



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: Welcome to The Hennessy Report. I'm Dave Hennessy, and today's guest is Michelle Strader, the Chief People Officer of Zaloni, a Raleigh-based technology company focused on big data – a very curious culture based on their CEO. Michelle is a continuous learner. She approaches her work with a lot of humility and curiosity. It's a key tenet of their culture and values. An interesting part of this discussion is when Michelle goes into great detail about technology they use in HR to help drive engagement at Zaloni.

Next up on the podcast is the President of Keystone Partners, Ralph Roberto, also the Founder of Essex Partners, and the Leader and Senior Partner of Essex, Howard Seidel. Now, we bring you our discussion with Michelle Strader.

Michelle, it's great to be here at the Zaloni Headquarters in... is it Raleigh? Are we right in Raleigh?

Michelle: Technically, it's Research Triangle Park.

Dave: Okay.

Can you tell us a little bit about something early on in your life that as you look back now is an inflection point? Or something that kind of set you on this path that you're on now?

Michelle: I wish I had a really interesting story for you about this. I think that for me, I grew up in a family where my sister and I were really the first two to go to college, so I knew for a very long time I wanted to go to UNC. I really didn't know what I wanted to do, but I was very independent, independently-oriented as my parents would say growing up. I knew very early that I wanted a career and explored a lot of things in college and at the end of the day, I was kind of starting a career in sales. Had a business degree focusing on marketing and sales and did a lot of sales types of interviews out of college and just kind of landed with this phenomenal company that was California based. This was a long time ago, so I don't want to age myself but it was a...

Dave: Like a decade ago or so or something...

Michelle: Just a decade. I found a great California-based recruiting company, which back when this was, it was just when the internet had really started for recruiting, so they had great training and they took new grads in. It was very sales oriented. You kind of worked a full desk and so I learned how to sell and market services to companies who needed recruiting services and we also worked the candidate side, so I kind of fell into it, and then stayed in it for a while and eventually transitioned more into the HR talent management side. It was kind of by accident.

Dave: Well, we've had a lot of guests on the podcast that come from the recruiting side of the space. It just seems like it's a really good place to start an...



Michelle: It is.

Dave: ...HR career.

Michelle: I think recruiters have an opportunity uniquely when it comes to the talent strategy roadmap and talent management roadmap, too. As you think about where that all begins, it's about getting the right people in the right seats on the bus at the right time. Recruiters have a unique vantage point in not only doing that but learning the business and learning how the business really works and runs and working with hiring managers.

Dave: Right, because they have to tell that story.

Michelle: They do. They have to tell that story for the job and the story of the company and the story to get candidates excited about wanting to be a part of our journey, so I think recruiters are one of the most important roles in the company.

Dave: Right, and then as you think about that perspective now as you're thinking about, "Okay, how are we going to attract employees?" You still have that hat on. It's like, "I need to have that story, that value proposition, that employment brand so my recruiters can go bring the right talent into Zaloni."

Michelle: Exactly. It's one of the roles in the teams and the organizations, the HR teams that I've built in HR organizations that is critically important and it's where really the HR business partner function starts, and I think it's one of the hardest jobs in a company.

Dave: I'm sure.

Michelle: Especially in the labor market that we're in now, so...

Dave: It is.

Michelle: ...very important.

Dave: I don't know if we've been in a tougher, more competitive seller's market from the employment standpoint.

Michelle: It's been a while since it's been this tight.

Dave: Maybe back when you were working in that...

Michelle: When I just started...

Dave: That's right.

Michelle: ...it was similar, but I think this is actually a little bit harder.



Dave: In a growing market.

Some success... we'll start with some really good news. Last year, Zaloni was on the *Forbes* Best Big Data Companies to Work For List and Best CEOs to Work For in 2018. Congratulations.

Michelle: Thank you. We're very excited about that.

Dave: You also opened a new headquarters here. You just gave me a tour. Incredible space. I really like the design. It's kind of funky. A good blend of open spaces and private spaces and different sizes. Do you want to talk a little bit about this space and this park that you're in?

Michelle: Yeah, yeah, I'd love to. We're super excited about being at The Frontier. The Frontier is a community here in Research Triangle Park managed by Research Triangle Foundation and they had a vision. This is all old IBM workspace that... IBM has been in RTP for decades and the space has gone through a couple of different tenants. IBM used to be here and then it kind of went dark for a while and didn't get a lot of love and attention as space goes.

