

Meghan M. Biro: On this week's episode of #WorkTrends, we're talking about how your company ... Yes, you. You own it ... can build a more positive, people-focused culture. This episode is sponsored by Citrix.

Meghan M. Biro: Welcome to the #WorkTrends podcast from TalentCulture. I'm your host, Meghan M. Biro. Every [00:00:30] week, we interview interesting people who are re-imagining work. Join us on Twitter every Wednesday, 1:30 p.m. Eastern, using the hashtag #WorkTrends.

Meghan M. Biro: Well, I'm pretty excited. We are gearing up for the Boston Marathon this Monday. The weather is a little bit wet and cool, though, so it's really kind of changing things up for those runners. The start times are going to be a little bit different. Those meteorologists out there, they're trying to keep up with us, right Kevin? Because we [00:01:00] basically ... We're in winter still, seriously.

Kevin: We are not here, and God bless you all that are still in winter because I feel for you. But no, it's definitely mild and warming up on the West Coast, which we're very fortunate. But, you know, it's funny you were mentioning the Boston Marathon, and it just took me back to six years ago when the bombings happened. I remember working for PeopleFluent at the time, and I [00:01:30] was there in Waltham in a hotel room that we were locked down because of all ... Then, when they were searching, trying to find the bombers, it just gives me ... Just speaking of inside weather, it gives me chills just thinking about that, that [crosstalk 00:01:44]

Meghan M. Biro: I know.

Kevin: Yeah, but goodness. Besides that, as you know, Meghan, my family's been pretty knocked out with a bug, but we're on the mend now finally, which is good. It really knocked us flat, though. Ugh.

Meghan M. Biro: Oh, wishing you all at the beehive [00:02:00] healthy and happy thoughts.

Kevin: Absolutely.

Meghan M. Biro: I know that that was a bugger.

Kevin: Ooh, it was a bugger.

Meghan M. Biro: It was a bugger.

Kevin: Totally.

Meghan M. Biro: It went around my house, your house, and a lot of our friends swapping stories on Facebook. Right? It's been long, and so we're ready. It's been a long season,

and we're ready to focus on something a little bit more positive, aren't we?  
Maybe something like culture?

Kevin: You know, Meghan, how we feel every day changes the way we perceive the world around us from day [00:02:30] to day. It's not always easy staying positive, whether you're sick, have a traumatic event, whatever the case is. Now, how do you work on staying positive in the world of work today, Meghan? How do you do it?

Meghan M. Biro: The way I do it, it's called ... It's four letters. It's called yoga. For me-

Kevin: Nice.

Meghan M. Biro: Yeah. Yeah, that is my place where I go and reset and think about what's unfolding in either my business or my personal life, right, or for friends or colleagues. It's [00:03:00] my thing. Everybody, I think, needs to find that place where you can just go. I mean, I know from being your friend on social media, Kevin, maybe those morning runs for you. Right?

Kevin: Yeah, that-

Meghan M. Biro: I mean, there's always ... Yeah? Right?

Kevin: Yeah. Yeah, definitely, the Natural Bridges State Park, which is down the street from us, and that bridge picture, that rock formation I always take. That's my prayer garden, my zen. That and the fact that my wife and I do meditate on a regular basis. I think [00:03:30] that for us has really been something that's helped us to keep an even keel, and staying in the moment because we're all about presence. Can't do anything about what just happened or what's about to happen, only about what's happening right now. I think that applies with the world of work. Right?

Kevin: I know that when I'm working with my team, anyone I work with, I always try to stay focused on providing positive solutions, even if that means taking a beat and listening to somebody vent. It's taken a long time for me to get there, [00:04:00] but I think at the end of the day, going in with that viewpoint and just the handling of life in general really helps to contribute to a much more functional and productive environment, I think.

Meghan M. Biro: Yeah. I mean, it's all about communication. It's all about people, right, and being open to the fact that nobody's perfect, no scenario's perfect, especially when you start talking about culture. The idea of feedback loops, I think, are really, really important now [00:04:30] when you start talking HR tech. Staying human is still going to be very relevant for all of us, and being human means not being perfect and riding out a roller coaster that we call life, basically.

