

## Episode 86

### Emotion at Work in Working Joyfully and Living Fully

**00:11**

Phil Willcox

Hello and welcome along to the Emotion at Work podcast where we place Emotion at the heart of the people, the processes and the place of work, creating environments and teams and individuals who feel safe, optimistic and confident. And today's episode, oh my goodness, is going to be a corker. And when our guest and I spoke in the setup for today, there were so many questions I wanted to ask and I deliberately said I don't want to ask you these questions because I want the listener to hear it firsthand rather than kind of us have the conversation off air and then sort of repeat it. So I tried to hold the integrity of an authentic conversation for you, fair listener. So our guest today, Our guest is a human resources professional with over 20 years experience. One of her greatest joys is inspiring others to reach their highest level of achievement. And that's why she's so passionate about helping small business owners create HR systems and policies which support the whole company. And she's also well-known and always known for having a good conversation about real success or failure and the joy of a well lived life. And so it is an absolute pleasure to welcome to The Emotion at Work podcast, Dr. Tiffany Slater. Hi Tiffany, how are you?

**01:25**

Dr Tiffany Slater

I'm great, thank you so much. I'm excited to have this conversation with you today.

**01:32**

Phil Willcox

Good, I'm glad to hear it because I'm equally excited to have it with you as well. And I think for our listeners as well, I think it's going to be a really great listen. So, yeah, looking forward to it. As always with the Emotion at Work podcast, we begin with an unexpected yet innocuous question. And so my unexpected, yet innocuous question today is what is a meal that you enjoy cooking?

**01:58**

Dr Tiffany Slater

A meal that I enjoy cooking. Well, I will say I enjoy cooking in general, but I think the meal I enjoy cooking the most is probably breakfast because my family loves breakfast. So pancakes, eggs, hash browns, turkey bacon, regular bacon, all the fixings. And then there's a dish that we cook. It's really simple. It's biscuits cut up and with cinnamon, sugar and all of that. It's called monkey bread or break pull apart bread. It's really good. And so we'll have that as well. So I enjoy that most because my family enjoys it the most.

**02:43**

Phil Willcox

Okay, and is breakfast like a, is that an everybody together at the sort of at the table thing?

**02:51**

Dr Tiffany Slater

For the most part, we usually eat breakfast together. Dinner is a little bit of a hodgepodge. Everybody goes their own way, they're doing homework or they're watching a football game and you know it's at the end of the day. But breakfast, when we come together on Saturday or Sunday morning, we typically eat together.

**03:10**

Phil Willcox

I love that. I would say if there's one meal a day that we would typically eat together, it'd probably be the evening meal. And because we're in the UK, like the evening meal could be dinner, it could be tea, it could be supper. You know, it depends on who you're asking and what time of day is. So I just go for the evening meal. So the evening meal is probably the one that we spend, that we're all together most consistently, I would say on a weekend we do make a particular effort to get together for breakfast. And my son's breakfast of choice is pancakes. And on top of those pancakes though, he will put both Nutella. So like the hazelnut sort of chocolate spread and sugar. So I mean like there's not enough sugar in the hazelnut spread already. And then he just puts more sugar on the top. That's his go to breakfast of choice, which just blows my mind. And we have to make sure that we then take him out like for a run or something later on in the day just so we can burn through all of the sugar that he's consumed at breakfast. I think one of my favourite meals to cook at the moment anyway, I'm really enjoying sort of making my own spice mixes. So rather than buying like a sort of like a prepared mix, like a chilli con carne or something for a curry or something like that. And I've sort of perfected what I really like in a lamb rogan Josh. So it's got all the classic spices that you would want for a lamb rogan Josh. So it's got some cumin, it's got some coriander, it's got some saffron, it's got some cardamon, quite a lot of cardamon. I do like cardamon. And then I just kind of put a few other tweaks around the edge. I put a bit of fenugreek seed in as well because I think fenugreek seed is absolutely delicious. And, and then yeah, and I just like, and it's really, I love it because it's really simple but so fragrant because it goes in the slow cooker for like 10 hours. So it's first thing in the morning. Meat in, vegetables in, spices in, tin of tomatoes in. Mix it all together and just leave it alone all day. And then slowly the day, just the. The sort of slowly through the day, the house just gets more and more fragrant of the food. So by the time we get to the evening, everyone's like, I'm so hungry. Give me food now.

**05:39**

Dr Tiffany Slater

It sounds delicious.

