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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, your host. And on this podcast we have Andy Porter from The Broad Institute. He's the Chief People Officer, and early in the broadcast he talks about the very unique structure at The Broad Institute, and because of that structure some of the management leadership and HR solutions that are required to address it. It's enjoyable to hear when Andy describes when he first got his reputation of being an innovator, and he talks about implementing innovation and progressive practices in HR. For example, he discusses when he put in place an open/unlimited vacation policy. And another time that he de-linked bonuses from performance. Also, Andy has hired many non-HR people to take HR roles in organizations he's worked at. And he talks about why he's done this, to what success, impact, and that's an interesting discussion as well. Before we go to this podcast, I want to tell you about episode five, and we have Marilyn Hausammann, the VP of HR at Harvard University coming up, so stay tuned for that one in a couple of weeks. And now I bring you, Andy Porter.

Well, Andy Porter, welcome to The Hennessy Report.

Andy Porter: Hey, thanks. Happy to be here.

Dave: Thanks for making the time, really appreciate it.

Andy: Absolutely.

Dave: You know, our relationship goes way back since we were both on the board of The Human Resources Council.

Andy: Now defunct, but way back in the early 2000's. A long time ago now.

Dave: Yeah, it's no longer around. That's too bad. I think part of it was because it was an evening event. People don't like to go to association events anymore if it's at night. But some people said it was your fault that we're no longer around. I'm just kidding. I was one of the last presidents, so I'd have to take some of the blame there. But it was good. It was good for me in my career, early in my career, just to be part of the HR community. I know you are...it probably helped you as well.

Andy: Yeah, for me, what I liked most about it...I mean, I was really early in my career, so I got the opportunity to meet people and network with folks that I never would have had the chance to in my day to day work. So, I look back fondly on those years. And I was a lot younger, so that's part of the reason why I look back fondly on those years as well.

Dave: It's true. And now we both have a little bit of a connection to NEHRA, who is in cooperation with the podcast, and you're new board member to NEHRA. Congratulations.



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Andy: Thank you. I'm really excited to be part of such a great organization.

Dave: Yeah, and they had a great conference, some great speakers down, in Cape Cod again this year, so...

Andy: Yeah, it was like summer down there, even though it was in September.

Dave: I know. After the last few years, it's been cold and rainy, so I think Tracy and the team were very happy to finally have some good weather down there, although most of the time was spent indoors.

So, yeah, you had started your first entrée into the biotech world. Because you were, I think at Dyax at that point.

Andy: That's right.

Dave: A smaller biotech. Did you pursue biotech purposefully? Or did that happen by coincidence of some sort?

Andy: Early on, it was part of ... it was on my list of things or types of industries that I wanted to be exploring, but I think I fell in love once I found my way into the biotech world. But initially I was interested in being in healthcare, and this is kind of an extension of, you know, the healthcare realm.

Dave: Right. The life. The life sciences.

Andy: Yeah. The life sciences realm.

Dave: Well, it turned out to be a really good choice...because when I joined Keystone in 2000, I remember, it seemed like healthcare, you know the traditional healthcare, financial services, were much bigger industries. I think we might have the biggest industry here on this side of the river and Boston right now.

Andy: I think so. I think so. So, I've worked in Kendall Square pretty much my entire career, actually in one square block for the most part and it has been amazing just to see how much growth has happened in this one square. Quite literally things that used to be parking lots are now major buildings that are filled to the brim with scientists. So, it's been quite a transformation to see in the last 15 or so years.

Dave: Yeah. It's funny you mention that. I remember in 2009, walking in downtown Financial District in Boston and it was kind of that eerie feeling. Early 2009, the whole market had collapsed, people weren't even going out for lunch. It was like a ghost town midday. And then in the same week, I would come to Kendall Square and it looked like we were in a different world. There's some immunity. That's the pun of the podcast, you know, biotech immunity, we have one every time.

Andy: Very witty.



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Dave: Sorry. Thanks for that lie, Andy. It does seem incubated from that quarterly business trend that a lot of...It's a longer term.

Andy: Yeah. I think it's a longer-term industry, so I think there's different dynamics at play. I think the industry itself is so integrated with academia and the hospitals. So, it's not a standalone thing. It's got so many different connections throughout that I wouldn't say it's totally immune or anything like that. But I think there's just different dynamics at play and there's a bit more resilience perhaps, in the work that we're doing.