- Kevin: Yep, absolutely. Speaking of staying positive, people-focused cultures, and focusing on those things, we're going to get to the news next.
- Kevin: I found another great article on Forbes. I know that you write regularly on Forbes. This [00:05:00] was another one about employee experience, and in it, it quotes that ... We've seen different stats around this. Satisfied employees are more productive, but engaged employees even more so. Those who are inspired tend to even overachieve with a much higher productivity rate. This number was quoted, 225%, which is all great. Right? I mean, that's a big jump.
- Meghan M. Biro: It is a big jump. The studies that are coming out from Gallup and other research organizations are looking positive, by [00:05:30] the way, on this front, so the needle's starting to move up. That's the good news.
- Kevin: Yeah. What I liked about the article was just taking more of holistic approach to all of this, and the key takeaways included things like experience breeds trust. The fact of the matter is that trust is always key in an organization that's focusing on its values, and the social impact, and meeting employee expectations. That's number one. Having a growth culture, instilling that in your organization, whether you're big or small. [00:06:00] It's harder to do when you start scaling and growing over time, but one that's helped, kind of co-created by your employees, optimized for professional growth.
- Kevin: The third one was connect personal and professional purposes, so employee experiences. Again, not just about the job function, but how does it affect the greater purpose of the organization? And, of course, leadership's always an important aspect of this. They need to be championing culture internally, and how their teams and their employees [00:06:30] and individuals can add to their culture as well to that core business strategy. The overall big takeaway of the piece was just engaging employees in co-creating their experience, which I thought was a nice way to round out that piece.
- Meghan M. Biro: Love that word, co-creating. I know sometimes people think, "Oh, it's kind of buzzwordy." Right? But I think it's what needs to happen because we are really 360 in the way we're viewing everything, especially culture right now, two-way street, all of those things. [00:07:00] We are doing this together. We're no longer doing this in silos. I think leaders are starting to really realize that, especially, as I said earlier, when it comes to employee feedback and those loops, and those communications, and planning, and all that good stuff that happens to make up a culture. So, in the end, it's all about behaviors. Right?
- Kevin: Exactly. Exactly. Well, let's talk to our guest now, then.
- Meghan M. Biro: Donna Kimmell is [00:07:30] EVP and chief people officer at Citrix. She has been instrumental in leading the internal conversation at Citrix about passion,

purpose, and leading the next generation of talent. We cannot wait to get her big ideas and wisdom today. Welcome to #WorkTrends, Donna.

Donna Kimmell: Hi, Meghan. It's great to be here. Thank you so much for inviting me.

Meghan M. Biro: Oh, we're so excited to have you. Where are you located today?

Donna Kimmell: Today I'm in Fort Lauderdale [00:08:00] in my Fort Lauderdale office, looking out on the sunny weather and the nice palm trees blowing in the breeze.

Meghan M. Biro: I wish I was there. I'm home.

Donna Kimmell: It's lovely.

Meghan M. Biro: I'm home where it's still winter. What's wrong with this picture, Donna?

Donna Kimmell: Exactly. Come join me someday.

Meghan M. Biro: I will. Listen, Donna, we are going to dig into some big issues about employee experience and HR's role today, but let's start with something fun to help our community get to know you a little better. What was your first job?

Donna Kimmell: [00:08:30] My very first job, interestingly, besides the proverbial babysitting that you do in the neighborhood, was actually during the day, I worked for a local farmer and picked strawberries in the fields and packed them for sale for the local grocery stores. Then, also at night, I followed up with packing the fresh corn that was just harvested off of the stalks and getting that ready for the local grocery store. So, a lot of hard work, but fun and interesting.

Meghan M. Biro: Where was this?

Donna Kimmell: This was in [00:09:00] Pennsylvania in a town called Doylestown, Pennsylvania, a little north of Philadelphia.

Meghan M. Biro: Oh, nice.

Donna Kimmell: Yeah.

Meghan M. Biro: Good for you. I mean, talk about getting into it. Right?

Donna Kimmell: You got it.

Meghan M. Biro: Like, getting into the soil. How did that somehow lead you into being with people. Right? I mean, soil is very sort of grounding. Right? What was that next thing for you when you said, "I want to do this"?

Donna Kimmell: It was all for me about hard work, digging in, [00:09:30] seeing what the fruits of sort of natural labor, right, the soil, the light, the sun, the rain could produce, and being part of that harvesting process and then being able to share that with the local community. For me, it was all of those elements were part of that job, and it was complete roll up your sleeves.

Meghan M. Biro: Well, and as somebody who's been ... I'm a former recruiter for many years in the space. For me, it was always about people. Ever [00:10:00] since I was young, I just knew I was fascinated and truly liked people. What about for you? At what point in your life were you like, "I'm going to work with people. I'm going to do something there, for sure"?