**05:44**

Phil Willcox

Yeah, I really like it. So much so that when my eldest, were just talking before we recorded. My eldest has just gone to you university in the UK, college in the US, and she asked if she could take the spice mixes with her. So I've done, like, little mini mixes for her to take while she was away. And when I saw her last week, she was telling me that she cooks her own chilli con carne. And people came down, they were like, that smells lovely. Who's making that? Who's making that? She's like, oh, yeah, that's just me. That's just me making a chilli. There's nothing to see here. Move along.

**06:18**

Dr Tiffany Slater

That's awesome. That's awesome. It's rare that you hear about college students actually wanting to cook.

**06:25**

Phil Willcox

Yeah, I'm sure Grace has told me the story that I needed to hear. I'm sure there are other stories of pizzas and takeaways and various other. She's done it once. I'll take that. That's something I can work with. So one of the reasons that I chose that question in particular then was because when we spoke in preparation for today, one of the things that really struck me was how passionate you were

about living joyfully. And I thought, yeah, you know what? That's that innocuous question or in terms of, you know, what food you enjoy cooking, that could be a really nice kind of way into a way into that. So would you be willing to tell us some more about your passion for living joyfully?

**07:15**

Dr Tiffany Slater

Yes. So it's, I would say that more of a tagline would be work joyfully, live fully.

**07:26**

Phil Willcox

Okay. Oh, sorry. Oh, that's. That's. That's even better.

**07:33**

Dr Tiffany Slater

And I...the reason I came about that is because I've been in human resources for almost 30 years and sort of the last several years in my career, when I was working for someone else, I did not find work to be joyful at all. As a matter of fact, I was very miserable. And that led over into my personal life where I didn't have time to see my children before they went to bed at night or I didn't see their faces, you know, in the morning when they woke up, because I was already gone. Weekends, I was so exhausted, I didn't have anything to give them. All I could do was sleep. And so I wasn't able to live my life to its fullest either. And so I was just not a happy person. So that's why I'm passionate about it, because I've lived the other side of it. And I do believe that we all deserve to have work that brings us joy. And I, you know, believe that it allows room for us to live fully.

**08:51**

Phil Willcox

I love that. And normally, I think so normally in, like, the podcast format, we tend to go to like the hints and tips or the, you know, the strategies things towards the end. And I'm wondering if actually we might be able to get into one, go into something quite quickly here. So what you've, what I think I've heard from what you described then is a situation where you're working and you're not, there's no joy in that for you. So it's not a joyful experience which is then impacting your ability to live your life fully. The examples that you gave, not necessarily seeing your children before you go to work or not being there to put them to bed when you get home.

**09:36**

Phil Willcox

And, and I don't know, in my head anyway, maybe I'm over dramatising it, but it feels like quite a brave thing to do to then stop doing that and to do something that does maybe bring you that ability to work joyfully and live fully. And so how did that decision feel for you when you made that call to actually, you know what? I'm just not going to do this anymore. I'm going to do something different. How did that feel and what helped you make that call or make that decision?

**10:04**

Dr Tiffany Slater

Well, it was honestly. So it was a spiritual decision for me. I believe that entrepreneurship for me is a spiritual walk or a faith walk, because every single day I have to trust God to provide for me. And I missed that when I was working for someone else.

Phil Willcox

Ah okay

Dr Tiffany Slater

Because it was true then, too. But I did not recognise that because I was so caught up in my misery that I couldn't see that still in the midst of it, God was still sustaining me. So to answer your question more directly, how did I get here? I had two medical situations. I won't call them emergencies, but I had to have surgery twice. Because they found growth in two different parts of my body. Two different doctors. And as I was healing from one, the other doctor called and was like, hey, we need to have surgery because I see something that shouldn't be there. And they were both benign, no issues, they're gone. And you know, everything is fine. But I realised, okay, that happened for a reason. That was my body responding to stress. And I believe that God made things so difficult for me because it was time for me to go, because I had become too dependent on this man made system to provide for me. And it wasn't really, it was providing money, but there was no joy in it. There was nothing that made me smile in that work anymore.

**12:00**

Phil Willcox

Yeah.

**12:01**

Dr Tiffany Slater

So I, I felt like I didn't have a choice. Honestly, I did not have a choice. And yes, it was scary because my husband at that time had his own business and he was building it.

**12:15**

Phil Willcox

Okay.