RTF, or Research Triangle Foundation, purchased it as the new landlords and has really been working over the last I think like five years maybe doing a reset and taking this old space that was very antiquated and very uninteresting and they're working to transform it into a community here in RTP for emerging companies in all vertical industries to come in and focus not on really high-end expensive rents with few amenities, but a community of similar types of companies that can enjoy the community that they're working to create. There's a dog park, there's a hammock park. There's a game area. There's food truck rodeos on Fridays. They do tenant appreciation. We just had a huge food truck rodeo picnic celebration.

Dave: That's for all these buildings?

Michelle: For all the tenants. There's four or five buildings. Only... I think about half of them have been redone. They're not certainly fully occupied, but they're on their way, which is exciting. We're here in Building 600 and we have just really loved being a part of the community so far and we're still only about three months in, so we're excited for the future and there's a lot of cool stuff coming, too. They've been great to us.

Dave: That's great. You wouldn't know that... you just mentioned how it was antiquated. Just driving in here, you wouldn't know that it was...

Michelle: They've done a lot of work.

Dave: They really have.

Michelle: They've done a lot of work, so we're super thrilled and they've been very kind to us and our team. The idea for the space was, our prior space wasn't quite this nice, we'd been in it for a while and it was pretty low-key and really focused on growing the business and scaling when it made sense for the



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company, and so we knew about 18 months ago. This was about six months into my tenure with the company, that our lease was coming up for renewal and we wanted to really think about the future. Think about the trajectory of what we wanted to look and feel like as a company and culturally and just wanted to create a space where our employees could come in and feel like they could collaborate and innovate.

We're in a very high innovation industry in big data and we wanted our space to really represent that more, and so we took a lot of time to think about it and looked at a lot of properties locally and worked with a phenomenal architect here locally out of Durham, Alliance Architecture, so they partnered with us and a project team to build space that was functional but also open, collaborative, high energy, lots of natural light, lots of opportunity for employees to feel like they could really come in and have fun while they did some really cool work.

Dave: I see there's a photography wall where you have sort of a competition.

Michelle: Our photo wall.

Dave: Since you have employees all over the world and it's only 25% of your employees are here so they're...mostly all of them represented on the artwork on the wall.

Michelle: Mostly in India... we have employees in three countries, India, two locations, Dubai, and then certainly here in the U.S., and we're in about seven or eight states here in the U.S., so a very globally distributed team. A photo contest, wanted to really think about decorating the space in a way that represented our global workforce and global kind of client list because we also have customers in all of those geos, which is great. I think the goal with the photo wall was to bring a piece of that into the headquarters so that the remote offices felt connection to the RTP space.

Dave: Michelle, what would you say the key role, or your philosophy, of being an HR leader is?

Michelle: For me, I very early in my career had some phenomenal mentors. I don't know a lot of people professionally who actually chose to go into HR. A lot of us like I did...

Dave: There are several.

Michelle: Several I'm sure, but usually it's very OD oriented and I think that there's some paths with some specialties within HR that you typically see, but a generalist like me, at least in my sphere I don't see it as much, which is fine. I had a lot of great mentors and I've been very lucky, but for me, when I talk about my own experience and the opportunities I've had and the types of companies I've had the opportunity to be a part of and grow with and experience with... I struggle with HR sometimes because I don't think of myself as an HR executive. I think of myself as a business leader, and I think sometimes our function struggles with getting the credibility and the trust kind of at the executive level for how we actually transform and create a competitive advantage for an organization and really help scale and grow a company.



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For me, when I think about joining a new organization, I'm always thinking about, how does the CEO or even the executive team view the role of the people leader in the business? Is it partner or pariah? I've had a couple of different experiences in that regard, but I've been very lucky. It's mostly been partner, but for me, it starts very early with a company appreciating and understanding very clearly – and sometimes I do have to coach and educate – it's not always the case that other executives have had phenomenal experiences with other HR teams, so sometimes you have to kind of reset for people the idea of how people leaders...

Dave: This is what my...I see my role...

Michelle: Exactly.

Dave: This is what I'm going to do to support our...

Michelle: This is how...

Dave: ...organization.

