Mariah Lang: 00:00 I think recruitment tends to be one sided and that you forget the side of they are interviewing you as well.

Megan M. Biro: 00:14 Welcome to the WorkTrends Podcast from Talent Culture. I'm your host, Meghan M. Biro. Every week we interview interesting people who are reimagining work and join us on Twitter every Wednesday 1:30 PM eastern using the hashtag WorkTrends. I'm Megan M. Biro and welcome to WorkTrends. We've just returned from this year's HR Transform Conference in Las Vegas. Contrary to what you might think of me or Kevin, we actually didn't spend the entire time lounging by the pool. Did we, Kevin?

Kevin: 00:48 I didn't even bring my trunks, so no, I didn't swim. I didn't swim in the nude either. No, no, no.

Megan M. Biro: 00:53 Bummer.

Kevin: 00:55 I know, exactly right? It was warmer, but it wasn't quite warm enough though. Still nice out though, right?

Megan M. Biro: 01:02 Totally.

Kevin: 01:03 Yeah. This year's conference was actually a pretty amazing time. I think is the second year that they've done HR Transform, Samara Jaffe and her team. We know that not everybody could make it out to Vegas, even though there's many conferences throughout the year there now. You and I spend a lot of time attending conferences, but some of our listeners don't always have that opportunity. They hear what we see and here, right?

Megan M. Biro: 01:27 No question. Exactly. And that's why we've made a pack to make sure that what happens in Vegas happens on WorkTrends.

Kevin: 01:36 Well, not everything.

Megan M. Biro: 01:38 Speak for yourself.

Kevin: 01:40 Right. Why don't we go ahead and introduce the first guest? Our first guest is Margie Elsaesser, the vice president of talent and strategy at Quicken Loans. We started by discussing something I was very happy to hear her say during her presentation, a certain six letter word our listeners know I love.

Kevin: 02:02 Now, you gave a presentation here at a HR Transform and you say that the most important six letter word in business today is

talent. Now for any of us that have been in HR and recruiting for a long time, of course it's perennial. That's important every year, right? But why am more so today now than ever? Why are you emphasizing it now?

Margie Elsaesse: 02:20 That's a great question. For myself, it has been around for awhile, that had saying, but I think more and more as the C Suites and executives are coming to understand just how important and how much of a competitive advantage talent is, that we continue to emphasize that and we continue to let them know just how important it is to our organizations. You Know, in the past, in my experience it, it's not always been right up there as like the burning issue of the day with our CEO's, with our CHROs and that. I think time is right now, especially as we come into the junior millennials and the Gen Z's that are into the workforce with these different expectations and we need to treat that differently than we ever have in the past. I think the time is ripe to bring it up again in a really get some dialogue around it.

Kevin: 03:10 Well it's nice to hear that disconnect that we've seen between leadership, and what the HR and talent acquisition teams are trying to do on a regular basis, and through boom and bust as well, right? God forbid we go through another recession, but right now economy is doing really well, we've got a really tight job market, and I'm sure some of you are really sought after positions are really tough to find, and it's good that you've got leadership on board with how important that is.

Kevin: 03:35 We were also on a panel discussion together here at HR Transform. We were talking about candidate and employee experiences and how technology's impact them. But the first thing I wanted to just to ask you about, each of us on the panel were asked how do we define candidate and employee experience? When do each of those begin and do they ever end? Can you just kind of reiterate what you shared on the panel yesterday?

Margie Elsaesse: 03:55 I look at it very much that candidate experience starts from when we're out there attracting, all the way through to about when the offer is given. Then you get into the employee experience and then we start concentrating on how do we live deliver against the employee experience. Now at Quicken Loans, we have a series of key touch points during that employee experience journey and we measure against those, we tract those, we understand that there are different sets of needs and wants by our employees at those. We do gap

analysis, we do a lot of scientific research around it so that we're delivering on those. Those though then help inform our candidate experience. We take that and we make it full circle. All right? We bring it back around to the candidate experience.

Margie Elsaesse: 04:40 How can we now tell our story to the candidates in a much better way to let them understand why people work at Quicken Loans and why they stay. I think for us in terms of the scientific approach, the start and stop points from candidate and employee experience, but in actuality they're still informing each other continually.

