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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. Today's guest is Katie Kulikoski the Chief People Officer at Brightcove. Brightcove's a global video platform company that uses video for internal communications in unique ways. In fact, Katie talks about how they drink their own champagne at Brightcove by using these tools inside her group. And next up on the podcast is Susan Miele, the head of HR at Foundation Medicine. And now, our discussion with Katie Kulikoski.

Katie, it's great to be here at Brightcove for the podcast with you.

**Katie Kulikoski:** Thank you. It's so nice to join the esteemed Hennessy Report.

**Dave:** Oh, thank you for throwing that in. Well let's talk about you first. As you look back on your career, is there a point where you say, oh, that was kinda something I look back on as an inflection point or something that kinda got me going in the direction that I am today.

**Katie:** In my mid 20s I was working in San Francisco at the beginning of the dot com boom. I was working for a company that offered to send me on a short-term assignment to Brussels and the catch was that they had to back fill my roll. So, I was going to be out of a job for a temporary assignment that sounded like a pretty cool opportunity. The market was pretty booming at the time and companies were growing at every expense, as we sort of learned...

**Dave:** We learned after the fact...

**Katie:** Yeah, exactly. And so I jumped at it and it was a short-term assignment that became a longer-term assignment. It was my first international assignment which later gave me empathy for people in new locations and gave me...

**Dave:** Other cultures...

**Katie:** And yeah, really sort of persistent thirst for working in a global environments.

**Dave:** Interesting, that's cool. Why don't you tell us a little bit about Brightcove.

**Katie:** Sure.

**Dave:** What you do because I think it is an interesting technology that I don't think I could articulate completely, so good to have you here.

**Katie:** Good, thank you. So, Brightcove is a video technology company. We are an online video player for the purposes of media companies, marketing companies, and the enterprise. So, if you can think of a



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way that video is used online, we were likely there at the beginning and we are likely a provider of that enablement of the platform.

**Dave:** Can you give us an example? A specific example of how it's applied, say at a company or in their marketing or training...

**Katie:** Sure, absolutely. So, when we were founded almost 15 years ago, it was with the view that video wouldn't be over cable lines any longer it was going to come over the internet. And sure enough, here today if you go to buy a car. Let's say you're buying a Ford and you want to go see what they look like before you actually go to a dealer and test-drive it, you're going to go to Ford's website. You going to see a bunch of videos that will show you the interior of the car, what the driving experience is like, et cetera. We could very likely be providing the platform, the data...

**Dave:** That that company's using, right.

**Katie:** Same as you are watching your favorite series, and you want to stream it. Let's say you're watching something like *Game of Thrones* and you watch it on demand and you pause it, et cetera. That might be enabled by our technology.

**Dave:** Okay.

**Katie:** Um, and certainly if you work at a large company and you let's say have a training library of videos about how to...training for your product, et cetera, for your employees, we could be the video platform that is delivering all of those videos to your people.

**Dave:** And is there consulting with it too? Or is it just technology? What is it that is provided? Is it how to produce these things? Is it...

**Katie:** No, no...

**Dave:** It's the way to create this streaming video.

**Katie:** So, it's the actual platform...

**Dave:** The actual platform...

**Katie:** ...the video sits on.

**Dave:** Okay.

**Katie:** Right exactly, so it's the player. So, when you hit go...

**Dave:** So, it's kind of the YouTube, Netflix of your...am I saying the wrong thing?



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**Katie:** No, exactly.

**Dave:** For corporate world...

**Katie:** For business, exactly.

**Dave:** Okay. So, the founders had some great foresight about the way technology was coming and growing. And what's the latest news at Brightcove that you can share? What's going on here?

**Katie:** Sure, so, very recently we acquired the online video player for one of our long-time competitors, Ooyala, with that came about 100 people many of them in Guadalajara, so we have a new site that we have set up in Guadalajara, Mexico, incredible group of people...

**Dave:** Tapping into your global cravings, right?

**Katie:** Exactly! We're already pretty global. We're in Singapore, Tokyo, Sydney, London, you name it. We're across the globe but it's great to have a new office in a new location where we haven't had a previously as strong Latin American presence. So, we're just continuing to grow, in all the exciting ways.