**12:16**

Dr Tiffany Slater

And so I was the bread winner. And I went to him and said, I'm not going back. I'm going to give them, I'm going to finish this contract and I'm not going back after this. So I don't know what you're going to be doing, but I'm not going to be doing that. Yes. So that's how I got here.

**12:38**

Phil Willcox

Wow. What would, what would be or what might be sort of one of the lessons or the takeaways that you have for that time? So one absolutely is your faith and having that spiritual support for what it is that you're doing. And what else, or what more would be something that you're taking from that experience of when you made that decision, you went on that entrepreneurial journey to where you are now as a doctor and the successful CEO of HR TaylorMade. So yeah.

**13:19**

Dr Tiffany Slater

So I would say that faith is probably 75% of it for me, right. For me. And I know that is likely not the same for a lot of people, but that is how it worked out for me. But besides that, you also have to have belief in yourself. You, you have to know that you already have the skills that you need to be successful at something because you've been doing it already for someone else. And in order to move on to a new job or running your own business, you still have to be confident in the skills that you are bringing to the table, regardless of the situation. So there's so many people that are not confident in their skills and what they know and how they do things. And do I know enough? Do I need to go back to school. The point is, you need to keep moving forward. You need to have enough faith in yourself with what you know right now to make a move. Yes, it's scary, but I bet, Phil, I bet

that they've done something else that was scarier and harder. And so I often remind myself when there is something going on that is scary or, like, I've not done it before. I'm not sure about it. I often remind myself, you've done harder things, you have done harder things, and I don't know why it works, but it pushes me through to keep on moving.

**15:12**

Phil Willcox

And I think so that. So what I'm hearing in there is the noticing or the appreciation or the cataloging of those experiences that you've had in the past and how you are with them now. So I've been running Emotional at Work now for 14 years. It'll be 15 years next year. And I was an unwilling entrepreneur. So I didn't want to say, you know, I didn't want to run my business, didn't want to do my own thing. I'd had moments where, like, I brought people into my company. There's like, consultants or facilitators. And then I looked at the invoices that they would raise and go, really, like, I can earn that much money, really. Not necessarily appreciating that you know, you don't earn that every single day that you work, but for me, it happened in the middle of a recession. So we had the financial crisis in 2008, and then we got to 2011 and I was made redundant. There was literally no jobs. I think I had one interview for one role that wasn't a role that actually existed. They were just like, oh, yeah, we really wanted to meet you because we liked your CV and we just wanted to meet you to see if you were as good as your CV said and we'll keep you on file if a job comes up. And I was like, well, why are you bringing me in for an interview? Like, if there's no job, why are you interviewing me? So there was that, and then there was another interview that I had that I messed up. I misinterpreted one of the activities, and just did wrong and there was literally nothing else for like six months. I said to my wife, we're just going to have to do it. And that kind of belief in my ability to be successful and the faith that it would be okay, you know, and everything would be all right, for the first year was quite hard to come by, but I guess with every passing week, every passing month, and when we then started to actually bring in some money, it was those experiences, I kept a pretty close record of all the things that we achieved. So that when it felt hard and it felt difficult and I was like, where's it going to come from? Where's it going to work? I had that reassurance that, well, I've done this before. So I went from a standing start of nothing, and we've got from nothing to here. And then if we're going to get from here to here, but we've already got to here. And that's the hardest bit, right? Getting going is the hardest. And so I agree with you that recognising or that cataloging or appreciating those successes really works, because I really tried the whole fake it till you make it thing, and that just didn't work for me. You know, it just. It just didn't. I couldn't make it work. But the more I kind of did the reflective practice and I did the right. What works, what's working? You know, how am I succeeding? How am I helping? What can I learn? How can I improve? The more I did that, the better I got, if that makes sense. And even now, 14 years on, I'm still learning. I've learned more in the last year about marketing and email marketing and social media marketing. I've learned more in the last year probably than I had in my 13 years previously. And yeah, and I guess what sits behind it is that belief and that faith that we've got to 14 years, there's every reason we can get to 15 and 16 and 17 and all of those things that go with it. So whilst it might not be a sort of spiritual faith for me, I think that faith is. Is still there, if that makes sense.