Donna Kimmell: Well, it's interesting. I feel absolutely the same way. People matter, and every single human being in the world has always mattered to me. I knew that as I was thinking about my career, I wanted to be in a field that was interacting and trying to help make a difference [00:10:30] for people, and that's how it led me into then the HR field. I started working for a small savings and loan in my hometown. Only had 50 employees, three branches.

Donna Kimmell: Interestingly, there was one woman there who had been a teller for 50 years. She was celebrating her 50th anniversary. Same branch, same window, and what a fixture in the community. That taught me so quickly the value [00:11:00] of connection, and people's individual passion about what they do, and the difference that they can make in their communities. It reinforced why I was in the field of human resources.

Meghan M. Biro: Did anyone out there in the #WorkTrends community just hear what I did? I just fell off my chair. I'm getting myself back up right now. I think I just heard you say 50 years?

Donna Kimmell: 50 years, right. I mean, I was a 22-year-old, 23-year-old, and here was a woman that [00:11:30] was talking to me about her life's passion and had just celebrated her 50th service anniversary with the company.

Meghan M. Biro: That's amazing. I mean, as we know, Donna, times are a-changing. Right?

Donna Kimmell: Yes, absolutely. I think what that initially ended up sort of teaching me and reinforcing for me is the power of people and the power of the connection of the human being with the job that they are doing. I started [00:12:00] working for this small savings and loan in my hometown, and they had never had a human resources department. Again, as I mentioned, 50 employees and some very long-service employees. They'd never had an HR department, and I was able to start that department for them. Having never done it, right, coming right out of college, I went and started using my instincts. What were the things that I needed to do [00:12:30] to create a department, various functions, and really

understand what was important to the programs and practices that needed to be created?

Donna Kimmell: My first instinct was going back to that connection to people and putting talent first. I went out and spent time through the inquiry process, really through asking questions, understanding what was important to the needs of the employees at this savings and loan and what was important to the managers. What [00:13:00] problems were they trying to solve? That enabled me to design people programs and practices around the experience that our managers were looking for and that our employees were looking for.

Donna Kimmell: That actually was a little bit, I'll say, rogue for the time because I had other professionals that I was meeting in the human resources field who would say, "Why are you doing that? You need to be the expert. You need to come in with all the answers." Though I recognized that I needed to bring the right [00:13:30] programs and practices, I always wanted to do it in the context of making sure I was meeting the needs of the business and meeting the needs for the employees and the managers in the workforce. So, for me, putting talent first became that foundation of what I have applied at every job I've been throughout my career.

Meghan M. Biro: The one thing I know about you, Donna, is that you are truly passionate about empowering people to be their best selves at work. How are you actually making this a reality now at Citrix?

Donna Kimmell: [00:14:00] When I step back, and I think about how we try to enable the creation of environment that enables employees to be their best selves at work, I think it really starts with not only the talent first that I just talked about, but ultimately, understanding the concepts of the future of work. If we think about the concepts of future of work, it's marrying culture, technology, and space. If we talk about sort of technology first, [00:14:30] at Citrix, we have been really trying to power that future of work through tools that enable productivity, that enable ease of work for employees, having everything that they need at their fingertips that enables work to happen much more smoothly and efficiently and effectively. If we have that right technology, that creates an important foundation that breaks down the barriers to enable productivity.

Donna Kimmell: Another aspect for me is really around culture [00:15:00] and that cultural grounding. When I think about culture, you've probably heard the Peter Drucker statement that culture eats strategy for breakfast.

Meghan M. Biro: I've never heard that, Donna, in my whole life.

Donna Kimmell: I know, exactly.

Meghan M. Biro: What?