Dave: Right. Right. The funds don't even just come from the ability to have profits. For example, the institution you work at now ...

Andy: Yeah. Yeah. We're a nonprofit. So there's many ways to do this.

Dave: Funding comes from the Broads (Eli and Edythe)...So, along those not-for-profit lines, why did you choose to join The Broad?

Andy: Yeah. I mean you asked me earlier about why did I choose the life sciences as a field. And I think once I got into life sciences, I realized that, there's a lot of good that I could do from the HR side. So, I'm never going to be a scientist. But I really saw that a lot of really great drugs sometimes struggled to make it to patients. Not because the drugs didn't work, but because there's a lot of organizational things that get in the way. So I felt like this is a real place that I can make a meaningful difference in people's lives. So, The Broad is just an extension of that. The Broad exists to advance biomedical research, share that knowledge freely with the world. So, it's just a whole different model. So, I was really compelled to come work for a place that was truly set up to do good in the world. It has its challenges, just like any organization. But, we're not worried about profits, we're not worried about shareholders. We truly are just trying to advance science. So, it's a pretty amazing place.

Dave: And how does an organization like this hold itself accountable? Right? Because we have in...Even when you're a Merrimack and Dyax, there is these financial goals, so what are the metrics that you use to monitor organizational progress? And how do the people that fund this organization measure success?

Andy: So we definitely have accountability. We're definitely held accountable. The ways that we typically engage with people are federal funds, federal grants. So there's clear metrics there that we have to deliver on. Philanthropic donors, so these are people who care deeply about a particular disease area and if they're giving us money they typically want to make sure we're making significant progress. And increasingly over the last few years, we have a number of partnerships with pharmaceutical organizations that are very traditional in the sense that we have agreements in things that we expect to get ...

Dave: Outcomes that they're holding you accountable...



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Andy: Yeah. Yeah. But I'd say more than anything else, The Broad is a place where people can come, who have really fantastic scientific ambitions, this is a place where those can be enabled. And that is really the secret sauce of what we do here.

Dave: And it's interesting because this is a very different kind of organization. It's very unique. A lot of people don't even know much about it. And maybe you can talk about the structure a little bit because a lot of people are not even on your payroll. Do they work here? I don't even want to say they work here, they do their work here.

Andy: This is probably the most unique place I've ever worked in my life. So, The Broad's about 4,000 people. The Broad is a partnership between Harvard, MIT and all the Harvard teaching hospitals in the Boston area. So part of that agreement means if you're, for example, a faculty member at one of our partner institutions you can join The Broad to do your science here and you can bring members of your lab here to do work. So, that means, physical space sometimes, it could mean help with getting funding, it could mean all sorts of things. But you're part of the community. So of those 4,000 people, we pay probably 1,500 or so people as a traditional 'we sign a check for you', but everybody else it's really a coalition of the willing. So, these folks come here because the work is compelling, because the people are amazing, and because they feel like they can really make an impact here.

But I have none of the levers that you would have in a traditional organization. I can't promote anybody. I can't pay them any more money. I can't give them a new title. It truly is about the culture. And if the culture isn't fantastic, they'll just go back to work where they already work and they're already getting paid.

So, it's a real interesting challenge from an HR perspective.

Dave: Is the experience for the people that are in that type of arrangement with you different than the people that are actually employees of The Broad? Do you think the experience that they have here is very similar to the people that are actually on your payroll? Or is it somewhat different?

Andy: Yeah. I think when they're here, it's similar. We try our best to make sure that we're not drawing distinctions between someone who's an affiliated member and an employee. So walking down the hall you wouldn't know the difference. There's not a special badge that somebody wears or anything like that. People who come from other organizations are kind of like dual citizens. They do have their home institutions, so they have to really want to come here to navigate some of those different ways in which they're working.

Dave: Will your employees always know if they're on a project with somebody that's an employee or not? Or are they sometimes on projects they don't even know if the people on this team are...

Andy: Yeah. We don't tell them, unless they share that. The Broad is really a place that convenes people together. So, we're more or less agnostic about where you work and who pays you. But if you come here, we're going to help enable your science and that's really what people care about.



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Dave: So, the question I'm asking is a question that people here aren't even really thinking about. It's not of importance. Not relevant really.

Andy: Right. It's just people who come here who want to do great work and yeah, if somebody pays them that's good, but it doesn't really matter to them who.

Dave: What about the science? I want to talk about HR real soon and talk about ... Because I have some questions for you about your approach to HR. But, what about the science? What are the kinds of science, you know, therapies or the kind of work that Broad is foremost focused on now?

