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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 Hennessey Report. I'm Dave Hennessey. Today's guest is Tim Sackett, the President of HRU Technical Resources. He was a keynote speaker and this fall's NEHRA conference. And we recorded this podcast at the conference. Tim is so provocative and this will come through in this podcast discussion. He really got the NEHRA audience thinking differently about our function. And we, in this conversation, drill down on a couple of those areas where he was most provocative. Very enjoyable to talk to and listen to.

Next up on the podcast is Siobhan McHale, the Executive General Manager of People, Culture, and Change at Dulux Group in Australia. And now our conversation with Tim Sackett.

Tim, welcome to the podcast.

Tim Sackett: Thanks for having me.

Dave: It was great to see your keynote speech yesterday. And I got to get involved in a hug with you. What's this hug thing come ... What's this all about with you?

Tim: It was from a blog post. I wrote this post and it went viral. So actually the CEO of LinkedIn, Jeff Weiner. Now like everybody can write articles on LinkedIn on stuff like that. But remember when it was just like LinkedIn insiders or influencers or whatever they had.

Dave: The only ones that could publish.

Tim: There was only like 12 people and it was him, Obama, Richard Branson. Like one of these big names. And so very few pieces of content were on LinkedIn. And somehow, somebody at LinkedIn was a follower of my blog. Read the Hugging Post and sent it to him. And then he published it on LinkedIn and it went great. So I'm literally getting calls from like San Diego, like radio zoo, like morning zoo shows like, "Hey, we have Tim Sackett on the line. He's the world's foremost expert in workplace hugs." And so it was like your 15 minutes of fame.

Dave: Well, you made it fun yesterday. That's for sure. You and Tracy [Burns, CEO NEHRA]. One of the things that you mentioned that just caught me. When you're looking at talent acquisition: greatness, we know it when we see it. Can you talk a little bit about that?

Tim: Yeah, that's what our hiring managers always think. We give them resumes and we have candidates. And they just go, "Oh, just keep sending and keep sending and keep sending." Like there's this endless funnel of talent out there that we can just keep sending because, "I'll know it when I see it." And really, that's the exact opposite of how we should be doing, right? Tell us exactly what you're looking for.



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And I think primarily what happens though is because what they're looking for is really a mirror, right? They're looking for somebody like them. They have this image in their mind of what that might be. It's some of that built in kind of implicit bias that we have as well. And it's really everybody, right? We're more likely to hire the person that we're most comfortable with, right?

And so, when we start hearing those kinds of things. Like, "oh I'll know it when I see it," that should be a red flag for us go ... Hey let's break down the position of what we really need and then we will find you those things. Instead of going wait a minute, what's this thing? The reality is just a really big lie. In fact, Malcolm Gladwell had just launched his brand new book. And he talks about how we are predisposed to trust everything we hear.

So like if we're in an interview and I'm a hiring manager and you're telling me all this stuff, my predisposition is to first trust you. And what he found, and the research found is that we're really, really bad at judging and being able to determine if someone's lying to us. To really determine what greatness is, you better determine exactly what those kinds of things should be because we can't just see it. I mean someone might be super sharp and be really great in an interview and we go, "Oh, they're going to be great." No, you have no idea.

Dave: Right, right. We usually start the podcast to have our audience get a sense of who I'm interviewing and where they came from. As you look back on your life, is there a point you can think about, you look back on it now and say that really put me on a different trajectory. That was a real influential moment or time in my life that got me going in this path where you are today?

Tim: Oh completely. There's probably multiple, but I think the biggest one when it comes to why I'm here talking on a podcast, right? Or why I'm here at NEHRA. I was running talent acquisition for Applebee's. And so huge company. 125,000 employees, 2,000 restaurants. And we got bought out by another company. And so, there's a lot of transition going on. I had a headhunter call me about a head of TA position at a large health system in Michigan. My kid's in school so I was like, "Well, probably should make the jump, right?" I don't really want to move. You could see the writing on the wall down the road that there was going to be change, right?

So I went from a really young ... Like the average age of Applebee's was like 26 years old. They ... It was dynamic, it...

Dave: The average age?

Tim: Average age of 125,000 employees. 26. But what that does is a lot of change. A lot of like just fast pace. When I went to the health system of a 10,000 employee company, the average age was 46. And so huge difference. And then also just from a dynamic...

Dave: A bit of a culture shock for you?