**Dave:** Organically, yeah.

**Katie:** When I came to this company five years ago, I really thought video online is about 15 years old, the market is probably ripe for consolidation and so there's probably going to be companies starting to come together. Merge, be acquired, et cetera. So, to finally acquire a significant portion of a company that we had been competing against in the market is a huge win.

**Dave:** That's great, congratulations.

**Katie:** Thank you.

**Dave:** Well, let's talk about HR. Of course, you know this is an HR and people strategy podcast, and you have the title Chief People Officer. Can you talk a little bit about Brightcove's culture? And maybe one way to ask that question is, what's important to you about the way people work here? Or what's important to the people about the way everyone works?

**Katie:** Yeah, that's great. So, our company has been through a lot of change in the last year. A little over a year ago, we received a new CEO, we've rebuilt most of the C-Suite in the last year. And so, I think when you're coming through tremendous change, as we are as a company, your culture, sort of the pillars of your culture, the values by which you're operating the company become even more important. So, we are actually doing a lot of work on that right now and doing some listening and some reflection on what it is that we care...

I would say we have a long-standing tendency to describe ourselves as smart and nice and people who get things done. We're starting to hear from our people that what they really value about that and what



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they are proud about in terms of behaviors and culture at Brightcove, is that we are problem solvers. We are inquisitive, we are incredibly smart and innovative and we are thought-leaders in the market. And so, with all of that it's sort of wrapped in this package of an incredible drive to do the right thing for our customers and to help our customers do business better.

**Dave:** Hmm, that's interesting. I like that those are words that I haven't heard before. Problem solving, you know it's great people talk about their culture and their values and it's not something that we've heard all different other places because people can grab onto it.

Can you talk a little bit about the process, this listening that you're doing, what's the approach that you have to do this type of intervention if you will?

**Katie:** We recognize that with all this change it is a good time to refresh our values. We have some values, um when you're changing this much as a company it's a good inflection point to say, is this still how we operate? Is this still what we care about the most? Do we want to hire to these values, et cetera, so we've done a tour of corporate listening. So, I've actually just come back from visiting our London and our Singapore offices and I had the opportunity there to really capture some responses from people about which one of our values resonate the most with them, which do not resonate any longer. Or if there is a behavior within the organization, that they think we are embodying now even if it's not a main value and some of that happened in the pub in London and some of that happened in a customer conference in Asia.

**Dave:** It just doesn't happen in rooms like this.

**Katie:** Exactly, exactly. The rest of our leadership team did the same listening journey. And so we asked some of them to reach out to some of their highest potential people and ask the same types of questions about it and so were actually getting ready to go off site, this week, in a couple of days, and look at it as a leadership team and that won't be the end of it. We will then take sort of that synthesized information and listening that we've done. We will marry it with some brand work that we are doing, because that's equally important, listening to our customers and what they perceived to be of value about us. And then we will take it back to our people and pressure test and come out with the finished product.

**Dave:** Wow. Well this is exciting. Any early surprises or learnings that you can share with us to give us a little preview? What are you hearing that was, hmm, I didn't expect that, or that's a little different or that reinforces everything I've believed?

**Katie:** When our CEO arrived here a little over a year ago, we started to do some leadership offsites and one of the concepts that we started to use frequently and come back to and reference was the notion of "one team." Which was probably a bit aspirational at the beginning of the conversation, because we were reorganizing significant portions of the company, we were bringing in new leaders. So, doing all of those things is a bit counterintuitive in terms of being one team. But I think that it was one that we began to really embody and reference frequently and so even...



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**Dave:** One team as a leadership team or as a whole organization?

**Katie:** As a whole organization...

**Dave:** A whole organization.

**Katie:** Really also, really sort of embraced it by the leadership team first. And so even though it's not technically one of our corporate values at the moment and we haven't put it on a wall anywhere, we begin to reference it really frequently in our recognition systems, et cetera people just started hash-tagging one team and so it's one of our most frequently referenced valued that isn't technically a value as of today.

**Dave:** Hmm, that's interesting. Patty McCord was on our podcast, a few episodes ago and she talked about the role of HR and management and leadership is not to control people but to build great teams. And I was just wondering what your thoughts were on that concept in general because it sounds like it resonates her.