Michelle: ...I'm different from maybe what you've had in the past, and so to me it's that linkage to adding value to what the business is trying to accomplish in the market because your HR executives sit in a very unique spot and most, some, executives don't understand or appreciate it. Or they sit in a spot where they really are kind of the cog that the wheel goes around in terms of seeing and experiencing a lot of things that are happening in the company. If you go into an organization and you build the right trust and relationships, you really do become kind of central to understanding and knowing what's happening in all functional areas of the business.

For me, it's always been about framing that experience with my peers in the business to really help them understand if we work together and we have clear understanding of how my team and how I help them achieve their goals functionally that it'll be a great opportunity, a great place for everyone. Philosophically, I fall on I have to be a business partner. My team has to be a business partner, especially the executive level, which is why I'm really lucky I work for Ben [Sharma]. He's been phenomenally important in advocating for the types of change I think we need as a business and as a leader and this is his company. He's a Founder CEO, so he has been on this journey for two years with me and it's been really exciting and interesting and hard a lot of the time, too.

Dave: That's the most rewarding work, right?

Michelle: Yeah, yeah, exactly. For me philosophically, I want HR to get to a place as an industry where we are meaningful partners with the rest of our peer group and our peer group understands the real impact we can have on achieving business success.

Dave: We're talking about your business. For those that might not know the data business, the data management, data analytics, what's a data lake? Can you tell us what that is?



Michelle: I can tell you a little bit.

Dave: I just noticed on your website and I'm like, "I probably should know what that is," but I don't, so...

Michelle: High level, the Zaloni data platform is the platform that we sell, is the software solution and we are an enterprise software solutions provider, so we go into Fortune 1000, but we'll talk to anyone who's interested...

Dave: The target market is that size...

Michelle: That is really kind of the target because it is enterprise software, and we will help those companies take what we traditionally refer to as data swamps, where you have these segmented or siloed teams sometimes in companies, especially these large enterprise organizations where they've got data sitting in different areas of the business and not really talking to each other and not really able to get insights from that data. The goal of what we do in going into companies is being able to take those data swamps and via ZDP, which is what we call our Zaloni Data Platform, kind of streamline in into one platform so that our companies can get these transformative business insights.

Dave: Since you're in the data analytics world and data management world, how do you use data in your department?

Michelle: Well, we're just starting to explore that. We are in our next phase of growth organizationally, not just in terms of customers but also in terms of employees. We have a couple of systems we'd already been using to try to get some baseline people metrics in terms of the business, and so I've been reporting on that for probably a year. I'd always been super fascinated with the idea of engagement and really trying to understand because I have so many employees all over the world and the cultures are different.

The experience for our India team, regardless of the culture I try to create in this one global team aspect, there's still nuances to it on the ground. Took a lot of time to kind of understand that, and so from a metrics perspective, for me it all tied back into not just standardized HR metrics and KPIs, but how do we really get a pulse on how our people are doing? I didn't have a good way to do that. I don't see all of my employees every day.

Dave: You can't spend all of your time on a plane to India...

Michelle: I can't. And one of the things that we working to do in 2019 to continue our journey on full alignment around strategy and company goals and vision and getting to kind of what we wanted to expand on and grow as a company, we kind of linked it back to this engagement discussion we were having. One of the things that Ben was really passionate about doing this year was we wanted to start implementing OKRs as part of our annual and multi-year kind of planning process. OKRs takes some discipline and they take some planning because the model is really founded on transparency around communicating objectives and key results, which is what OKRs stand for and creating transparency top to bottom for everyone in the company.



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To do that, we needed a platform to be able to leverage, and so in February of this year as part of that journey, we decided to go partner with a company called 15Five, which is based out of San Francisco, but they have a team here in Raleigh, which was one of the core reasons I chose them. My customer success team is here and they have a couple of other functions here in Raleigh. They were also part of the Raleigh community, which I think was really important to me in how we connected with the community here, and so this platform allows us to not only set and manage and create transparency around OKRs, but it's created an opportunity as a company for us to measure engagement and in a meaningful way, not just to say we do it and here's how people are feeling and what are we going to do about it, but to actually effect real change in the business and how we run the business.