Andy: Right. Right. So, The Broad, if you go in the way back machine, about the time that you and I met, was formed after the success of The Human Genome Project. So, the whole premise of The Broad was predicated on... Not the whole, I wasn't there. But two things I think are important looking back. One is a new way of doing science. So this idea that you would collaborate across boundaries of all types, disciplines, organizations, geographies. And that's really, I think, what was learned. One of the major things that was learned about how science is done through The Genome Project ...

Dave: Less competition, more collaboration.

Andy: Yeah. Yeah. Yeah. Instead of, you know...Breakthrough discoveries weren't going to happen in one individual's lab with one post-doc, head-down doing their thing. It was going to be this collaborative way in which to work.

And I think the second thing was really expanding on the promise of understanding the genome. So everything we do at The Broad is somehow underpinned by the understanding that we have of human genome, of genetics, and applying that as best we can to unlocking the mysteries of different diseases.

So, the work we're doing here really spans the range. So we've got a number of different disease areas we're working on. So for example, cancer, and infectious disease, and we take on things that others wouldn't touch like tuberculosis, malaria, Zika we're heavily involved in.

Dave: And why won't others touch it?

Andy: There's different economics, right? So I think for a pharmaceutical company, those are smaller indications and not necessarily of interest. But I think...

Dave: Less chance of finding success.

Andy: Yeah. Less chance of finding success financially for them. But I think for The Broad it's a tough scientific challenge. But because of the model that we have here, we have the ability to take on these high-risk projects. And that's where having really visionary philanthropists, for example, who care about this stuff, really helps us take on things that others can't. So, that's an example.

And then our work in psychiatric disease. We're the beneficiaries of a very substantial gift from the Stanley family many years ago and that's really...



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Dave: One of the buildings is named after the Stanley family.

Andy: Yeah. We're in the...

Dave: This one?

Andy: Yes. The building we're in now.

Dave: Right.

Andy: But that's really given us a chance to truly try and unlock some of the secrets of psychiatric disease and some of the genetics underpinning those diseases.

Dave: So, it leads me to my next question. Now we'll shift into HR a little bit. I imagine just that knowing all that, that you're in an organization that's mission driven, that attracts a different kind of person and probably the kind of person you're looking to bring into a purpose-driven organization. So, maybe you can talk a little bit about that?

Andy: Yeah. Yeah. Yeah. So from a practical perspective, The Broad is a nonprofit in the midst of a booming for-profit cluster of biotech and pharmaceutical companies. So we need to be unique in many ways because that's how we're going to attract really fantastic talent. And one of the ways in which we do that is by really being clear on our purpose and what it is that we're here to do. And I think in the last few years I've really come to appreciate that the more focused you are on your purpose ... When I ask you what you do, it's not, "Well, I run experiments and I get a result and I move on." That's a job. And I think the purpose is, that why people come here, is they want to have a meaningful impact on disease. They want to cure cancer. They want to really understand why psychiatric diseases are happening the way they are.

So, we tend to look for folks who have that real purpose-driven gene, so to speak, and want to make a difference in the world.

Dave: You bring a lot of young people into this organization, just by the sheer organizational structure. What do you do to support the careers of your scientists, and younger families, and millennials inside The Broad?

Andy: Yeah. Yeah. So it's actually one of the things that I'm most proud of in terms of being part of The Broad. And The Broad has done, even long before I got here so I can't take credit for some of these things or many of these things, so The Broad's always been a place that's given young people opportunity. And I think that's one of the main reasons people come here is because they have the chance at a relatively early stage in their career to just take on things that they just otherwise wouldn't have the opportunity to. So, these are big projects or leading collaborations or just really advancing their science in ways that they probably, or maybe couldn't, in other places.



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So we've been, for the history of The Broad, really just a place that attracts young, ambitious people because we get out of their way. We support them, we mentor them, but we really try and make sure that we're not in their way and holding them back. So I think that had a real impact.

One of the other things we've spent a lot of effort on in the last few years is just paying closer attention to how do we support families and how do we support our female scientists, for example. And knowing that parents and female scientists, in particular, are balancing an extraordinary number of things in work, outside of work, and that can be hard to manage all that. So the last few years we've done a number of things, like increasing our paid family leave policies. We've instituted a childcare financial assistance program that's targeted to some of our younger scientists and you can get up to \$10,000 a year that supports them for childcare costs and things like that. And we started what we call our Broad Life Office. And this is a group that's dedicated just thinking about helping our employees with all the different things happening in their lives to make things easier.