**18:53**

Dr Tiffany Slater

It does make sense. And I think what's also important to note is that even though you were afraid, if you will, you still did it. You got to a point where you felt like, okay, I don't have another option, which is where I felt like I was right. I had options, but I didn't feel like I did because that those other options were not acceptable to me. Right. Yeah, so were in the same place, but went about it just a little bit differently. We still held on to faith, though. It just looked differently for both of us. And I think that's true for a lot of entrepreneurs right now. I think that a lot of people get to a point where they don't feel like they have an option. And in my world, the spiritual. What I think is a spiritual

calling, if you will. God makes it very difficult for you to ignore him, and you don't have a choice but to move in a certain way, because that is what is, what you're being called to do. So whether we call it God, whether we call it the universe, whatever it is, things happen the way that they are supposed to. And the sooner we get on board, the sooner that we recognise, okay, I give up, I'll do it. The sooner we get on board, I think the closer we get to that joy and that full life that we all seek and deserve.

**20:36**

Phil Willcox

Yeah, one of the things I find really interesting about joy is the, I guess the journey to get there, I suppose, in a way. So yes, joy and happiness can be a feeling in and of itself. And I guess there's certain moments where I have that and experience that. So when I mentioned I saw my daughter at university last Friday, I hadn't seen her for a while, so just seeing her was a moment of joy because I hadn't seen her in so long, and that was great. But if I think about my entrepreneurship journey, I suppose there have been some experiences that I've had where I've been angry, I've been frustrated, I've been annoyed, I've been fearful, I've been sad. And without those other feelings, I wouldn't get to the joy.

**21:31**

Phil Willcox

So. And I was wondering what your experience of that is like, you know, is. Is that. I'm not trying to get you to agree with me necessarily. I'm just wondering what your experience is. What other emotions for you sit around that joy that allows you to work joyfully and then live fully.

**21:47**

Dr Tiffany Slater

Yeah. I think that without those other experiences and emotions, we wouldn't know what joy was. So I think, I mean, there has to be a balance. Right. And that's very fitting because I'm a Libra, so.

Phil Willcox:

Love that.

Dr Tiffany Slater

Yes. So, I mean, there has to be a balance. We don't. We can't know what joy is or what happiness is without feeling the other side of that, without having gone through those experiences that made us feel sad, mad, frustrated, scared, all of those things. If we never felt that joy would just feel like a normal day. It would be nothing special. It would be a way of life. And, you know, I don't know, what would we call it joy at that point? I don't know.

**22:40**

Phil Willcox

Yeah, no, I don't know either. And, and so when you think about the work you do with your clients then, how do you help them kind of create those opportunities where they can work joyfully? How do you do that practically, I suppose, in a way?

**22:58**

Dr Tiffany Slater

So practically speaking, we start with their employee policies and we want to make sure that they are not oppressive policies. We want to make sure that they're fair and they're not. Some policies need to be punitive. Right. But we don't want the entire employee handbook to read like a prison handbook. This is a guide for our prisoners and you need to follow. We don't want the handbook to

read like that. We want the employee handbook to read more like, here's how we're going to work together, here's what we are going to do for you. Here are some of the things that will help you to be successful in the organisation. And by the way, should these things not happen, here's what you can expect from us, but along the way we're going to be holding you accountable in a very supportive and growth oriented way. That's how we approach it from a joy perspective. We start with the policies and we want to make sure that those policies are clear, kind and effective.

**24:19**

Phil Willcox

I like the middle one of those three. Clear, kind and effective. So what does kind mean for you?

**24:25**

Dr Tiffany Slater

Yeah, I think that kind means that we are recognising that you Phil are an individual and that we can write a policy in a book, but it's not going to apply to everybody because everybody has different needs. Phil's going to show up differently than Tiffany. And Phil may be supporting aging parents which will require him to leave work early, 30 minutes every day because he has to take them somewhere. Right. Tiffany may be a single person and getting to the gym every morning may be important to her. So she comes in 30 minutes late. So a kind policy allows for team members to have flexibility around their schedule so that they can do the things that brings them joy or that allow them to live their life.

**25:23**

Phil Willcox

Okay, I like that. And one of the things that also really resonated for me was the, both areas that we will hold you to account and we'll do that in a really supportive and I want to say growthful, but I don't think that's even a word, in a supportive and yeah, with a kind of a growing ethos behind it, I think.

**25:52**

Dr Tiffany Slater

Yes.

**25:54**

Phil Willcox

Okay, so we begin with the policies then. And then where do we then go after? I guess that's kind of getting the fundamentals right. So they're clear and they're kind and they're effect. And then where do we go after that then what's the phase two or step two?