Kevin: 04:59 Yeah, I currently concur. Then the research that we do at Talent Board, it seems to be gaining traction at least for the past few years that candidates definitely want to know more about why your folks are there, why they're staying there, what's it really like, why they get excited about going to work every day. They want to hear that, and see that, and read about it on a regular basis. That's good, good to hear on that, that you're doing that.

Kevin: 05:23 Also when it comes to identifying purchasing systems, technologies that are going to help you do a better job theoretically with your recruiting efforts, right? There are considerations, not only for talent acquisition, but also just in HR, on how that's going to impact both candidate and employee experience, and so you have an example to share of a system that you just recently went through a purchase and have implemented, share a little bit of that story and what were the considerations you were looking at in that context?

Margie Elsaesse: 05:50 We just recently implemented Spanglish Fly as our CRM and recruitment marketing tool, and we did that for a number of reasons. First of all, our job postings where lack luster and used our research and the Talent Board research all the time to help us inform how we drive our brand strategy forward. Thank you for all of that great work.

Kevin: 06:14 You're welcome.

Margie Elsaesse: 06:16 And so, understanding what the candidates want and what they are expecting helped us then to decide, all right, here's what we need to be doing from a job posting piece of it, and then also where's the source on hire? And how can we be touching the candidate at each touch point along the way in that journey from coming in from source all the way to offer. Then how can we be looking at that very scientifically, and thinking like marketers, and saying, "Hey, we need to be able to understand

what they wanted each point and deliver what they want at each point."

Margie Elsaesse: 06:47 Then we went out and we looked at a number of technologies that are out there. We looked at Phenom People, we looked at what TMP had to offer. We looked at a lot of really great companies. In the end we chose SmashFly because it integrated with our business processes, and it gave us the flexibility that we were looking for, and it also fit our knees from where we were as a company and what we could deliver against. By that I mean our job postings, we needed to do some work there. We weren't necessarily at a level where we could ... We wanted to have predictive search for instance in our website. We just weren't there yet. We'll be there in one day, but we weren't now.

Margie Elsaesse: 07:24 It just seemed like the right fit, so taking into considerations of what did success look like for us as an organization? What were some key themes that we wanted to deliver on during the candidate experience, and during the recruitment marketing experience, and also what kind of data did we need that system to deliver so we could make really smart decisions? Overwhelmingly for us, SmashFly will allow us to make really good decisions because it's supplying us with some really great data.

Kevin: 07:56 That's great. They're going to love to hear that too. Absolutely. I love hearing, because regardless of who the vendor is at the end of the day, it is that journey of the things that you just outlined of what, again, those considerations that have to come into play, because like we talked about also during our panel discussion, if you don't have an idea and some decent processes already in place and things, efficiencies that you're trying to improve upon, you're just going to overlay technology on stuff that's just not going to help you at the end of the day, right? That's great. That's good to know that was a really good journey for you. Margie, thank you so much for being on WorkTrends Podcast. I totally appreciate it was great meeting you and best of luck to you.

Margie Elsaesse: 08:35 Great. It was great being here and thank you so much for all you do.

Kevin: 08:43 Our second guest is Mariah Lang, the head of people and talent at telemedicine startup Ro. Some of you may be familiar with their men's health brand, Roman, who's actually advertises in quite a few podcasts. Ro has only been around 15 months and

they're rapidly expanding, so Mariah had a lot of thoughts on candidate experience and how Mariah and her team approached it at Ro.

Mariah Lang: 09:09 I think candidate experience is an ongoing process and it starts early. It starts with the first time that they're interacting with your brand. I think candidate experience goes two ways. It's important that you're not only giving them a good experience while you are vetting them, but also that you're giving them the opportunity to vet you. I think recruitment tends to be one sided and that you forget the side of they are interviewing you as well, and so that's really where you need to bulk up your processes and that's where you need to think outside the box of maybe being open to keeping a flexible process so that you're saying not, "Here's who I need you to meet in the next rounds," were saying, "Who do you want to meet? Who is important for you to hear from?"