Dave: Great. I'm going to shift to HR. And, Andy, the reason I thought of you for this podcast is because in all of our conversations over the 15 years or so that we've known each other, I've always thought of you as an innovator. Because you always talk about, "Let's not just do something because that's the way it's always done, let's try some new things. Let's try to think about the needs of the organization, and our employees, and the outcomes we want to have." I think that's part of your brand. I've heard that from other people, not just in our conversations, it's something that you're very interested in.

Maybe I'll start the question just by saying, where did that come from for you? Why do you think that way? Were there influences on your life? I think around the time that we met you went and got your Masters Degree, maybe it was around some of that. Just where did that approach come from for you? Why is it so strong?

Andy: I'm laughing a bit because my parents, and my mom in particular, often tells me that even growing up, if there was a way to do things I would always want to do it the other way. And if you asked me to do something, I would not do it that way just because you asked me to do it, but if I thought to do it on my own. So, the unfortunate part now is that's coming back around to me with my two young kids. So, I think it's just always been part of who I am, which is, there's a way to do things and there's a way people have done things, but there might be other ways. And I actually think working in this industry, in the biotech and life sciences, has really opened my eyes to...there's a lot of possibilities out there and there is no one right way to do things. And really trying to think about what's best for the organization at that particular point in time is just something that's always kind of driven me.

Dave: Yeah. I think this industry might be a little more receptive than others to innovative approaches to management leadership, HR practices and policies.

Andy: Yeah. I think it's a little different now but when I was getting started in my career, unfortunately this was 20 years ago, the perception of HR was probably a little more old school. So at that point I was purposely trying to show up differently and to go against what was being done out there.

Dave: You were already hardwired that way but based on the way the...



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Andy: Yeah. But just as a way to distinguish myself from...

Dave: The image of the function.

Andy: Yeah. The image of the function and I just happened to find places where that was able to flourish a little bit more.

Dave: Can you talk about some of the things that you've done? I've known some of them. We've talked about them. Like, at one point in your career you instituted no set vacation policy. Take vacation as much as you need it. Those kinds of things. De-linking bonuses, you don't have bonuses here I don't think, but de-linking bonuses from performance and other things like that. I think you've been exposed to some or you brought some of those to organizations. Can you talk about some of your experiences in implementing those things? Successes? Failures? Learnings?

Andy: Yeah. Yeah, I can talk about that. I can talk about the vacation one as an example. And I know that that is a somewhat controversial idea, could be good no vacation or not. But, taking that out for a minute, how we ended up with that at a former organization was, you know, we had this core principle that we hire adults, adults are adults, and we should trust them. And it felt, in that environment, that having policies that felt overly hierarchical or trying to have adults worry about how many days...It just didn't fit for who we were. So we said, "Hey, guess what? We hire adults who make all sorts of decisions in their lives outside of here that are far more complicated than when to take time off. Let's just remove that as a barrier for them." So that's an example, I think, of in that particular culture it made a lot of sense to do it that way. It doesn't make sense to do that everywhere, but for that place it made a lot of sense.

Dave: What were some of the outcomes? I imagine there was some just great things that you heard from employees and sometimes managers of those folks, I'd like to hear those. But also where maybe it didn't work so well for people. There might be examples of both. I imagine mostly positive but...

Andy: Yeah. I think conceptually people like the notion that you're going to treat me like an adult. I think that was very well received and people appreciated that. I think the flexibility, we had a number of international folks who worked at that organization, so for them, they might not use the time this year but maybe they want to go on a long trip home in the following year so that worked for the type of environment that, our type of person who was working for us.

You know I think some of the challenges that emerged later on was it can be a little harder, particularly for more junior folks, to feel like they can take time off. So if you were senior enough you weren't going to worry about whether it was 10 days or 11 days or 20, you weren't so worried about that. But it could be harder for someone who was younger in their career to feel like they could have a day for themselves. So, that was something that we had to work through.

Dave: Right. I feel like I should just be at work.



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Andy: Yeah. I should just be at work or, you know, "How can I ask my manager ... I don't have these days to go say that I'm allowed to take them." So that was something that we learned and had to work through.