Tim: Culture shock. The CEO, when I went to work at the health system, used to run HR when it was called personnel. And still had this belief that he knew more about HR than everybody else. And I was



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running talent acquisition. And I came in with a really dynamic kind of sense of what talent acquisition was. And so we didn't necessarily see eye to eye. So I'm sitting in this job, and it's one of those things where you instantly kind of know, I probably made a wrong decision, right? Like this is going to be tough. Not that I can't do it. I get along with everybody so I can make this work.

Dave: Right. You're adaptable and creative, right, right.

Tim: It was one of those companies where I sat next to the head of HR and my office were together. And I coach baseball. I have three sons. And I had told them through the interview process, "Hey, in the spring, I got to leave early a sometimes because I'm going to go do..." And he was very good. He was like, "Oh yeah, go, go, go. I mean no problem at all." He was a workaholic guy. So he would get there seven in the morning. Usually wouldn't leave until seven o'clock at night.

Well, what I didn't understand was all of his direct reports ... So there was about five of us. They would wait for him to leave at seven o'clock at night before they would leave. There was that culture. And so, when I started leaving like at 4:30 or 5:00 or whenever...

Dave: During baseball season.

Tim: ...during baseball season.

Dave: Right.

Tim: The morning, they'd come in, they're like, "Hey, just want to let you know. You better be careful. You're going to get let go because you're not working hard enough." So I went right into his office and was like, "Hey, what's going on?" But it was that culture.

Dave: Right, right.

Tim: So one day I'm sitting there. I'm researching something on the internet and I find a blog in HR. And this is a decade ago. And there was very, very few blogs at that point. Let alone in HR. I didn't even know what it was. And it was Kris Dunn's *The HR Capitalist* blog. And I'm reading this and I'm like wow, this guy's writing on the internet like I ... I'm thinking in my head but in a political environment, I could never say this.

Dave: What kinds of things was he writing?

Tim: Like sometimes we allow the process to run us versus really understanding the business or all kinds ... I mean, and he writes in a very entertaining, snarky kind of way, right. On the blog, there was like an about him kind of thing and there was an email address. And so I just sent him an email. "Hey, I just want to say, I read your blog and I really like what you're saying. I don't know how many people read this."

Dave: Yeah, right, right, right.



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Tim: "I don't know how much feedback you get. And we're ... I mean we're best friends now so I..."

Dave: So, you can say all this now.

Tim: Oh yeah, I tease him so bad about this. And he instantly replied back so now I knew no one read is blog, right? And so he literally sent me his number and call me. So I literally spent an hour and a half on the phone with him. And it was one of those things where instantly I'm like, "Oh my gosh, this is my brother from another mother." Right? It was a connection.

Dave: I want to do what he does right now.

Tim: We spoke the same language.

Dave: Right, right.

Tim: And so he said, "Oh, have you ever thought about writing?" And I'm like, "No. I don't consider myself a writer at all. Like I hated writing in college." Like I probably hadn't written since college. Besides emails. And so he goes, "No, you should really write. I have this new blog coming out called *Fistful of Talent* and it's multi-contributor and you only have to write once or twice a month." He's like, "So write me a couple of things." And so, I don't really know him yet. I got to show him I'm smart and I know HR. And I got chops.

So I did some FMLA, long, boring thing. And then I did one, because I had just left Applebee's. Every time you did something, you got a shirt or a jacket or a bag. Like logo gear, right?

Dave: Right, right.

Tim: Like it was constant.

Dave: Swag.

Tim: Constant swag. And so I had a closet full of swag. And my post was where does corporate logo wear go to die? Because it goes to Goodwill, but then you never see people walking around with like an Applebee's jacket with Tim on it, right? And so the gist of the post was I was on safari in Africa and some guy's walking at me, with my jacket on and I'm like, "Applebee's, Tim, that's mine." And so he goes, "Hey, always write like that. Never ever send me another FMLA blog. That's awful."

And so, for about two years, I got the Friday slot at *Fistful of Talent*. It was sold to me as Friday, people just want something to laugh at. Just make fun. Like have a good time with it. What they didn't tell me was in the blog world, Friday is the worst slot to have because that's where content goes to die. Because then the weekend happened and no one reads. And then Monday, it's all new content.

Dave: It's refresh, restart.



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Tim: Yeah, you want to be the Monday slot. Because then you have all week for people to read. And they never told me that. I didn't know enough. So for two years, I'm writing on Friday and finally another friend of mine, Laurie Ruettimann who's going to keynote NEHRA next year.

Dave: Oh great.