Every week, employees are kind of in 15Five and they are reporting on their priorities for the week, their objectives attainment, what they're doing to work towards their OKRs, and they're reporting on how they're feeling, so there's a one-to-five scale and that way they tell us how they're doing...

Dave: I'm loving my job today, I'm not at all...

Michelle: Or this week.

Dave: This week is awful.

Michelle: They kind of rate it...

Dave: They have to weekly...they have to go in...

Michelle: They have to do it weekly.

Dave: Their managers are making sure they do it? Or is it...

Michelle: What's happening is the whole concept of the 15Five is it's 15 minutes to do your weekly check-in for the employee. It's five minutes for your manager to review it. For our employees, they do it on Friday and the manager has to review by Monday, and so our completion rates in the first couple of months are close to 95%.

Dave: That's great.

Michelle: As an HR person who's been inside of using systems for years, that's really good, and our employees culturally are already very forthcoming, so we hadn't had an issue with them being direct and honest with us about how things were going. It was just really hard to get it all into one place where we could report on it and look at it and really think about it.

Dave: Can only their managers see what they've written? Or can...

Michelle: It depends...



Dave: You see... can you go in? Or is it more confidential?

Michelle: I can but I don't, but I do have the ability to look at broad reports across the organization.

Dave: You want to get the themes.

Michelle: Right, we get the themes, and so I do get the weekly pulse, which is a weekly average of everyone's rating as in how they're doing. We track that week to week, and then we look at submittals for the week. We look at making sure the reviewers are reviewing, which is the managers, and then we can pull reports on the answers to the questions that we rotate, not specific to an employee necessarily, but more generally how people are responding to those questions. Inside of the 15Five, employees can work with managers and if they don't want the comments to be private, they can allow the managers to share it up so they can pass it up.

Our goal with it was to be transparent, so we've kind of told employees how the permissions work and what the visibility levels are, and the tool is really great about telling you who can see what. They give you little warnings so that if you put this in...

Dave: That's good.

Michelle: This is who will see it to create, again, transparency for them, but what we've been able to pull out of that, getting back to the metrics, is every Monday when we have our exec staff meeting, we are reporting on the pulse. We are reporting on how we're doing with submissions and reviews and the things that we're seeing, and then also on our OKRs and how we're doing on moving towards completion of OKRs organizationally.

Two things that have been super exciting for me are seeing the executive team embrace and really own this and use it with their teams to drive accountability and to deliver on results. I think that we've already seen positive outcomes from that. I can't say that there's been one thing, but I'll tell you there's another piece of the platform that does recognition, and it's called a High Five. You can integrate it with Slack and we've set up a Slack High Five channel and we do a month or quarterly all hands meeting. A lot of companies do that. Part of it was about celebrating achievement, and right before the all hands I'd send out a, "Hey, nominate your employee, your coworkers for"... it was always really hard to get feedback from people.

Now that we gave this High Five Slack channel, as people are submitting their 15Fives every week, they can give High Fives at the end of their 15Five. It has been so cool to see all the recognition happening.

Dave: The tool makes it easy to do so you don't have to like...

Michelle: Super easy.

Dave: ...I'm in the middle of something and now I've got...



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Michelle: It's right there, and so it all feeds to the Slack channel. It alerts the employee that you tag, but everything feeds to the Slack channel so you can click on the Slack High Fives channel any time and you can read. It's so... I don't know, it makes me feel happy and I think that for folks who are... One of the things that we hear is the sharing of knowledge when you're a global company, whether it's global customers, global employees, that communication is so critical and it's so hard. It has to be so intentional. This little High Five channel and just the opportunity to do that I think has been super special for our people and it's opened up my eyes to how people are contributing in the organization across the company.

Dave: What else is important to employees at Zaloni about the way you work here together?

Michelle: What we're finding and what we're certainly hearing from our employees, it varies a little bit. I do think the attraction for Zaloni specifically is our work in big data, especially with the buzz terms of AI and ML and the work that's happening in our space in those two areas and how we think about how companies use data. We are on kind of the bleeding edge of some of the most interesting technologies that are happening in the space. It's topically very relevant. A lot of times what we hear in my team is it's really all about learning. Learning, learning, learning, they want to learn. Big, big thread and for us the challenge is keeping up with them learning as fast as they want to learn and having the opportunity for them to work on things that give them the learning.