Mariah Lang: 09:53 And sometimes you're shocked by that. I've had high level executives were like, "I want to speak with a customer service team. That's where I'm going to get the real sense of culture from." You don't know that unless you ask, so it's important to remember that they are interviewing you as well and that you are keeping in mind that experience the whole time, from interviewing them and getting a sense of their background but also through the process of letting them interview you and letting them get a sense of who is this company, who would I be spending the majority of my days with? I think that's the most important thing to keep in mind.

Kevin: 10:26 It doesn't have to be for all the roles that you hire for, but do you give those candidates that you're telling, "You know, listen, thank you very much for your time, but we're not going to pursue you any farther." Do you give them any feedback at all as to why?

Mariah Lang: 10:36 Yes. I do, and I think feedback is really important, and that is, to me, that is the differentiator in the process. To me, how I think about recruitment and what I think of as like the golden rule of recruitment and candidate experience is regardless of if you decide that is the candidate you want, you want them to leave wanting you. That is important. Too often companies will be like, "That's not our person and now we don't need to treat them with the respect we would have if we wanted them." That is the biggest mistake I've seen. It's sad to see, it's sad to see that that's how people think of, you know, "I'm going to treat

this person in a certain way until I decided I don't want them anymore." And you want every candidate to leave.

Mariah Lang: 11:20 I always, when I tell somebody that it's not a good fit, I explain why it's not a good fit, and often I say I would love to keep in touch, because we're in startups, they change rapidly. I might be calling you next week and saying, "Just kidding. We changed the entire profile." You want to leave that door open, and so that's where candidate experience is so important because you say something changes in a week, and you're calling somebody, and they've left with a horrible taste in their mouth for you, your company. That to me makes all the difference. I do find that feedback, even it's small, makes candidates feel like you were listening, and that's important. It is being able to say, "Let me give you some feedback on what went well, what didn't went well." I've given people some harsh feedback and I have never once had somebody be upset about that. They've always, you know, they might be taken aback, but they've always, thanked me.

Kevin: 12:12 Maria, you got a big gold star by your name, number one. The reason why I say that kind of tongue in cheek is just because, in our research that we do every year at Talent Board, we know that that little bit of feedback that you're giving to the candidates, and most of the time it's completely well received and they're like, "Wow, thank you for letting me know that," and especially if you're going to consider them for another role maybe down the line, but you want to keep that level of perceived fairness in the process of being able to hear that, they take that with them and they're going to tell their close friends and family. Sometimes they may even tout it publicly, and you want the positive stuff out there, you don't want the negative stuff, because time and again we see companies, there's definitely this level of negative resentment can grow really quickly and eat away at your business and your brand. You know, that's why we have glass doors sites and we have review sites online. But this is what can happen, right? It's really, really important.

Kevin: 13:08 You're going to be on the panel discussion for us. We're here live at HR Transform and we're going to be talking about how technologies can empower candidate and employee experience. Right? A quick question related to that before we even do the panel is what are the considerations that you and your team are thinking about when it comes to the kinds of recruiting technology that you want to hopefully help you guys do a better job? Because you know better than anybody if you have a

crappy process in place, technology ain't going to help you out. Right?

Mariah Lang: 13:37 Yeah. I'll answer it in a few different ways, a couple different layers to it. One being the way I think about it in the way I train my team for going out and recruiting is again, the golden rule. Even if we decide they're not our person, we want them leaving really excited about us. But the other piece of it too is you need a process that is keeping them in mind. I've got a rule that if somebody came in and met with someone they deserve a phone call, you're not emailing them, and that they hear back from you within 24 hours. Even if it is a note saying, "Hey, I didn't speak to the team yet. So sorry, here's what came up. We're actually going to chat on Friday." Keeping them in the loop goes a long, long way.

Mariah Lang: 14:18 We've all been in those recruitment processes that end up taking two weeks for the team to get together and that, it never feels good because you've got somebody waiting on the other end. But telling them that, what I have found is by saying like, "This person's out of town for the next two weeks and we really need them as part of this decision making process. Can we connect in two weeks?" They are so thankful that you've been that open and transparent with them, and that you've kept them in mind, and you didn't just go dark on them, that I find that they're willing to wait and they're going to be understanding.