Dave: Right. Yeah. I'm really interested, I mentioned it just a minute ago, the de-linking of bonuses with performance and just the thinking behind that and how do you implement that? I think a lot of organizations are wrestling with that. There's all this new thinking about performance management and annual appraisals and putting numbers tied to people and the de-motivators that come along with that process. I imagine that's where the root of it was, but can you talk a little bit about that?

Andy: Yeah. Sure. Yeah. I think it's something that still hasn't been solved and I will not claim at all to have solved that. So the good news is that in the organization that I'm working at now we don't have bonuses, so I don't have to worry about it. It makes it a lot easier. But in previous organizations we just tried to look at what we were doing and just say, "Does that pass the practical test?" Meaning...Like I'll give you ratings as an example. 3.8, every year 3.8 was the average. And we'd go through this whole big process to...

Dave: Out of a four point or five point?

Andy: Five points.

Dave: Five points. Okay. Yeah.

Andy: So, it's kind of the same number every year. So I'm feeling like it's an awful lot of work to go through to get to the same kind of ...

Dave: Doing the same thing over and over again getting the same results?

Andy: Yeah. Yeah. Doing the same thing over...Yeah. You know what that is, right? You know what it is.

You know, so for us at that point, again, if you believe that people come to work because they're purpose driven or if you believe that people who come to work wanting to do a good job and are adults, how can we remove barriers that would get in their way mentally or just thinking about their work. So in this case it was what am I going to get paid? Every year there was some variable, like, am I going to get this bonus or not?

So we felt that in that environment we should just pay people what they're worth. And if they're worth X number of dollars, let's just pay them that. Why are we going through this, "Well, did you get a 3.8 or a 4.1" or whatever the number is. And that was consistent with the values that we had there. So we said, "Fine, we're going to pick a number and we're just going to pay that number and be done with it." Now we can still reward you if things go really, really well down the line in other ways. But with that, that was the real driver for us.

Dave: Another area you innovate is, you bring people inside your organization, the HR function, who have no HR background. You've done it at least, I know here, and at your last organization and we've



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talked about that before. So why do you do that? What are the benefits? I don't think that's common practice, so it's another place that you innovate.

Andy: Yeah. No, it's something that I learned early in my career. So fundamentally for me it's exposure to people who just think differently than I do, right? So, the team that I built here at The Broad, I'd say a good portion of them have never worked in HR before in any way, shape or form. And I find tremendous value in that. The ability for someone to come in and look at a problem, but not look at it through the lens of HR and what they've done ten other times from an HR point of view I find helpful. So I think that's part of what allows me to be innovate is that I know I've got people around me who are going to bring different perspectives and different ways of thinking to the table. You know it's not always easy because there are times where there are things that come up that require a card-carrying HR experience. So there is a trade sometimes so I certainly wouldn't go completely away from it. But it's been really amazing to have people with different backgrounds.

Dave: Is there anything you can point to specifically, like an idea, an approach, that came from you bringing someone from the outside? And it doesn't have to be here, just in your background, where it's like, "Wow. We never would have got that if I only had HR people around me."

Andy: Yeah. Yeah. I can think of a couple examples in my current team. So the individual who leads our learning and development efforts, for example. He's never led a learning and development a day in his life until he walked through this door. But what he did do early in his career was...

Dave: This is Ray we're talking about.

Andy: Yeah, this is Ray. So Ray if you're listening, shout out to Ray.

He was a community organizer, so for political campaigns. Like, that's what he did. He thought about how do you get people out and get them engaged. A big part of the work here is getting people engaged in thinking about their development. It's important to have a high quality program and we want to make sure we pay attention to that, but the fundamental thing that we wanted to make sure we invested in here is getting people engaged and thinking about the development. So that skill that he had turned out to be perfect for what we needed here. So, that's one example. And that's been very successful.

We've also built an analytics function here. We actually brought someone over from the science side of our organization who is a PhD in hardcore science, who now brings a very scientific approach to thinking about analyzing people related issues. So she speaks the language of our organization and asks questions in a way that we wouldn't. So, it's been amazing. So it gives us access to data that we wouldn't have had before, but framed in a way that connects better with our organization.

Dave: As you give those two examples, what jumped out to me was, it's not just, "Let's bring someone in from the outside." It's like, "Let's bring somebody from outside of HR that has specific skills that we need applied in our organization." So it's very strategic in the way you've done it.

Andy: Yeah. It's not completely random.