- Donna Kimmell: Exactly. But what's funny is I'm hearing so many people talk about this more that I think this is really positive change. Right? 20 years ago, 25 years ago, as we were talking about some of these elements and concepts, they weren't fully [00:15:30] taking hold. All of a sudden, they now are. I think that's why you are hearing people talk about it more, but recognizing that corporate strategies won't be successful if you don't have the right culture.
- Meghan M. Biro: Well, and to take that a step further, and we're not giving it just lip service. Right? We're actually building culture, and we know this how? Well, we know this because we're asking our employees how they feel about us, et cetera. Right? So, it's more-
- Donna Kimmell: Absolutely.
- Meghan M. Biro: [00:16:00] But to your point, people are talking more and more.
- Donna Kimmell: Exactly, and there's a lot of power. If we think about what's happening in the future of work, we know that, over the past eight, 10, 15 years or so, customers have had more and more power. Right? They're really driving the needs of how businesses are designing solutions to meet the needs of their customers. That same increase in power is there for employees, and more and more employees can decide to just pick up and leave and move to other employers [00:16:30] that are creating an environment that enables them to be successful, to contribute, to, again, be their best selves in the workplace, be part of the success of the organization, and work in a flexible way that's best for them.
- Donna Kimmell: That's where culture, for me, having the right culture, having the right values that get created in organization, designing people programs that are going to make a difference for the employee ultimately become what fuels employees to not only find purpose in what they're [00:17:00] doing, bring passion to what they're doing, but also bring their discretionary effort. So, if you're designing, and we at Citrix have focused in our own transformation around our rebuilding and redefining our culture and our values and then building all of our people programs to support that so that what we are doing is reinforcing the how in the culture that's so important to us.
- Donna Kimmell: Then, the third element for me is space, right, because not only are we creating technology [00:17:30] at Citrix that enables employees to work anywhere, anytime, on any device and be able to work seamlessly in a remote way, most employers have started to try to find ways to enable a virtual workforce. We've got employees ... Citrix and many other companies have employees all over the world, so we've been working virtually for many years. Technology enables us to be able to do that more smoothly, but we also have to think about the physical space when we can create opportunities [00:18:00] to bring people together in a co-located fashion.

Donna Kimmell: With all of our remote work, we recognize that employees can sometimes start to feel lonely, right, if they're working by themselves in their house. That may be great for a while, but how do we then create a space that enables them to come in to collaborate in person? From my perspective, there's no substitute for that occasional face-to-face of really being able to look into each other's eyes and really drive that collaborative focus, drive that innovation, [00:18:30] but do it in a space that feels great, a space that enables some privacy, opportunities for privacy, opportunities for collaboration, working in a way that meets the needs of employees and their styles.

Donna Kimmell: For me, employees to be able to be their best selves is a combination of the culture we create, the programs and practices that we create, the people programs and practices that we create to enable that culture, the technology that they're using, and then the space for when [00:19:00] they are together.

Meghan M. Biro: Then, asking a whole lot of questions on a continuous basis, right?

Donna Kimmell: Yes.

Meghan M. Biro: Yeah.

Donna Kimmell: Because it's all about feedback, right, and, as I mentioned, it's all about employee choice. If we're listening to what's important to our employees that's going to enable their sense of their passion, their sense of being able to drive meaning and purpose in their workplace to completely contribute to the success of the organization, it starts with talking with our employees and [00:19:30] understanding what's important to them.

Meghan M. Biro: One question I'm hearing a lot about, and I'm going to say it in all caps, everybody, is management. Managing people is really a tough skill to develop, but I think managing talent is more important than ever. What have you learned about managing different generations of employees, for example?

Donna Kimmell: Yeah, it's a great question. I think a lot of what we also talk about when we talk about management [00:20:00] and we talk about leadership, for me, some of the quotes that you kind of hear are the soft skills are actually the hardest skills. I have always subscribed to that. I think our ability as human beings to be great leaders, to motivate and engage our workforce is incredibly important, and our ability to do that across multiple generations is even more important. I think leadership clearly takes courage. It takes [00:20:30] our ability to be vulnerable with our employees. It's about us being flexible and adaptable because different generations may need different ways of interacting.

Donna Kimmell: We have actually five generations at Citrix, and though if we look at the populations spread, we're about 64% millennial. But we have traditionalists all the way through Gen Zs that are now coming out of college and joining our



workforce. I think part of that challenge for leadership is understanding, so connecting [00:21:00] with your employees, listening to them, asking questions, understanding what's important to each of them relative to their own preferences, their own life stages, that enable a manager to be a bit more of a servant leader and do what's necessary to help break down barriers to enable that employee to be as productive as they can be, and again, going back to being the best self that they can be as they're driving results in an organization.

Meghan M. Biro: I want to go back to the purpose and passion thing [00:21:30] because today's talent, no matter what generation they're in, they're looking for work that aligns with those passions and helps them achieve something greater than just, say, a paycheck. Right? Some of our listeners might be tuning out right now and saying, "How could I ever create all of that? This sounds very pie-in-sky." What's your best advice for our listeners today on how to achieve something like this?