Mariah Lang: 14:46 As long as you keep the human in, you know everybody says this, but the human in human resources, which is the human in the recruitment and talent side as well, you're going to get the human side of the candidate and that's what you want to see, because that is, ultimately, you are trying to make a decision on will this person you to join the team, will they cover this need that we have, but also will they be a culture edition. And if you are going through a process where you are very transactional, very cold, dark, you're not responding to them, how are they getting a sense for the human and the company side? Again, you forget that they're interviewing you.

Mariah Lang: 15:21 As far as technologies that we use, so actually one that I'm a big fan of is Culture Amp. Culture Amp is known internally as a an employee tool and it's a phenomenal employee tool for gathering feedback. What a lot of people do not utilize it for is you can also send surveys after a candidate experience. What my team does is we've got it in our ATS where every person that goes through the process, even if they just came in for one

round, they automatically get the candidate survey. I have gotten so many notes from people, and mind you, I actually made a mistake when I first set it up and I never thought to send it to people who are hired. What we realized was I was only sending the survey to people that had gone through the process and not gotten an offer and the scores were so high.

Mariah Lang: 16:09 We had like a 95% positive score and then we realized it was only for people we had told him wasn't a good fit. That was when we kind of delved in and really got into why are we getting such positive score from people we turned away, they were so impressed that we were sending out a survey, that we wanted that feedback, and to them that was something that's usually not something a start up is thinking about. They're thinking what do our first clients think of us? What do our investors think of us? What do media outlets think of us? They forget what do people who have interviewed here think of us? That's one of the tools I use and I'm very high on Culture Amp for using it for multitude of purposes.

Megan M. Biro: 16:56 We're talking a lot about the candidate experience, but what about training the actual candidates? Our third guest, Freada Kapor Klein, is a partner at Kapor capitol, but most importantly she's also doing some amazing work making sure that the next generation of tech talent reflects the diversity of our country. Kevin and I both found her presentation incredibly powerful and we were excited to talk to her. She started by sharing some insights on diversity and inclusion that she also included in her excellent presentation.

Freada Kapor K.: 17:35 The CEO, at the end of the day, needs to own diversity and inclusion at a high level, to understand that it's a business issue and that what he or she does matters, because the CEO very quickly contradict and undermine everything that has taken years and lots and lots of money to accomplish. Within that, there needs to be somebody who's heading diversity and inclusion but not because D&I is their responsibility, it's somebody who is coordinating activities who sits preferably at the C Suite level, because they need to be involved in business conversations. Diversity and inclusion isn't about who we're hiring. Diversity and inclusion is about business and product strategy and it's also about do we have a welcoming culture.

Freada Kapor K.: 18:29 Because for years, and years, and years tech has been focusing just on diversity, not inclusion, and just on hiring, and they've created this bathtub that they're filling with the drain open, just bringing in talent, and the talent is a revolving door spending a

year or two edit this big tech company and then going to another one, looking for a place where they will be valued.

Kevin: 18:53 And where their value, so it's not so much about how can you fit in our culture, how can you add to our organization culturally as well? Right. I mean, that's an important theme that I've heard some other speakers talk about as well.

Freada Kapor K.: 19:05 Yes.

Kevin: 19:05 Yeah, absolutely.

Megan M. Biro: 19:06 The organization you founded called Smash helps underrepresented youth get STEM skills. What are the barriers faced by young, underrepresented people of color in STEM today and how are you helping to eliminate them?

Freada Kapor K.: 19:21 A very important question. What we know from our research and the research of others is that if you go to public school in a low income neighborhood, you do not have access to AP Computer Science for instance. One statistic I learned within the last couple of weeks that just floored me, in Atlanta, Georgia, 12,000 high school kids, majority African American, there was a whopping 18 African American High School, young men who took the AP Computer Science test, and that has everything to do with the prep courses not being offered at their schools. Kapor Center, through our research arm, did a study a couple of years ago called Path Not Found, a little pun on those error messages, and Path Not Found is available on the Kaporcenter.org website and it looked at access to computer science in California public schools.

Freada Kapor K.: 20:22 I'm trained as a researcher, and an absolute strong correlation, the lower income the neighborhood, the less likely to offer computer science. The more black and brown the students at the school, the less likely to offer computer science. The tech companies in particular, and actually every company's becoming a tech company these days, every company needs tech talent, that companies need to be demanding more of our public school system.

Kevin: 20:52 A quick aside to that information and what you also shared this morning, some really amazing results that your program has actually helped to drive. Can you share some of those with us as well?