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Dave: Andy I want to ask you about trends in HR, and maybe just in management in business, because social media has become such a bigger player in all of our worlds. It affects how we attract and retain employees. Things like we went from command and control management and leadership to more servant leadership. What other comments do you have about the trends we're seeing? And what do you see coming? Or what do you want to see come in the way we lead and run this function of HR?

Andy: Right. That's a great question and one I think about a lot. So a few things come to mind. One is, I think the way, and I actually think Broad's been ahead of the game on this one, again long before I got here, but just this notion of what an organization means. I don't think is going to exist in the same way it does now as it will in the future. Meaning, being part of a traditional organization. I think there are going to be people who are consultants, there are going to be people who are more gig economy type workers. So The Broad's been already functioning that way, we've got a lot of people who don't work for us who work for us. And that just, we don't care...

Dave: That's your structure.

Andy: That's our structure. But I think more and more organizations are going to end up going in that direction. I think a lot about keeping, not just attracting talent to The Broad, but attracting and keeping talent in, in this case, the greater Boston area. So, for example, we do a lot of hiring, tech hires, software engineers and we're competing against Facebook and Amazon and Google and all those.

Dave: They're all here now.

Andy: Yeah. They're here now, but I worry about people going to the west coast. So I've been thinking a lot about it, and I've had some really good conversations with some of my peers about how do we think about sharing talent across organizations.

Dave: Peers in the HR function and other organizations?

Andy: Other organizations.

Dave: Okay.

Andy: For-profit organizations. I'm thinking about, you know, we shouldn't be worried so much about competing with each other. Because guess what? The person you hire, two to three years, they're probably going to come work for me anyway. So there's going to be this transition, so are there ways that we can partner to share talent with each other? So we can keep people here and keep the ecosystem strong and not have them, for example, go to the west coast. We can't compete with the weather but maybe there's other things that we can compete with. And I've been finding a surprising number of people really interested in exploring that concept. So, that's something I'm very excited about looking into a little bit more.

Dave: I haven't heard that before.



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Andy: That's going to be...If the talent leaves here and we have such a great ecosystem of universities and other schools here and...

Dave: This whole biotech community that we talked about has such a...

Andy: Yeah. But even beyond that. I mean the tech community as well.

Dave: Oh sure.

Andy: Keeping people here is going to be really important. So that's another thing that I think is coming.

Dave: This is the time for the NEHRA question of the podcast. And being a board member of NEHRA, you should be very proud to answer this question. And the questions is, what things would you recommend to people newer to the HR profession interested in advancing in the function?

Andy: Right. Great question. So if I think back on my own career there's a few things that really stand out. One is, build your network. Early and often, as much as you possible can because you never know. And I think we're a great example, we met each other a long time ago and here we are now many, many years later and you never know when those relationships will become or become more important. I think early in your career, just getting out there and meeting as many people as you can, and not being shy about that. I know sometimes when you're younger you're not so sure. Like, "Can I talk to someone who's more senior than me? Are they going to want to meet with me?" Most of the time people are very open to that. So I would definitely encourage people to do that.

Second is that, I would pick a thing that you want to be known for and good at. So I think it's really important to have a good, solid foundation where you can do lots of things. But I think the HR folks that I've seen be most successful had a thing that they're really good at. For me it was doubling down on OD. It will be another thing for somebody else down the line.

Yeah. Those are probably the two things that I would recommend.

Dave: Great advice. And kind of a follow-up question, actually Beth Grous at TripAdvisor gave me this question. And the question is, if you could write a letter to your 30-year-old self, giving yourself advice for your career...

Andy: Oh, that was just last year, so...

Dave: Maybe for you. You're much younger than me. I should probably say, your 25-year-old self. Advice about your career. What would you, if you could write it now to your 25-year-old self, what would it be?

Andy: Never be afraid to ask for something. And I don't mean just personally. But I think I've been surprised in many points in my career where there were things where I thought the answer would be 'no'. Or I thought people wouldn't be open to it. Then I asked the question and it turned out people were very open to those things. And it took me a while to realize that. But it's probably been one of the most fundamentally important things that I've come to realize in my career is, you don't know until you



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ask. And sometimes the answer's 'no' and that's fine but keep asking because there might be opportunities to do really amazing things.

Dave: So people surprise you?

Andy: People surprise you. Right.

Dave: We discount that. "Oh there's no way they'll do that". Yeah. Right.

Andy: Yeah you discount yourself...You talk yourself out of it. And the reality is that could be a really interesting idea that they didn't even know they were interested in. So, that's advice I would've like to have given myself.