Tim: And she goes, "Tim, they're killing you on this Friday thing. You got to tell them to move you to Monday." And she explained the whole thing. And I was like, "Ah, come on Kris." But then Kris was like, "Hey, you have so much to say and you're so prolific as a writer, you just need to have your own blog. And so I still do both. Still write at *Fistful of Talent* about once or twice a month. But I write on my own blog every single day. Been doing that about eight years.

Dave: Right, right.

Tim: So yeah.

Dave: That's great. What are some of the great things going on in the recruiting function today that people might want to try?

Tim: Yeah.

Dave: What are some of the things that you're doing or your clients are doing that are just really effective strategies that maybe people weren't doing five, 10 years ago.

Tim: Oh God. Well, the biggest thing we talked ... And what we hear constantly is this artificial intelligence. And I think we hear a lot about it, but it's also confusing. I think we've gotten to the point with technology that ... And I'll say this conservatively, I can get rid of 90% of sourcers in the world and replace it with technology right now. You have really great sourcing software right now that sources better than almost everybody. And so, what you have is a very small number of really true, in the weeds, super geeky sourcers and I love those people.

But those are the people who really go out into the internet and find people, right? Like they really know how to find people. And then the most of the people that I find, like if I go into a corporation and they have 10 sourcers, I will say nine out of 10 are really just spending most of their day on LinkedIn sending InMails. That's not sourcing. I can have a bot do that. You have technology that will go out, look at your jobs, scrape your jobs, will then actually take your jobs, go out and actually source candidates.

You have another piece of technology, artificial intelligence that will actually screen those people lightly and find out if they're interested. And the next morning, a recruiter comes in and they have this ranked list of hey here's five people who are actually interested in this job. Spend time there. Right?

Dave: Right. So you speed up the process.



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Tim: Now if I had that ... Oh my ... Well, speed it up. I mean if I have that, I don't really need the majority of sourcers unless I have one of those super sourcers.

Dave: What are the super sourcers doing? So if you want to be a super sourcer, what's your advice?

Tim: Yeah, I mean, they're building Boolean search strings that have 700 characters. One of the guys that I know, he'll literally go into like the U.S. patent office because he's trying to find like high tech, scientists, whatever that might be. And he builds searches that will go through these patents and find people that are doing this and then reach out and have these conversations. They're not like looking at databases. The real sourcing stuff is those people who are going out and saying, "Where are people on the internet that there are...nobody else?" They're going to the GitHubs or they're going to conferences. We're at a conference and if you dig into a lot of conference sites still, they'll say, "Oh, here's all the attendees."

And they're going through and looking at that. So if you know, "Hey, I'm looking for data scientists." And there's a data science conference.

Dave: It's almost like an investigative person, right?

Tim: For sure.

Dave: Somebody that can do the investigations.

Tim: Yeah.

And then have the ability to actually get those people to respond a little bit right. And then know when to hand them off to a recruiter. When we take a look at that, I would say over the next like three years, the role of a corporate recruiter is going to change drastically because of that. But again, much more focused on hey here's who to spend the actual time with.

Dave: Right.

Tim: And a lot of the stuff that we do now that is basically just reaching out to candidates to find out if they're interested, technology's going to do most of that.

Dave: Right. One of the things you said yesterday that struck me, you gave advice to the HR crowd. And you said, "See a lot of demos. See a lot of technology demos. Not just for recruiting. All HR technology." And I forget how many you said. It's hundreds of demos that...

Tim: I'll do about 150 a year now.

Dave: 150 demos a year.

Tim: Yeah.



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Dave: So this is a great opportunity for our listeners. What's the most exciting stuff that you've seen?

Tim: There's about 20,000 pieces of HR technology in the world right now.

Dave: 20,000 my God.

Tim: And most people, if you would ask them, they would say, "Oh 500, 1000, whatever." The landscape is so wide, so vast. And again, there's brand new pieces of technology coming into the market every single day.

Dave: Right.

Tim: So you have to take a look at the last five to eight years. The pain point in all of HR has been talent acquisition. So most of the money ... I mean billions of dollars every year have gone into talent acquisition technology, right? And so it's every part of that landscape from sourcing to trying to figure out how do we get better quality. All of the chatbot stuff. All of the AI stuff. Even scheduling software. Again, that's always a pain point for a lot of HR shops. We're the third party between a hiring manager and a candidate and how do we do all this stuff?

Dave: And we've got to get all these people scheduled.