Learning is just huge right now I think in big data, and because there's so many companies kind of dipping their toe in or diving into the deep end of the pool around big data, there's a lot to think about when it comes to learning and how you develop your people, but for us it's all about learning.

Dave: That's a great insight. Wow.

Michelle: What I'm seeing from the High Five channel is the mini communities that we create on these teams in the company and the work that they get to do that's so meaningful to these customers and when we get customer recognition and they're sharing that customer recognition with the team members. It's just really cool to see that continuity and to kind of watch it come around full circle because I'll hear about things that happen in the business, but when things are kind of knocked in with our hair on fire, sometimes things get overlooked, and so hearing about that has been really cool and seeing how people are learning in the business is really cool. Again, not to go back to 15Five, but just that visibility that it's created for me in terms of understanding what people are working on, how they're contributing, it just raises everything up.

Dave: What advice would you give if you could write a letter and send that back to you when you were 25 or 30 years old? What would you write? What would you put in that letter?

Michelle: Lots of things. I was, again, very lucky early in my career. I had an opportunity to build a really special team at one of the companies I worked at in Atlanta, and I had a number of folks on that team who, regardless of my shortcomings at the time and I had a lot of early success in my career. I had a lot of responsibility at a very young age, so I had some folks who worked for me that were kind to me and



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helping me explore, building my leadership competency and my HR competency and really gave me pivotal feedback. I was lucky to have some of that, but I don't think everyone is that lucky all the time.

I think, too, the other thing that I would really tell myself is that for women, in particular, and working in tech...

Dave: These are people that were working for you...

Michelle: Working for me. These were...

Dave: That gave you some...

Michelle: ...these were people who actually worked for me...

Dave: ...some candid...

Michelle: Very candid, professionally candid but we were exploring 360 feedback and we were exploring transparent 360 feedback in this company. I got the opportunity in this particular role to really try a bunch of really innovative, cool things. I had a broad license because the person I reported to was fantastic and was very creative and was very open to it.

Dave: Gave you a lot of...

Michelle: Gave me a lot of...

Dave: ...autonomy...

Michelle: ...a lot of autonomy, and I'd been very lucky and hired a lot of really wonderful people on the team. I had a style back then.

Dave: I know where you're going.

Michelle: You know?

Dave: I know where you're going. What you're saying is the advice is get feedback early.

Michelle: Yeah, and not necessarily just from people that work for you, although I think there's for a lot of leaders that's a real missed opportunity is that we ask peers, we ask mentors outside the business, we ask executives, but we don't necessarily talk to folks who work with and for us every day. I think it's a real missed opportunity to bring some self-reflection and self-awareness to how your own journey as a leader.

That's one thing, and then I think for me as a woman working in tech, I'm really obsessed with Brené Brown's work right now.



Dave: She is very impressive. I've seen some of her TED Talks. I think incredible.

Michelle: Just the translation of her work into your personal life or your professional life. Just the work that she's doing on vulnerability and shame, and I think earlier in my career, there's so many things I didn't do or risks I didn't take because of fear or fear of vulnerability, and so that to me has been even where I am now as a relatively confident, successful executive, her work now, it just hugely resonates to me...

Dave: It still challenges you...challenges you today ...

Michelle: I still think... I still don't have it quite figured out, but it's still really interesting to explore it and think about it for other generations of leaders that I'm developing or working with. When I was in Atlanta, a lot of the folks I had hired at roles in companies in Atlanta, they've kind of peppered out and taken on leadership roles in other startups in Atlanta and it's been so fun to see them evolve and grow and kind of become...

Dave: I'm sure you and stay in touch and...

Michelle: ...the next... I do, I do. They're some wonderful, wonderful people I've had a chance to work with and have made me better at what I do, too.

Dave: That's great. Great answer. Well, we produce this podcast in cooperation with the Northeast Human Resources Association, which is the biggest SHRM chapter in the Northeast. Kind of like TSHRM here in the Raleigh-Durham market, and we have a Young Professionals Group. We have the NEHRA YP, Young Professionals, question of the podcast. This one comes from Sarah Dumont, who is actually the producer of this podcast. Her question is, "What advice would you give... what resources, thought leaders, experiences do you recommend to somebody that's looking to have your job someday?"