Freada Kapor K.: 21:02 Sure. One thing we're doing is we're giving kids access to computer science those three summers, that's one way that we can overcome those barriers. We're 16 years in, we're opening our eighth campus in 2019, and we've got 100% of our kids graduating high school and 100% of our kids getting accepted to colleges. Half are going to top 1% colleges as first in family to be college going. It's a stunning achievement and nobody, these are families with modest incomes, nobody bribed their way in. Nobody bought their way in as we're talking about.

Megan M. Biro: 21:42 [inaudible 00:21:42].

Freada Kapor K.: 21:42 Yes, that college scandal, it just pointed out so much.

Megan M. Biro: 21:46 It's mindblowing.

Kevin: 21:48 It's unfortunate because I think, I mean, there are some things that have do occur every year as it relates to that, but this really shone a light on I don't think where a light was being shown previous to that of how much of a disparity there is when it comes to influence, and money, and all that good stuff. Right?

Freada Kapor K.: 22:08 Absolutely. I mean, we can't escape what's happening in the media, in real life, right, where there is scandal, there are people lying, cheating the system. It's broken. We have a lot of work to do.

Megan M. Biro: 22:22 Speaking of moving things forward, right, this is my final question for you. How can employers partner with Smash? Tell us how to get from A to B and connect with you.

Freada Kapor K.: 22:33 Great. Well, Smash.org has lots of information about our outcomes, about our campuses. We are looking for companies to take pods of Smash alumni who are now in college and we've got, majority of our kids are pursuing STEM majors. We've started a program called Smash Rising, lots of information on the website where you can get a pot of three to five Smash alumni working on a real problem for you this summer. We've got pods going at all kinds of companies and as we continue to grow, there will be more and more. We've got more than a thousand alumni in college or beyond college right now, so there's plenty of opportunity to partner with the Smash scholars who are ready for the workforce now, but also we are looking for partners to help bring Smash to other college campuses.

Freada Kapor K.: 23:27 We think that coming to recruit, colleges come to recruit at Smash now for undergraduates, but companies are now coming

to campuses and hiring freshman. They're talking to them a month into college about what they're doing their first summer, so we're a perfect partner because we've prescreen these kids. We've trained them. We've trained him for success. Companies can also send all kinds of people to come. Every single Smash campus has a networking night every single week during the summer session, but we also, because we are geography based, we also have year round, during the academic year, we have networking nights, we have speaker series. Kids love to take a tour of your company and meet people who are building products, who were doing engineering, who are involved in all aspects of the business.

Kevin: 24:23 That's amazing. I also run a research organization all about improving candidate experience and it's just really nice to see what your organization is helping other companies do, because college recruiting isn't new, but to be able to access the individuals that are going through your program and those alums that are again, underrepresented, and really do have the skills. I mean, companies are also going even down to the high school level for trade skill development too now. It relates to, you know, and whether it's an utilities and a lot of other industries where they're really struggling to find individuals. It's just refreshing to hear more about your program.

Megan M. Biro: 25:00 Just keep up the good work because we need you. Thank you.

Kevin: 25:04 Thank you Freada.

Freada Kapor K.: 25:04 My pleasure. Thank you.

Megan M. Biro: 25:12 Okay. Here's a question we all have about recruiting. With the rise of AI, will we be recruiting any one in the future? HR Transform is a tech conference and it's the perfect place to ask this question. We talked to Ravin Jesuthasan to get some answers. His resume is long and impressive. So we began by asking him for a quick overview of what he does.

Ravin J.: 25:44 I am a managing director at Willis Towers Watson. I also am the coauthor of three books. All Three just happened to be with John Boudreau. We wrote Transformative HR back in 2011. we wrote Lead the Work: Navigating a World Beyond Employment in 2015. At the end of 2018, we published Reinventing Jobs: A 4-Step Approach to Applying Automation to Work with HBR. I split my time between I think work in the real world with clients and I have the privilege of also writing stories about the work that I do.

Megan M. Biro: 26:20 Well, wonderful. We love storytelling here at WorkTrends of course. Ravin, you told us before recording that artificial intelligence, will not spell the end of jobs, which I thought was really interesting. What do you say about this and what are you basing it on considering how many contrarians say otherwise? I mean, we kind of want to boil it down and get real right now.