**26:10**

Dr Tiffany Slater

Well, everything starts with the policies in human resources. So then you're going to develop your performance evaluation policy or process. Like, what is the system by which we provide you with feedback around your performance? What should that look like? What I don't advocate for is, okay, we're going to rush and do it on December 24, the night before Christmas break and we only give you feedback that one time. So we advocate for our clients to have a minimum of a quarterly touch point to give their team members feedback. We are at a day and age where employees want feedback more frequently because they want to make sure that they are doing things in a way that aligns with the expectations of their leader. And so one of the things that I say is that people suck and it's our fault. And that is because we do a terrible job at times of giving feedback and being really clear about what the expectation is. And so if we increase the frequency with which that we



provide feedback, we reduce the possibility that our team members are unclear about what we are expecting of them. And so the performance evaluation is another way that we ensure that team members are taken care of and can experience joy at work because they understand what's being expected of them and they're being provided with performance feedback on a regular basis. And then, of course, you know, as it relates to the culture of the organisation, how are we living our values? What does it look like to experience joy?

**28:19**

Dr Tiffany Slater

Like, if experience joy is a value in our organisation, what does it look like when our team members are experiencing joy at work? How do we help our clients to experience joy? And how do we do that together? How do we create that with our clients for our clients? And how do we do that as a unit in my particular organisation? And, and so we really try to carry joy out as a thread throughout the work that we do for our clients. We think about the employee experience as it relates to onboarding. We believe that onboarding starts the moment that the employee says yes to the job. So then there's the offer letter and the, you know, are we communicating with them before their first day? What does that look like? And what does the onboarding process look like? What type of training have we provided or crafted for them after their first day of employment? So they can be successful, and we can get them to a point where they can be successful in the role sooner rather than later. So it's a thread for us. Joy is a thread and my team, it resonates with them and they love it. It's their favourite value as well.

**29:39**

Phil Willcox

Love that. And I think, you know, we can hear it in your voice and for, if somebody's watching the video, I think we can see it in your mannerism as well. You know, when you talk about the working joyfully and living fully, you can see you light up, which is wonderful to see. One of the things that we discussed when we were doing the preparation was there were three sort of questions that you posed. Not necessarily you posed to me, but three sort of key questions. So when I think the question asked you was, what story don't you get to tell very often? And that's what kind of prompted these three questions. So those questions were, what impact do you want to make? How do you want to improve the lives of others? And what do you want your story to be? And I love those questions. And I thought if I was in the audience shoes, then I might like to hear your sort of your perspective on this question. And I'm thinking about that in two ways. So I'm thinking we might take one question at a time. When I say about your perspective, I'm thinking it might be useful to hear why that question, and then what would your answer be? So why do you think, for example, if we think about what impact you want to make? What is it that makes that question important for you? And then what would you answer? So let's do the, why that question one first. So what's behind the, what impact do you want to make? Why is that a question that's important for you?

**31:11**

Dr Tiffany Slater

I think it's important that we ask everyone that question. What impact do you want to make? Everybody has a purpose, right? Even if they don't know what their purpose is in the moment. I think we should all have some level of understanding of what impact we want to make. What impact do I want to make as it relates to this conversation? How do I want people to receive me who are listening to this podcast? What impact do I want to make in the lives of my children? So that is a question that anybody can answer at any point in their life. I think it's an important question that allows you to really understand the heart of a person and the intention behind the things that they do and how. Why they show up the way that they do. And so I'll answer the question. The impact that I want to make, I really am serious about creating joyful work experiences for the people who



work in my organisation and for the people who work in the organisations of the clients that trust us with their teams. That's important to me because I believe wholeheartedly that the world would be a better place if we had more happy people.

**32:41**

Phil Willcox

Yeah, absolutely. I think I mentioned to you when we sort of discussed these questions before, one of the, I can't remember who it was. Somebody asked me a while ago, what would be my wish for the world. And my wish for the world would be that everybody would love what they did. So I think if we can get to a point where everybody loved what they did, then, yeah, everything else would follow. Okay, wonderful. So that was brilliant. Thank you so much. So that was around, what impact do you want to make? And then the second question then is, how do you want to improve the lives of others? So again, what was behind that question for you? And then how would you answer it?

**33:18**

Dr Tiffany Slater

Yeah, now for that question. I think that's an important question for entrepreneurs to answer, particularly the ones that employ other people. So because as a business owner, I believe that I am charged with taking care of the people who help me to build my dream. I think it's a fair exchange. I think that, you know, you're helping me build my dream, I should help you build yours or at least support yours in whatever way that manifests itself.