**Katie:** Absolutely, so for me one of the pillars of building a great team is having a team that trusts one another. We have done a lot of work with this across our leadership team and the leaders have taken that work and, in most cases, cascaded it to their teams that they work with as well. Trust just being a huge factor to get things done. We operate under a frequently referenced saying that a strong team can weather any storm. And so, we believe that a healthy team starts with trust. And so today we are in a pretty high trust environment which is great. We've invested a lot of time building that amongst our leaders and we're really happy with where we sit today.

**Dave:** That's great, congratulations.

**Katie:** Thank you.

**Dave:** What's something related to people strategy or HR that you had a strong belief and that you've changed your mind about? Something important that you've changed your approach on or beliefs on over time.

**Katie:** This is a good question. This is a hard question because I'm actually, this is sort of fresh in the last 24 hours, I have I think operated a large part of my career but especially the part of my career in which I'm working for a public company, operating under a strong belief that the work we do is for our shareholders right, that we need to drive shareholder return. That our ultimate bosses are not the CEO or the board but our shareholders and creating value for them.

And last night I was watching a show about a GM plant closure and they were challenging this notion of shareholders being the penultimate goal you're working towards. And it was about the shift in our economy really needing to reconstruct that idea that companies also work for the people. Because the people have invested an incredible amount in the companies right? So we think about shareholders



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investing in the company because they have paid money for a share and they want to see a return on that. But this was challenging that idea to be more balanced...

**Dave:** The employees, when you say the people...

**Katie:** Yeah. Considering the people. The employees who have given their 8, 10, 12 hours a day who have sacrificed times with their family, who...

**Dave:** Right for 8, 10, 12 years...

**Katie:** Right, exactly for many years and what it means to be accountable to that investment as well and what it means to reconcile those two investments. And so, I guess, I still believe that I work for the shareholders, that's important for a public company but how do you make sure you are considering both sides of that spectrum? Ultimately, when you are working for a for-profit, public company, your performance metrics are very measurable and they are externally reported and so...

**Dave:** And they happen quarterly...

**Katie:** Whether private, whether public, whether small, whether large, figuring out how you make your people a strategic differentiator for yourself in the marketplace is important. And taking that approach and applying it to a quarterly cadence or a public company reporting perspective, is an added layer of complexity but still just as important. So, I would say that's the river that runs through it if you will. But you need to make sure you have pre-measurable results that are good in the market.

**Dave:** Right. Now you are not only a practitioner, I think of you as somebody that's a real student of this work, this HR, people, culture work. What excites you about the function? Because I think there is a lot to be excited about in the last several years about your role and what's happening?

**Katie:** That's a good question. I grew up in a family of people who have a strong sense of social efficacy, right, my parents are social workers, couple of my brothers are doctors. I do believe that if we do our jobs well, we make people feel more fulfilled in their work in addition to being able to pay their mortgages or their rent or put food on the table, et cetera. Those are sort of the hierarchy of needs right...

**Dave:** Right.

**Katie:** If we are doing our job well, we are addressing every aspect of the hierarchy of needs and people who are generally fulfilled and happy and engaged at work probably go home feeling good about how they just spent their 8, 10, 12 hours and hopefully there's a trickle effect that impacts all the people in their lives, right, and that's what I had to tell my family...of social workers and doctors to justify my existence and how I spend my time...

**Dave:** No, it's true...



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**Katie:** But I actually do believe...

**Dave:** I do too.

**Katie:** And I think that, what I've seen in the last 10 years of my career is that the strategic relevance of that work. Especially if you are fortunate enough to work within the tech sector or within a company that has knowledge workers. Your people are your primary asset. Which is more true now than it has ever been, right, and continues to be truer and truer as time goes on...

**Dave:** Right, there's less and less things that are important. Right, a lot of companies don't even own their own space, it's just they don't ship any goods, it's all streaming like the products that you sell.

**Katie:** So, that value of making a compelling workforce for people in which they feel good about the work they're doing or they have the room to be innovative or they feel like they saw how they made a direct impact on the business or whatever it is that drives them has become superlatively important. It just becomes even more important every year.

**Dave:** One of our common friends, you know Stefania Mallett, who's the Founder, CEO of ezCater, and she talked about, and other podcast guests have talked about this in different ways, is finding ways to let people and help people be their whole selves at work and life. I know you believe that based on what you said. What kind of things do you do here at Brightcove to help people do that or what are the things you take away or get out of the way, the obstacles?