Tim: And now there's completely automated systems that you just go set these two people up or set these five people up with an interview. And it automatically does it, you never have to deal with it. So there's just really cool stuff about that. I think on the data side though, people are understanding that within HR we have so much data. So we have like our core HR systems and we have our payroll systems and we have recruiting and learning and performance. And when you start to pull all of that data together and start crunching all of that data. It really becomes, they're doing a lot of prescriptive stuff.

Ultimate Software. I bought a piece of software about three years ago called Kanjoya that will literally predict when someone's going to turn over in your environment. And it's scary accurate. It's like 85, 87 percent accurate. Imagine a green flag, like there's no issue. Yellow flag, we're kind of concerned. Red flag.

Dave: Right, it's public information. It's information they have about the employees. But it's also public information, right? Like...

Tim: Scanning the environment.

Dave: I read that. It said something about if there was like a merger, acquisition, change.

Tim: There's all kinds of things that happen, right?

Dave: All sorts of stuff. Right.



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Tim: I mean literally it's thousands of data points that you come together. So as a human, you would never be able to comprehend all that. Think about when you change your LinkedIn profile, it's usually when you get a promotion or when you're looking to find a job.

Dave: So that would be a factor that adds into this.

Tim: So that pops up, right?

Dave: Right, right.

Tim: They're actually measuring all of the work product. So every email you send. You might just be having a conversation. Like let's say Dave, you and I were together. I'm frustrated with my boss. And I'm just sharing with you and we're going back and forth. There's certain things that would pop up. Now again...

Dave: It's a big brother-y through, right?

Tim: It is a little big brother. But again, it's a realization of this is all work product, right? The company owns all of this. And again, they're not bubbling up to a manager to say, "Oh, this person is talking about you." Right? This is all behind the scenes just saying, "Hey, by the way, David just turned red. In the next 90 days, there's an 85% chance that he's going to leave."

Dave: That is amazing.

Tim: So it allows us now to have like save strategies. How do we go out and make sure, "Hey, Dave, what's going on here? Let's have a conversation. Let's talk."

Dave: You bring the report. It says here, there's an 85% chance you're about to leave.

Tim: What they actually do is the software then actually prescribes what you should do. What you should be saying as a leader. Here's some of the conversations, you should be having.

Dave: Or questions, you can ask.

Tim: Based on the data, they can probably give some insights to why do we think this person might be leaving, right?

Dave: Right, right.

Tim: Do they feel like there's no potential for them to move up in the company. So let's talk about their career path. Or, do they feel like they had a big project that just got canceled and so they're kind of scared about their next move.

Dave: That is amazing stuff.



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Tim: These software companies now have teams of PhD scientists that are doing this.

Dave: Can you give me one more, Tim?

Tim: AllyO is a piece of recruiting technology that I love right now. So it's A-L-L-Y-O. And what they found was ... When someone applies to a job. And let's say you have a job opening and 25 people apply. The normal recruiter, real human recruiter, will go through those 25 really quickly. They'll reach out to a handful. Whoever replies back then they'll screen and then those go onto the manager. And they'll go to the manager and say, "Here's the best people that applied." That's not really true, right? The only people that actually replied to me of the ones that I picked, right? So I already have my own biases that I picked. So I took 25 down to 10.

Dave: And these people replied.

Tim: Three people applied. I screened them and sent them to you.

Dave: Right, right.

Tim: What AllyO found was that if you actually take the human out of that, and have software interact with all 25, and go through the process. Out of those 25, you'll have a different set that comes back and they rank as well. And then you send those on. Again, it's a little bit faster because you're having technology do it.

Dave: Right.

Tim: 100% of the people got engaged. Which is a better candidate experience. So what they found ultimately was you need half of the actual candidates. So instead of 25, you could have gotten 12 and still found the great ... That same kind of level of candidate. And we always think as HR and recruiting people that we don't have bias. It's always the hiring managers. It's always everybody else. We have our own bias, right?

Dave: Right.

Tim: We take a look at something and we might go, "Oh I'm not going to put that person because I know my hiring manager doesn't like gaps in resumes and that person has a gap in their resume. So we're not even going to contact them." But the hiring manager might look at that and say, "I don't like gaps in resumes, but that's the perfect one." Now the software doesn't look at that at all. And so, what I hear from a lot of like HR leaders and TA leaders is that they're like, "Well, we just need more candidates. We need more candidates." And what AllyO says is you don't need more candidates. You just need to engage with 100% of the people that want to ... Even those people that you think are completely not the person for the job. Still engage with them. Because you don't know how that might turn out.

They might go, "Oh my gosh. That was super cool that I know I didn't even fit, but at least they acknowledged me." The one thing every candidate hates is that black hole like this.