Michelle: The one thing that's worked for me that I think, again, sometimes HR leaders can overlook is the value and power of a network. Taking and investing the time and intentionally making connections. It's funny, but Ben, our CEO, he is the best I've ever seen at this. He's my... I have a recruiter, she's wonderful. Her name is Kristen Wise. She is great. She is even amazed at how successful and just diligent Ben is in terms of connecting people.

Dave: What kinds of things does he do? Give us an example of what the activities look like.

Michelle: I just think that as a Founder-CEO who's working to build a company in this space and in technology and this market that he's super curious and so for him it's not even a thought. Like if I don't know how to do something or if I want an input on an idea or if I want to kick something around, I'm just going to go find somebody to kick it around with, and because of his network, he's been doing this for so long I think because his network has just gradually built over the years, there's not a topic I could probably give him that he couldn't find me somebody to talk to, to seek counsel on or advice.



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Dave: Well, isn't it interesting that you said that one of the top qualities he has is this curiosity, and then you talked about what's important to your employees here, it was learning. You can see that it's all...

Michelle: Clearly, that's why, but yeah.

Dave: Well, I'm sure there's some connection there, right?

Michelle: Well, I think, too, getting back to culture, I think that we had to stack rank competencies, like intellectual curiosity for us is quite high on the list of things that you need to work here. In our space and the types of skill profiles we recruit for, it's not usually a challenge, but that is definitely I think a good describer of kind of Zaloni culture and employees.

Dave: That's great. Why don't we shift to some lighter questions?

Michelle: Sure.

Dave: If you could go to dinner with any living person, who would it be and why?

Michelle: Well, there's a couple. I've already mentioned one. I'm super obsessed with Brené Brown.

Dave: You would love to go with dinner with Brené.

Michelle: I think not only is her work amazing and I just kind of dig her. I watched her Netflix *Call to Courage* a couple of weeks ago and she just seems like she'd be really fun and cool. I think that could be really interesting. The second one is I think having dinner with Michelle Obama. I think that would just be...

Dave: Your namesake.

Michelle: My namesake, yeah.

Dave: I heard you sneak that in.

Michelle: Me and Michelle. Regardless of political affiliation, I think her journey as First Lady and some of the work that she did and kind of how she's come out of being First Lady at the end of her husband's term as President I think has been really fun to kind of watch what she's doing now and how she's engaging women across the country in interesting ways, but I think that could be really cool.

Dave: Excellent.

Michelle: A little intimidating, but very cool.

Dave: I have a feeling you'd...



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Michelle: Would I be okay?

Dave: ...you'd be great. You'd be great in that discussion.

Michelle: That would be good.

Dave: What's the best performance you've ever seen? Could be musical, sports, artistic thing.

Michelle: Two things. Any basketball game where UNC is playing for a National Championship, that's pretty amazing.

Dave: Did they win while you were in school?

Michelle: They did.

Dave: Oh, congratulations.

Michelle: They did.

Dave: That's awesome.

Michelle: When I was a freshman, so you guys can do the math on that.

Dave: Well, they might have won multiple years.

Michelle: Not while I was in school. Not while I was in school. That's always fun, and then got to go see *Wicked* in London a few years ago. Just from an art perspective, it was really cool.

Dave: That was the spinoff on *The Wizard of Oz* from the Wicked Witch's perspective.

Michelle: Silverpop had an office there and we had a good-sized team and so I went twice a year and always tried to kind of do something with the team there and so we'd go see a show and saw *Wicked* there and it was...

Dave: In Boston we'd say it was a wicked good show.

Michelle: Wicked good show.

Dave: I don't know if you know that we say that.

Michelle: I do. I do. I do.

Dave: My last question for you, what's something interesting that you're willing to share that we couldn't find on your LinkedIn profile?



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Michelle: I don't know if it's super interesting, I think it's just kind of an odd thing but I'm happy to share is that I didn't learn to swim until I had to pass a swim test in college.

Dave: Really? Wow! That is interesting.

Michelle: Not technically.

Dave: That is very interesting.

Michelle: UNC requires that you have to pass a swim test to graduate and so I had to learn to swim so I could pass my swim test.

Dave: That's awesome. Well, it seems like things are going very swimmingly right here at Zaloni, and it's been so great to have you on...

Michelle: Thank you. It's been fun.

Dave: ...this podcast.

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