Donna Kimmell: I think it's really coming down to spending [00:22:00] time, again, listening to your employees, talking with your employees, understanding what's important to them, what drives meaning and purpose for them? How do you connect that? What are the ways to connect that to the products and services that you're providing to your customers? A large part of what we end up doing at Citrix is talking quite a bit about our brand and the markets we're in and how we're accessing new customers, creating that alignment and engagement [00:22:30] with employees to each of the jobs that they are doing within the workforce, again, making that connection to what's passionate for them, what drives purpose and meaning for them.

Donna Kimmell: Then, as employees feel connected to that mission and brand that each company is doing for their own customers ... We talk about the sweet spot of technology, when we can connect our employees to understanding the difference that they are making for our customers [00:23:00] and for the markets that we serve and the communities that we serve. That helps fuel their personal passion, and that passion, again, drives motivation. It drives engagement. It drives that discretionary effort.

Meghan M. Biro: If we don't know the why, we can't get to the next step. So, I love that you're bringing up this idea of feedback, and it really is a communication loop. It's something that I think companies are still struggling with, but they're working on it. So, that's the good news here. All [00:23:30] this talk about passion has me going, "Hmm, what makes you passionate, Donna?" because you've clearly got a lot of responsibility in your role. Why are you waking up every morning and going, "Yes, this is going to be a good day because this is going to happen"? Tell us.

Donna Kimmell: I think a couple things come to mind for me when I think about my own passion and what inspires me and sort of deep in my soul. It really does connect back to what I [00:24:00] did on the farm and what I did in my very first role and roles

since then. It's really about a passion for people. It's a passion for helping to drive a meaningful difference for the people that I work with, seeing their passion, seeing their excitement, seeing how they grow their careers is incredibly important to me. So, if I can find ways to create programs and practices and change initiatives that do things that drive [00:24:30] meaning for others, I feel like I'm doing part of my life's work.

Donna Kimmell: That's also connected for me, too, the concept of connection. You can't do that in isolation. It is about getting around, walking around, talking to people. I travel a lot and spend time with employees all around the world. I sit with them while they do their jobs to truly understand what brings them meaning, what they do, what they struggle with. I listen to preferences. We do round tables, [00:25:00] and one-on-ones, and all-hands meetings. That connection, that one-on-one connection and group connection for me with employees around the world makes a big difference in how I'm able to come back and work with my team and the leadership team on thinking through what new programs and practices are going to help drive a great employee experience. Those couple of aspects make a big difference for me.

Meghan M. Biro: I got to tell you, I'm always looking for, every day, these little moments of joy in [00:25:30] my own workday. I just read an article you wrote about sparking joy at work. I thought it was kind of cool. How can we all make work just a little bit more joyful? Because I know there's people out there who it really ... It ain't so. Right?

Donna Kimmell: Yeah. I think when I think about joyful work, on the one hand, one of the things that we want to create are career opportunities for our employees. I think careers, as [00:26:00] we think about ... Earlier, we talked about the various generations, and we know different generations are looking for how they grow their careers. Often, it is about growing almost like the proverbial moving up the ladder. But the reality is, we're trying to create multiple experiences, and employees are looking for multiple experiences. It's almost, for me, a bit more like a jungle gym or a rock-climbing wall where we can provide opportunities for employees in lateral [00:26:30] ways and upward movement that help them grow and learn and drive meaning in their careers.

Donna Kimmell: So, a joyful workplace for me starts with what's important to the employee, and what are they looking to try to achieve for themselves as they build out not only their own careers but how it integrates with their life's work. I think related to that article, it was also talking about kind of that de-cluttering process, [00:27:00] thinking about how do we prioritize our lives, our personal lives, but how do we do the same thing in the workplace? It really is about how do we work with technology in our lives that can streamline things? We become very clear about what the priorities are for us to be focusing on, but how do we enable ourselves to do that through technology?

Donna Kimmell: We know that technology has really transformed our lives over the past few years, but we also recognize technology [00:27:30] can be a bit of a double-edged sword. Right? It can be very overwhelming for us. We spend a lot of time searching for documents and bouncing between apps. Quite a bit of what we're trying to do from a digital assistant perspective is looking at ways to streamline this for employees to help us drive a connection to the priorities that are so important to us.