**Katie:** So, I think if we asked our people the answer I get most frequently is incredible flexibility. To be able to be a working parent, or have a social life, et cetera. Because we can all work anywhere, anytime, right. Especially when, even though we're not a huge company, we are a very global company and so the expectation of defaulting to video hangouts for a meeting, et cetera, is just so ubiquitously embraced across the business that it does make it easy even if you're based here in Boston, where our headquarters are, to be able to effectively work from anywhere all the time. So, I'd say that sort of flexibility piece has been a good differentiator for us.

**Dave:** Having flexibility, working remotely, it seems like a lot of companies are trying to do more of that, certainly you do that. What's the right balance? Because there is something about people being in the same room together, or those bumping into somebody and it triggers a thought or the ideas that you have when you're actually physically with people. So, how do you, what's the right balance? For Brightcove, or what's your, in general what do you believe?

**Katie:** Well I think it depends a lot on the function and the way a team works together. Somebody who is truly an individual contributor and doesn't have as much of a pervasive need for collaboration in order to get their job done then the answer probably errs on the side of more remote. My team needs to collaborate a lot, we ask for a really close partnership between the recruiters and the HR business partners so that they are sharing information and knowledge. And so within my team, most people who do work from home only work from home one day a week. But, we also have people in remote locations now so you know being effective at getting everybody together to do that often defaults to video.



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**Dave:** So, you kind of like that one day a week thing? Or if it can work...

**Katie:** Yeah, exactly. And just be thoughtful about it, in terms of deciding whether that's the same day for everybody or whether it's spread out. Really depends on your operational work flows.

**Dave:** Right. What are some other strategic initiatives you're working on with regards to people, HR?

**Katie:** So, we actually have a cross functional steering committee. We call it our people initiative. We have global representation, cross-functional representation, a mix of seniority and a mix on tenure on this team and some of the issues that we have worked on as a team...

**Dave:** You're on the team too?

**Katie:** I am. I'm the one throat to choke sort of speak, but some of the most incredible work that has come out of it has been from people who aren't even directly in HR. So, we have done a refresh of how we onboard people. In the past year, we have taken a new approach to how we deliver continual feedback in the last year. We are, right now, in the midst of working on internal communications, because that's something that every company can probably always try to get better at and we are no exception to that rule. So, we've done a lot to change how we internally communicate to one another...

**Dave:** So, there's people in all different levels and all different functions helping you with people...

**Katie:** People work. Yeah, exactly.

**Dave:** Helping your department with initiatives on how you do things.

**Katie:** Yeah, exactly. We start pretty blue sky, we're like what, how good are we at giving feedback right now? Ok, so we think we're this good. What does success look like? How can we like...blue sky...what would we like it to look like?

**Dave:** When you talked about it's the nice culture, I was immediately thinking; I imagine this maybe a little bit conflict resistant culture. It may lean that way.

**Katie:** Yeah, I think we have changed that a lot over the last year.

**Dave:** Right, because it's working.

**Katie:** Yeah exactly, and that's some of the listening we are doing right now. You know, nice is great but does nice make money? I don't know. Does nice deliver the hard news? I'm not so sure. So, we are challenging it right now internally.

**Dave:** And what kinds of things are you doing? I think this is a fascinating area of HR and management really, I mean a lot of people are wrestling with, what's coming out of this? What kinds of things are you implementing? Continuous coaching and guidance and feedback?





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**Katie:** We've asked our leaders to just embrace this in their daily lives, and I think they really have made a commitment across the broader leadership team of having what we call the courageous conversation. The one that's hard, the one that you are sort of putting off and the one where you're like 'oh, I'll save this one for Friday'. We're just committed to each other, committed to ourselves, we're just going to have it in the moment because we have that sense of urgency and we need to do it in order to get where we are trying to go next year.

We've done a lot of training around how to do that effectively for our people. For our line managers, or people who that might be a newer concept for, so we've created sort of three distinct functions within the organization that are all focused around developing our people. So, there is now a center of excellence for learning and development within the HR team. We've created a similar function that's dedicated to our sales team and our sales methodology, and then finally we've done one for our customers. That is all about how we onboard customers, how to get really up to speed on being a video expert if you're a new customer. We've taken those three people, and we call them a triumvirate of development resources, and they've teamed together even though they sit in three different pieces of the business, and they are teaming together really effectively to share the assets that they are individually creating so that we have the biggest return on it across that whole spectrum of users.