Ravin J.: 26:45 Sure. The reason John and I wrote Reinventing Jobs was that we were really struck by this narrative that was essentially sort of a binary about automation replacing jobs. What we know from four industrial revolutions and about 250 years of history is that automation doesn't affect jobs. It does so in a secondary or a tertiary way. What it primarily affects his tasks, and it is one of three things to tasks. It substitutes some of them, the highly repetitive rules-based, increasingly cognitive work. It augments a heck of a lot of other stuff. But it also creates a lots and lots of new human work as a result of the presence of automation on the premises. That's the reason we wrote this book with the Harvard Business Review was we wanted to give business and HR leaders of framework to sustainably and responsibly apply automation to work, not be left with that binary choice of does a human do it or does the machine do it, because the way we've denominated the problem, IE a job, is no longer relevant. That's really what we tried to do with this book.

Kevin: 27:56 But there will be some displacement though, right, at the end of the day, right? No doubt. But why don't you talk just a little bit about the kinds of jobs that are being created and you also project will be created as well?

Ravin J.: 28:08 Sure. There definitely will be displacement. I mean, the one thing that we know is there will be some dislocation, but the narrative that we are approaching the end of human work is just completely incorrect. I'll give you a of couple of examples. We do a fair bit of work with the World Economic Forum, I sit on their steering committee for the future of work, and we've just completed a really interesting project with them and the report is available on their website right now on looking at how skills will become the currency of the labor market going forward.

Ravin J.: 28:41 What we're seeing is as more and more automation comes in, and specifically Kevin, think about the three primary types of automation: robotic process automation or RPA, artificial intelligence, and social robotics. We're seeing work that is highly repetitive, rules-based, where essentially either it's physical or cognitive in nature. Much of that where we're trying

to solve for either reducing errors or reducing variants, much of that can in fact be substituted. But what we're also seeing is lots and lots of our jobs, probably for most of us, maybe north of 60%, much of our work is not completely rules-base. There is some element of judgment, decision making, creativity, more so when you overlay the human factors of what we're doing today: empathy, conversation, et cetera. In those instances, automation can actually augment the skills of a human being.

Ravin J.: 29:37 My coauthor John has a great example of how the process of creating music is significantly enhanced through the use of AI. Now, AI doesn't replace the musician, it makes him or her better. Then there's lots and lots of new work that's been created. You only have to look at the demands we're now placing for AI developers and data scientists. The reason we have this huge premium on data scientist is because of the toolset has gotten so much better, and so now we need the talent with the skills and the creativity to be able to sort of actually power and use those tool sets. That's probably a simple example of how those shifting skill premiums are actually increasing the demand for new types of human talent.

Megan M. Biro: 30:22 Gosh, I'm so thrilled to hear the human element and this discussion. You have no idea. Like when you bring up that percentage point, it just kinda makes my heart sink, and it also makes my heart happy to know that we're really not going to be replacing humans anytime soon. Right? When we talk about AI and these related technologies, should we be paying attention to that, and what is going to impact the world of work the most? I mean, there's a lot of options here. We've got flavors. Tell us.

Ravin J.: 30:54 Sure, so I touched on this a second ago, Megan. Just to unpack the three dominant technology. Robotic process automation, probably the maturest of the three, it's been around for coming on 10 years now, no intelligence there, but essentially think of it as process automation. It's the classic automation of white collar work. It's what's called the swivel chair job where you're taking data from one system, inputting it into another, analyzing data from another system, and downloading your analysis or synthesis into another. Today instead of that human being doing that work, I can write a bond that goes through, pulls out data from out local, links it to data in Excel, links it to other data in Oracle, downloads data from your competitor's website, and integrates it all beautifully into some form of presentation. It's very repetitive, rules-based, fairly easily automated.