Dave: So, this goes back to...This is another HR question. Would you recommend people go, if they're in HR, to get expertise in another department before trying to advance in the function? Would you say, "Go out and come back." You've always been in the function of HR.

Andy: I've always been in the function and I feel like I'm becoming a bit of an anomaly in that way. I feel like the trend is that many people have gotten the experience outside of HR, before getting in here. But what I will say is, I've been seeing this and I think this might even be true of TripAdvisor since we've talked about those folks, is HR's realm of influence has, I think, increased beyond just traditional HR. So sometimes that now encompasses IT, it encompasses marketing, it encompasses facilities. I think that's the real future here. And it's not just about HR and the individual department but thinking about the entire employee experience and everything that a person is going to touch and come in contact with as an employee of your organization. Like, thinking in a very different way, I think is where this is going.

So, I'll give you an example. In my world now, I'm responsible for space and facilities and thinking about how we utilize our space. Not just do we have enough lab benches to do our work, but how do we think about the ways in which we design our space to make sure work is happening in an optimal way. So it's a whole different way to engage the business or engage the organization, but I think HR professionals are very well suited to lead in these types of areas.

Dave: Yeah. That is definitely a trend we are seeing.

I think we mentioned it earlier, Andy, that here at The Broad you have got some great exposure through your Board. So some of those west coast tech companies that you were talking about before that use metrics and the "Money Ball" philosophy of HR, and some other things too. Who have you been exposed to in that arena that's impacted your thinking? That you've been impressed with? That you want to apply or have tried to apply? And other key influencers that you might want to talk about.

Andy: Right. Yeah. We are fortunate to have an amazing group of Board members who are very supportive of the work we do here at The Broad. And it's been a real fantastic opportunity for me to have the opportunity to engage with that group of people. So I was fortunate, very early on we had a Board field trip, for lack of a better term, where we did get to go out to the west coast and visit some of the leading organizations on the west coast. I did get to spend some significant time at Google, learning



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about how they think about, for example, analytics and how they use analytics in a very practical way. So, that was something that was incredibly helpful to just see it in action. So they're very many years ahead of where we are because they've been doing it for so long. But to be able to talk to some of the early pioneers and applying analytics to the people space was...

Dave: Can you get us in there a little bit? Let us have a sense of what it's like, about how they use analytics?

Andy: Yeah. So, I think one of the things I walked away from there feeling like they do just a really good job of is, taking things that are abstract concepts and just making them very practical. So that really stuck with me. So, it's great to have a nice paper about what's the effectiveness of a team and all that kind of stuff. But they're really great at reducing it to practice. Like, "Okay, manager, here's the three things you should do to make your team more successful." Or, "Employee, here are the three things that you should be thinking about doing to have a more successful career here." So, I felt like that just really stuck with me and we've tried to incorporate that as much as we possibly could here.

Yeah. So that was a fantastic experience.

Adam Grant, who's a professor down at Wharton, he's written a number of books. And one of the books of his that I read that had a strong influence on me was *Give and Take*. And it talked about the importance of giving to people and sharing your wealth, or sharing your knowledge and connections, and that reciprocation over the long-term really is important for building one's career and building success in the business. And Adam has been a fantastic connector for me. So this is a guy that I didn't even know and I reached out to him and he was totally willing to...

Dave: Back to your earlier point, just ask, right?

Andy: Yeah. Just ask. Right. It was a total surprise, right? Why would this guy answer my email and doing anything for me? I remember he hopped on the phone and we spent 45 minutes, I didn't...

Dave: No introduction? You just called him out of the blue?

Andy: No, I had an introduction. I had an introduction. But he gets plenty of these things. Just very willing to make connections and some of those connections blossomed into projects that we're doing here at The Broad. Just the concept of that book, it was really nice to see him actually living that concept and giving of himself, and of his network, and ideas as well.

Dave: Can you give an example of a project that's come out of that work.

Andy: Yeah. Sure. So The Broad is founded on this notion of collaborative science and working across all different boundaries. And it struck us at some point that, well, what does that actually mean? Like, what does a successful collaboration actually look like? So, we have project going on right now with someone that Adam introduced me to at Harvard Business School, where we're trying to study the components of team success. So, this is a research project guided by a senior Harvard faculty and graduate students. And we're really trying to analyze different ways in which we can get more insights into how our teams



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are functioning. So when we set them up we can be much more practical and precise and with our advice to how these work. But that was all part of just getting into these conversations and being introduced.