Donna Kimmell: Our intelligent workspace that we're in the process of building out will be there to enable employees to have all of their texts [00:28:00] and their documents and everything in front of them, and it becomes a bit of artificial intelligence. This system will get to know you, so that it will bring to you what you need at the time that you need it. It's really about trying to cut out that excess noise that gets in your way to be able to prioritize your work. Then, there's also just a fair amount of drama that happens in the workplace, right?

Meghan M. Biro: No.

Donna Kimmell: A lot of office politics.

Meghan M. Biro: Drama? What? What?

Donna Kimmell: Yeah, and that can-

Meghan M. Biro: What are you talking about?

Donna Kimmell: [00:28:30] That can be a joy killer. A friend of mine, Cy Wakeman, a consultant, she calls it sort of ditching the drama. It's looking for ways to build accountability with each other, authenticity and accountability with each other to eliminate that drama so that you are working together truly collaboratively in a trusting environment that enables you to focus on your priorities, your coworkers to focus on their priorities. The technology is there to help streamline. But again, as you [00:29:00] prioritize together, and you're connected back to the purpose, the meaning, and the purpose of what you're doing, all of those tie together for me to bring joy to the workplace.

Meghan M. Biro: Okay, so you've been an HR leader ... Let's see. I'm doing the math. Well, for about 30 years now?

Donna Kimmell: Yeah. Yeah.

Meghan M. Biro: How do you think it's changed? I mean, we're talking about tech and digital transformation. I mean, you were there, and I was there, too, frankly, before all of this. Right?

Donna Kimmell: Exactly. [00:29:30] Yeah. It's incredible that it's been over 30 years, and I think it has ... It's been a wonderful career journey. It has changed quite a bit, and I would say in addition to it changing, there is still a reinforcement. If I think back to the early part of my career where I was finding ways to put talent first and ask for feedback from the employees to help design an experience that was meaningful for them, I think [00:30:00] that's part of what has changed is that there is a focus now, a more concerted focus. It's more in the popular media. More and more businesses are really focusing on the power of people and technology as almost symbiotic, that you can't have technological changes, strong technological changes, without the power of people working within that technology.

Donna Kimmell: So, our ability to really be able to talk about the fact [00:30:30] that talent matters, that we need to design work that is around the talent ... Because businesses won't be successful without the talent that they have, and the talent needs strong technology that's going to enable them to cut through the noise, to eliminate redundancies. To be able to interact with each other more smoothly and more easily is very important to us. It's about creating more of a [00:31:00] simplified future of work.

Meghan M. Biro: You may have just answered my question, but if I'm bringing out my #WorkTrends crystal ball, what's next? What's coming up next in the five years, we'll say, from now? Where are we going with all this? It's great that we have it, but is it artificial intelligence? Is that something that you feel we're starting to bake into culture more?

Donna Kimmell: Yeah, exactly. I do think that, and that's an answer that sort of pops into my head [00:31:30] is about artificial intelligence and data and analytics and how that interplays with people. Because I do think people-driven organizations, purpose-driven work, a connection to creating the right environment so employees can continue to be their best selves in the workplace, right, through diversity, inclusion, and belonging ... All of that is connecting back to how technology is going to advance, and I do believe that as we think about artificial [00:32:00] intelligence, it's not a replacement. It's going to be there. We need it. It's not a replacement for people.

Donna Kimmell: All of the softer skills that people bring to the workplace, our judgment, our empathy, how we think through decisions, how we relate to one another, are things that computers won't really be able to do for us. It can create alignment between a number of different variables [00:32:30] to put new information in front of us, but we as people will still have the power to be able to analyze that information to help make good decisions going forward. So, I think the nature of our work is going to be changing over time. While I do see artificial intelligence being an incredibly important part of that, I don't see it replacing human beings. I don't see it replacing what human capacity is for driving business success.

Meghan M. Biro: Hear, hear. Thank you so [00:33:00] much for stopping by, Donna. This has been a lot of fun.

Donna Kimmell: My pleasure. This was terrific, Meghan. Thank you for inviting me.

Meghan M. Biro: Let's keep this party moving. Join us for our #WorkTrends Twitter chat. We are going to be on the Twitters with Donna Kimmell on Wednesday, April 24th, and 1:30 p.m. Eastern, 10:30 a.m. Pacific. I want to hear from you what makes up your culture? Is it people focused? Or do you need [00:33:30] to work on this more? If you'd like to get our Twitter chat questions in advance, sign up for our newsletter at talentculture.com.

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