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Dave: Tim, talk about your business. What you do when you're not blogging and speaking on the circuit and interviewing 150 technology demos.

Tim: Yeah. So I run an IT engineering staffing firm out of Michigan. We do national search. We have about 250 folks with the company. I think we have people in about 17, 18 different states right now. So we kind of go nationwide. And a lot of it is, is companies that take us with them. Right? So mechanical, electrical, manufacturing, quality, and stuff within the manufacturing environment. I mean, come out of the Midwest. So it's kind of some of that stuff.

We found that we do really well in that environment or our recruiters know that stuff really well. What happens is is you work with one company. And maybe they're based in Indiana, but they have plants in 17 different states.

Dave: Right, right.

Tim: And so then they go, "Oh can you find someone in Alabama?" Recruiting is recruiting. You can find people anywhere. So yeah.

Dave: That's great. The economy's been improving or growing for it seems like about 10 years. Right?

Tim: Sure.

Dave: For about a decade. In this market, in the Boston area, I'm having HR recruiters tell me there's unnatural acts happening in the recruiting world. Like where we're bringing people ... We have to pay them more than people that we already have for the same roles. I'm wondering what you're seeing with that. How does that impact the culture of organizations? The work you do?

Tim: Organizations have to be very careful right now, right? Because you can really get yourself in some trouble. I mean it's a fact that the market moves super-fast. Usually faster than your compensation team wants it to move. Doesn't matter. So if I have to hire somebody and that is making \$10,000 more than the rest of the team. I've got to make an adjustment to the rest of the team or I really put myself at an issue potentially of getting a lawsuit and stuff like that. So it is difficult. The thing that we see every single day, I have companies calling me saying, "We need to hire 50 IT people." And I'll say, "Awesome, great, can't wait to work with you. Let's go through all this stuff."

And we'll go through the normal like okay so what's the job and where's the location and what's the pay? And they constantly are trying to find a bargain. And I'm like, "How long have you been trying to find this people?" "Oh my God, all year." "Well, I'm not going to be able to find them either. I'm not a magician. I can't magically come up with a java developer that wants to make \$60,000 a year." It's not going to happen.

Dave: Sometimes there's just math involved here, right?



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Tim: And think sometimes it takes us turning that business down for them to realize, "Oh crap." Because you're never going to find those people.

Dave: Right, right.

Tim: But a lot of the organizations are like, "We already built four or five and they're not senior enough. We need senior people." "Well, then you're going to have to pay for those." And it's just that realization that has to happen.

Dave: Can you tell the wheelchair story?

Tim: So when we started really measuring and taking what great HR look like or what those people that had great HR, what did they do differently than someone that was average, right? I think most people would take a look at HR and if you said, "Give us words that describe HR." One of those words would be "no." Right? Like no, you can't do that. No, you're wrong. No. Like it's just no, no, no, no.

And there's a negative reaction to that word no, right? And we found that the great HR people said yes. And so I always give an example of a hiring manager comes to you, right? So Mary's the hiring manager. And Mary comes in your office and goes, "I want to fire Alice." What are you going to say? Now let me give you some background on Alice, right? So Alice is a black female over 40 in a wheelchair that in the last five performance reviews have all been average. That's all you know. But Mary wants to fire Alice.

An average HR manager would go, "Yeah, no. That's not going to happen." A great HR manager would go like, "Yeah, right now. Let's go. Now before we go, I'm going to call the legal team because we're going to get an EEOC charge on this. But that's okay. We can fight this. We've been there before. We'll help you." And then that manager goes, "No, no, no, I don't want to go to court. Like come on." So then you go, "Okay, well here's how I can help you. Let's work together." But it's always about the yes brings them to you, right?

Dave: You know what cracked me up when you said it yesterday, "Don't worry. No, when you're in court, I'll be there cheering you on. I'll be in the gallery."

Tim: But it's the no versus yes. And people go, "Oh it's yes, but ... That's the same thing." And I'll be like, "I never said but. I said yes and, right?"

Dave: Right.

Tim: Again, the difference between saying no and having them go, "Oh, it's the same old HR."

Dave: Right.

Tim: "You're the same ... It's what I expected you to say. And I needed help right now. I need to get rid of this person. Okay, let's talk about this."



Dave: Yes, and.

Tim: My job in HR is not to eliminate risk. My job's to mitigate risk and advise of risk. And so I could sit there and say, "Hey, there's a 95% chance that we will get an EEOC charge. If you want to move forward on this, and the legal team and our executive teams are all on board."

