my sister. It was something. I can't even ... It's indescribable. That's how amazing it was in the moment.

Dave: Well, it's been so great to have you as a guest on the podcast.

Meg: Yeah, it's great to be here. Thank you so much.

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