Ravin J.:	31:49	Probably the most excitement is around AI, which is otherwise called cognitive automation and the two-
Megan M. Biro:	31:54	Oh, that's so boring.
Kevin:	31:56	Yeah.
Ravin J.:	31:56	Indeed. Yes, indeed.
Megan M. Biro:	31:58	I mean, right? I mean, we went there. I went there, but we had to.
Ravin J.:	32:02	Yeah. It's much sexier to call it artificial intelligence, even though, and the thing is I think we give it far too much credit. We've seen great examples of AI in very narrow domain, so you see it in natural language processing, you see in machine learning, but as many have said, this notion of general artificial intelligence, true intelligence, the intelligence that we demonstrate in our human interactions and the work we do, that's a long, long ways away. It's in part because you have to teach the machine. You know whether that's a human being teaching it or the machine teaching itself as we increasingly see, it still has to be taught.
Ravin J.:	32:40	What's fascinating about AI and if I can just share a one example with you to capture what I think is what excites people and maybe terrifies them a little bit. One of the case studies in our book, and there are about 135 of these in the book, is of an organization in the UK, it's a very large retail organization with a call center operation. Today when you call in, the algorithm recognizes and categorizes emotion. It plots emotion on a two by two matrix of severity and nature. Hit that bright red upper right hand quadrant, the algorithm speeds you through-
Kevin:	33:17	Is that the anger quadrant?
Ravin J.:	33:19	Interesting you say that, because most people think, well if I just shout at it, that's going to work, but unfortunately it's a little smarter than that. It speeds you through the nine prompts at the call center and it takes you to that best call center representative. This is someone who's been hired for her emotional intelligence, her ability to communicate with empathy, her ability to actually engage and connect with someone on the other end of the line. This is someone who has been hired, and trained, and developed specifically for this highly stressful situations where the customer relationship is at risk, or you know, perhaps something worse than that.

Ravin J.:	33:56	This algorithm doesn't just direct the call to the person, it actually prompts her with a script as well as the list of words to use and not use. To me, that's a great example of the power of AI to sort of augment the human being. But recognize this is specific, it's very specific to this one domain. I couldn't take that technology and apply it in other areas.
Ravin J.:	34:17	Then the third dimension is what we think of as social robotics, so think of it as the combination of equipment, with mobility, with sensors for the equipment to sense its environment, and an AI to process that data.
Megan M. Biro:	34:30	Okay, Ravin, so we still need you to pick. If you had to pick out of all of those rich examples, what should we be paying attention to if we need to take a step wise approach to us?
Ravin J.:	34:44	I think the thing that we should be paying attention to is how quickly that second example of cognitive automation or AI is going to rapidly move from one domain to another. It's not general intelligence, but what you're seeing is companies recognize that if I've trained this algorithm to sort of deal, support the work of a call center representative, what are all the other things that humans do that I could now supplement and augment with this technology and can I now teach this piece of AI to take, support and augment them?
Kevin:	35:16	One more a little aside to that one, with what level of accuracy is it determining which call center rep the call should be directed to?
Ravin J.:	35:25	That's the beauty of AI. It's never right the first time. It's continuously learning. It probably was awful the first 200 times it did it.
Kevin:	35:41	Right, they're going to be that way until the millionth time, or the two millionth.
Ravin J.:	35:43	Right. But that's the beauty of AI. The thing about AI, which we often sort of miss is, if I train one call center rep, I've trained one call center rep. If I train one algorithm, I've trained every single thing it touches and that's the ... the opportunity to scale up intelligence is I think what is what gets people really excited.
Megan M. Biro:	36:09	Thanks so much for tuning in. I hope we brought you the spirit of HR Transform, or at least the spirit of an incredibly sugary adult beverage in a very, very large plastic cup. You know what I'm saying? Watch your podcast feed for our next episode from

HR Transform where Kevin and I went out on the expo floor to talk with leaders at some of the most innovative brands in HR tech. If you want to make sure you don't miss the next episode, subscribe to WorkTrends wherever you listen to podcast. We'd love if you could leave us a rating and a review on iTunes and share WorkTrends with your coworkers and friends. See you next time.

Megan M. Biro: 36:54 Thanks for listening to WorkTrends from Talent Culture. Join us every Wednesday at 1:30 PM eastern for a live Twitter chat with our podcast guests. To learn more about guests featured on today's show, visit the show notes for this episode at talentculture.com, and help us spread the word. Subscribe to WorkTrends where ever you listen to podcasts. Leave us a rating, review in iTunes, share WorkTrends with your coworkers, your friends. Look forward to it. See you next time.