Dave: That this is a right decision.

Tim: "Then we're doing it, right? I'm not going to stand in the way of this." My job is not to eliminate risk. It's just to advise of risk. Because I think when we try to act like we're the eliminators of risk is when we get that negative perception from our executives on HR. That's not our job. Our job is to go to them and say, "Hey, by the way, totally on board with what you guys want to do, understand probably 30% chance that that might ... This might go bad."

Dave: It was almost the close of your talk yesterday. And you talked about professional fear. How HR can help their team and people in the organization overcome that professional fear. Can you talk a little bit about what you mean by this and what HR leaders can do to help their organization deal with this in an effective way?

Tim: Yeah, I think one of those traits that great HR people show is like this level of fearlessness that we don't see out of normal people. And it comes across in the fact that they're probably willing to make a stand on some things. They're probably willing to get up in a meeting with cross functional kinds of leaders and speak their mind. They're not going to hold that back. The question I have is if you're an HR leader, how do you help your team understand that they can also do those kinds of things in a way that they shouldn't fear that they're going to lose their job.

So one of the things I've done with my own team is I would ask them to manage up to a person above me. Right? To like my boss or even my boss's boss, and send an email. But I would say, "Hey, before you send it, send it to me, because I just want to give you some feedback on it. But you're going to send it. You're not going to copy me. It's just between you and them."

And again, it could be just like, "Hey, I want to let you know about a project." or something like that. And you can't believe how fearful they are to send something to like the CEO or CFO or someone like that. Even though it might be something benign as just as an update on a project. They're still like, "Well, you should send this because I don't..." And you're like, "No, no, no, you need to send this. Right? And you need to send it in a way that they know that you're smart. That you're on top of it. Because down the road if your name comes up in front of that CFO for maybe another position or something like that, you want them to have a great you know what? I know Tina. Like she sent me this message and she seems like a smart gal and we should think about her."

So those are things, I think, that leaders can do. And we talk about that in terms of also kind of exercising influence and how do you gain influence as a leader. And part of that is just putting your team in those positions. Where they can let themselves shine and that you're not taking like the control of it.



Dave: Right. I think you said something about failure?

Tim: Yeah.

Dave: Don't put people in places where they're going to fail. And failure doesn't breed good results, so find small ways to improve their confidence.

Tim: For sure.

Dave: Tim, we do this podcast in cooperation with NEHRA at Keystone. And we have the NEHRA Emerging HR Professionals Question of the podcast. It comes from Kristen Parsons. She's at Charles River Laboratory. She's a Senior Manager of Corporate Internal Communications. And she says, "What piece of career advice would you give to your younger self?"

Tim: Oh the one thing I think that we never want to do as young people. And I get a chance to go and talk at colleges and high schools a lot is that we want to try to do it on our own. We don't want to leverage our networks, especially with our parents. And the reality is, is you have to use every piece of your network that you can. I look at LinkedIn profiles of new college grads, and they'll have hardly any connections. They're just like, "Well, I don't know very many people professionally." And I'm like, "You just graduated from a school that has 40,000 people in it. Here's the message you send. Hi, my name's Tim Sackett. I'm a recent graduate of Michigan State University and I'm really just trying to expand my network." We love alumni, right? We love to connect with alumni and help alumni.

It gives us a great feeling. And so it's really building out that network. And also then using your mom, your dad, your grandparents, your aunts, your uncles. They have networks of professional people and they can connect you ... But we always want to try to do it on our own. And time and time again, almost monthly, I have conversations with young people that they're just like, "Well, my dad's a pipe fitter. He doesn't know anybody." Your dad knows hundreds of people who know thousands of people who like ... You really have to rely...

Dave: Yeah, you never know where it's going come from, those network, those connections.

Tim: You never know where it's going to go and never be scared to ask mom and dad for help. And we just want to do it on our own.

Dave: Yep. Well, it's been so great having you on the podcast.

Tim: Thanks for having me.

Dave: Thank you so much. How do we find what you write? How do we find your organization? Your company?



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Tim: Yep, so timsackett.com. If you just put Tim Sackett in Google, I'm like the first 100 pages. There's a truck driver chaplain out of Minneapolis that's also Tim Sackett, but I'm not him. It would be great if I was. I stole all of his SEO. And then, my company is hrutech.com. So it's pretty easy to find that.

Dave: Thank you so much for being a guest.

Tim: Thanks for having me.

Dave: Nice to meet you.

Tim: All right.

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