Dave: And what are you learning about teams through this work? Are there early results already or...

Andy: We're still early days here. But one of the questions that we're trying to really unpack a little bit more is, to what extent does team identity influence team performance? Meaning, in our case, do you identify with your home organization, do you identify with Broad, do you identify with your team? Where does that factor in? And how can we strengthen that connection and identity, such that it will improve outcomes down the line?

So in one of the other projects that we're working on, that kind of resulted from these conversations are, getting a better understanding of why people decide to leave The Broad, or any organization for that matter, but in this case we care about The Broad. So it struck me at one point, that I would often go to our senior leaders and I could report and say, "Here's all the people who left and here's why they left." But they were gone. It's kind of too late. It just struck me as a very odd thing to be doing is, you know, "Dave left last quarter and he's got a great new job and I hope the next Dave doesn't leave." So, we're trying to think well how do we get ahead of that. Wouldn't it be great to be talking about the 20 people or the 10 people that might leave next quarter and then actually do something proactively to influence that decision.

So though a combination of engagement survey, data, and we also did a retrospective analysis of everyone that left The Broad over the last 10 years, we tried to hone in on what is it, and at what time point are people starting to think about when they leave. So we affectionately call this project 'The Retentionator.' And the idea being...

Dave: Great name.

Andy: Yeah. Could we predict. I can't take credit for coming up with it. But could we "predict" who might be thinking about leaving. So factor...

Dave: Do you run to their office when you find out who they are.

Andy: Yeah. We run. We don't do that quite yet. We're still training the model, as they would say. But, it's been very insightful. We've learned, for example, that once you've been in a role for about two years, just under two years in our context, you learn what it is your job is and you start to think about what's next in my career. Or am I getting proper recognition. So there's a very susceptible point there, where the lack of those things, people are likely to leave. But if you are providing some of that career advancement opportunity and recognition, in this case, we found that people were far more likely to stay. So we looked at the influence of role change around two to three years, it turned out people were far more likely to stay at The Broad.

Dave: A new challenge. Something different.



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Andy: Yeah. A new challenge. It doesn't necessarily have to be a promotion per se. But that gives us that practical insights. So we can go to managers and say, "Hey, look, there's five people on your team who are in that spot. Where we know they're probably thinking about what's next. How can we help you help them. Think about what to do so they don't think about going someplace else." So it's a great example of different disciplines coming together, so from the business school, from our analytics team internally, partnership with the rest of the organization, to take some things that's kind of just out there and make it very practical.

Dave: Great success. Most CEOs don't come from the HR function. That might change. Do you know any? Do you think it's a problem? How are we going to fix that?

Andy: So I don't think it's such an issue that HR folks aren't necessarily in CEO jobs. I think the way in which the modern CEO becomes a CEO is that they've had lots of different experiences, right? So maybe they've been in different functions. Maybe they've actually been leading an HR function but they wouldn't think of themselves as an HR professional. But my experience is, I think that breadth of experience matters more than coming from a particular function, because they've seen things from different perspectives and understand what the different functions bring to the table.

Dave: I guess it goes back to your point you made before about why you bring people outside HR function to your organization. It's the same reason somebody could move to the highest level in an organization because they have a varied background.

What's the first thing you do when you get out of bed in the morning? We'll get some silly questions in here.

Andy: First thing you do when you get out of bed? I don't have the chance to get out of bed. I have an almost six and almost three-year-old. So before I have any notion of getting out of bed, someone is already there trying to get me out of bed. So someday I'll have that problem again, where what do I do when I get out of bed.

Dave: Well, this follows...

Andy: Feed me and what are we doing today?

Dave: Well that leads to this question. What gives you energy? Because you probably need some after waking up so early with your kids.

Andy: Right. Right. In the last five years I've become a really avid runner. So, believe it or not, running gives me energy. Even though I'm subtracting energy when I run, so it's...

Dave: You get it back in other ways.

Andy: I get it back. So it's something I do. I actually run home from work. So it's a chance for me to have that decompression zone. So it's a chance to step away from...



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Dave: You run right out of the Stanley building all the way home.

Andy: Sometimes as fast as I can. I don't even change into my running clothes, I just run right out of there. But it's a good recharger for me.

Dave: Well, Andy, it's been great having you on the podcast. It's been an awesome time.

Andy: Yeah. Thanks so much for having me.

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