**Dave:** That's great. Well you know that we deliver this podcast, Keystone, with NEHRA, the Northeast Human Resources Association, and NEHRA has a young professional group within it and we have the NEHRA YP, NEHRA Young Professionals, question of the podcast. And we have our very own, Keystone's Meghan Mandino here to ask that question of you.

**Meghan Mandino:** What advice would you give to young professionals to feel comfortable and confident in dealing with the very different types of personalities that you get in the different teams that you are a part of?

**Katie:** I love this question. I am a true believer in surrounding yourself with people who are different from you in order to challenge you and in order to augment your shortcomings, or to highlight your strengths. So, for myself, I work in technology because I am not the most technological person but I so appreciate the way the brains work of people who are technology innovators. I have a tremendous amount of respect for that and I'm able to augment them with the skills that I bring to the table. And so, I would say recognizing the strength and the power that comes from differences is a really good way to challenge yourself. In a really sort of tactical and approachable advice sort of way, I would say, encourage yourself to do things that aren't those which you would immediately gravitate towards normally. So, if you are not a go to the pub type of person, challenge yourself to go to a beer tasting or if you are not a tough mudder, do something along that line and get you out of your comfort zone. Because I think that's when we grow and stretch the most is when we do things that are a bit atypical for ourselves and that often opens a ton of doors.

**Dave:** To your point that you just made, it sounds like you probably embrace technology in the HR field, right. Do you use technology to help your function?



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**Katie:** Absolutely, so we like to drink our own champagne at Brightcove, and so anyone who's joining my team, I ask them to go through product training just like anyone would if they were joining the product team. So, they know how to use our online video player and upload a video and our own internet with all our video assets is built on our platform and uses our product on a regular basis.

And so, we've also been really thoughtful about using video a lot more effectively to communicate. Whether it's for the trainings we deliver or I mentioned our recent acquisition, we used video really effectively I think to welcome new people to our company. Our videographer had a...we're lucky enough to have an in-house video team. We're a video company.

**Dave:** Since you're in the business...

**Katie:** Exactly. He had a great idea and he asked me to collaborate with him on it, where we were very silly and very tongue and cheek and talking about who we were as a company. And we made a video that we rolled out, week one, when we welcomed, you know, 100 new people to the company and the feedback from people who were watching it for the first time, they said 'oh, we were so relieved because it wasn't a uptight video saying, welcome to Brightcove, here's the rules, et cetera.'

**Dave:** You were yourselves...

**Katie:** Exactly, we were silly, we laughed at ourselves...

**Dave:** Real people...

**Katie:** Yes exactly, and they said 'oh we were just so relieved. It made us think this is a company I would have chosen to come to.'

**Dave:** Wow...

**Katie:** And for us, that was really the first time that I got to see the power of video and its capacity to move people, so you know that was built on our technology but it was also sort of the underlying presence of everything we do here. Video is an incredibly powerful way to bring your stories to the eyes of the world and that's exactly what we did.

**Dave:** If you could write a letter of advice to yourself, professional advice to Katie of 25 years or 30 years old, what would you write?

**Katie:** I think I did a fair amount of risk taking in my youth. And I think that that was a differentiator for me, early in my career...

**Dave:** So, that's some advice to others...



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**Katie:** Right, that's some advice to others, but even though I felt like I took most of the risks that were presented to me, I would advise myself to take even more risks and to push myself even further out of my comfort zone.

**Dave:** So at the time you thought, I'm taking a lot of risks, but you thought even more so...

**Katie:** Even more so.

**Dave:** How can you make that real for somebody that might be listening? What were you willing to do back then and what do you think you could have even done more of, for example? Can you think of something, like that was risky, I should have even taken this further leap?

**Katie:** Yeah, so I had given notice at a company and they asked me to stay on for a few more months and I did. I sort of put everything back on hold and I did it, I asked for a bunch of opportunities in return for that commitment and in hindsight I should have asked for even more. Honestly, I think, they asked me to do it again at the end of that three-month assignment and maybe I should have said, you know what let's just go all the way with this and see where it can go. But instead, I do think that I made the right choice in that instance but I would say that anytime I did take a risk...another risk would be when they sent me to Belgium to work internationally for a short time and when that was done I said, ok, great I got some international experience, I'll go back to the states now, et cetera. Maybe I should have gone to another country, maybe I should have gone to Asia, maybe I should have pushed that. Taken that thread even further.

**Dave:** I think that's a good example.

**Katie:** Take the risk half-way through, but what about the next half?

**Dave:** That's right. That's cool.

**Katie:** The art of the possible.

**Dave:** What's a book that changed your life?

**Katie:** That's a heavy question. I'm a big fan of some of the comedy greats like, Tina Fey and Amy Poehler. Amy Poehler wrote a book called *Yes Please* and one of those...

**Dave:** She's a local person...

**Katie:** I know right. She's awesome, she's awesome. One of the core premises in the book was about using the sort of key tenant of improvisational theatres to always be building on what somebody has thrown out to you. So, if you're in an improvisational setting with someone and they take it really like to a crazy place, you don't reject that idea, you say yes, we're walking on Saturn and I have two heads, so you build on it. So, the concept is called 'yes, and' where you are accepting whatever is put in front of you and improving upon it in some way instead of saying 'no, we're not on Saturn we're actually in



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Georgia' this I have a funny idea we're going to go to my place in this idea instead. But, I think that that power of improv can be really creative in a business setting as well...

**Dave:** Have you been involved with improv in your life?

**Katie:** I have actually yeah. What a good question. In a few ways, so my parents had an improvisational theatre troop when I was a kid and they would pull us out of school. They used it for social emotional learning, this was before they became social workers, they were still in school to be social workers and we would go act out sketches in front of other schools...

**Dave:** Your whole family...

**Katie:** Our whole family, would do this. Yeah and...

**Dave:** ...and I don't think there could be any more risk taking than that. I can't think of anything that would be more fearful to most people listening right now.

**Katie:** Yeah so, five-year-old me was always being put into a position of being in front of a whole assembly of other kids and being asked to improv on family disfunction or school problems or what have you.

**Dave:** What an education, you had from such an early age.

**Katie:** Yeah, so a couple years ago I actually worked with a local group to use improv for our leadership team to develop sort of an off-site activity for them. Half of our leaders at the time, as we were going into it they were like, 'Katie, this is gonna suck, I can't believe you're making me go do improv. I don't even like most of these people' like whatever it is, every excuse in the book. I said, 'listen let's just go do this. Let's see how it is.' Without fail, I think there were 40 participants at the time, every single person who participated came back and said, 'that was incredibly fun. I actually learned a lot about people I didn't know about, I learned a little bit about myself,' that exceeded my expectations and it was a great time. And so, it was a good reminder that that premise of building upon the work of others and not rejecting any idea that comes to the table as being too crazy, can be pretty powerful in a corporate setting. And I actually serve on a Board now too for a non-profit that uses improv to teach social and emotional learning in the schools.

**Dave:** Wow. Right from your five-year-old childhood, all the way you're still doing it.

**Katie:** Exactly. It's called Rehearsal for Life or improv is anyone is feeling really generous they can go and donate to a really great because, we work with Boston Public Schools.

**Dave:** Rehearsal for Life. It's a local organization.

**Katie:** Yep, based here. It is a local organization. A couple decades old. And they have a troop of actor-educators that go into the schools and work with kids to talk about really tough social issues and they



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use improv to do it. So, they'll pull the kids into the scene. I was sold on it when I went to watch a workshop and I saw these kids having an incredibly insightful and mature and thoughtful responses about tough social emotional issues that they deal with, like discrimination or socio-economic issues, et cetera. And it was just kind of incredible how they used the arts and theatre to address it.

**Dave:** What are some of the benefits of doing it in an improv setting? How can people take it and use it?

**Katie:** Well I think that anytime you're sort of in a situation in which you are having to rely on improv it puts you in a different mindset right, in which you are, maybe a little bit stressed out and it taps into a different part of your brain. So, I think if you end up listening to whatever came out during that there's the power of collaborating with others, because no one ever goes and does improv alone, right, you do improv with others. The power of a group dynamic and learning from each other and playing off of each other is incredibly powerful in any life setting. But, then there's also that sort of like, you go to a different mental place I think when you are being asked to perform in an unscripted way.

**Dave:** That's great. Katie it was great to have you as a guest.

**Katie:** Always a pleasure. Thank you so much.

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