**33:57**

Phil Willcox

Yeah.

**33:59**

Dr Tiffany Slater

So I want to help other people experience joyful work. And I'm doing that in a way, by the way that I build my business, I am intentionally hiring people who either have children that they're caring for, have a business that they are running, and don't necessarily want to do it full time. They still want to enjoy their life fully, but they also want to contribute in a significant way or an impactful way in the space of human resources. And so I want people to know that both can be true and that you can love where you do it and the people that you do it with. And I used to believe that you come to work, you don't have to like me. You just need to get the work done. I don't believe that anymore. That's a miserable existence. I don't want to work with people that I don't like.

**35:13**

Phil Willcox

I understand that. And I think when I had, when I had a team working with and around me, one of the questions that I would often ask is, how can I help you do the work that you really want to do? Is there work that you're doing at the minute that just like sucks all of the joy out of your day or that you just really despise doing? And how can we either look at that work differently or actually, can we look at that work and say, do we need it? Do we actually need to do it at all? How can we reimagine that so that we're doing more of what we want and less of what we don't want to do? And some, you know, some things have to be done. You know, they're what I call the boring and necessary jobs. I have to do my bank reconciliation as much as I don't want to do it I can't get my accounts done if I don't do my bank reconciliation. So, fine, I have to do it. But that doesn't mean that, you know, that it's a task that has to be done. It doesn't necessarily have to be me that does it. There might be somebody who actually really loves doing that. They've really got great attention to detail, and they love the specifics and the, you know, the matching and the allocation and the filing of the receipts

that go along with the expenses and all of that. You know, they love all of that stuff because it's all organised and ready and so on. I just, you know, I find those things more difficult to do, there not my natural lacing. There are attributability things. Okay, I like the distinction that you made there in terms of what impact you want to have. Is a question for...can be a question for everybody. How do you want to improve the lives of others? Could be a question for everybody. And I think your distinction, to say, particularly for entrepreneurs that you work with, then, you know, because you're charged with the lives of those that are working with you. And your third question then is or was, what do you want your story to be? And I really like that question as well. So, again, what's behind that question for you, and what would your answer be?

**37:13**

Dr Tiffany Slater

Yeah, again, I think that question really gets at the heart of who we are and what's important to us. And, you know, it's. It's a legacy question, right? It's, you know, what do I want to leave behind, basically? How do I want people to remember me? And I think that if we really want to know people, that's a question we ask. If I really want to know who you are, I want to know what's important for you, what are you working towards and what legacy do you want to leave? I also think it's important to know that if you care about somebody because then you know how you can perhaps help them, how you can support their efforts towards this. Not necessarily a higher calling, but their efforts towards, you know, their legacy. And so the story that I want to tell or that I want told about me, I guess you could say.

**38:21**

Phil Willcox

Yeah.

**38:24**

Dr Tiffany Slater

She brought us joy. She was kind and she made me a better leader.

**38:38**

Phil Willcox

And granted you'll be biased in your answer because I'm asking you about yourself. So if I was to sit down with say some of your team and say, you know, does Tiffany bring you joy? Is Tiffany kind and does Tiffany make you a better leader? What do you think the team would say?

**39:00**

Dr Tiffany Slater

Well, I tell you what, I've got you one better Phil. My birthday was last Wednesday.

**39:05**

Phil Willcox

Oh, happy birthday for last Wednesday.

**39:08**

Dr Tiffany Slater

Thank you. I'm gonna read you what one of my team members sent me on my birthday. So I'm going to tell you from not exactly the horse's mouth, I think.

**39:21**

Phil Willcox

I think we're close enough.

**39:22**

Dr Tiffany Slater

Pretty close. Okay. It said. Here's one of them because there are two of them. Happy birthday, beloved Dr. Slater, you are sunshine in my life and I am grateful for you have an amazing day and a beauty filled year. That was from one of them.

**39:45**

Phil Willcox

Wonderful.

**39:47**

Dr Tiffany Slater

The next one. Happy birthday Dr. Tiffany. You are such a blessing and truly deserve all the love and blessings in store for you, have a super amazing and relaxing day. So that is not, I guess I am bragging. I'm bragging. I'm really proud.

**40:07**

Phil Willcox

Absolutely.

**40:08**

Dr Tiffany Slater

Yeah. I'm really proud of the fact that I have relationships with people on my team that allow me to go deep with them, that allow me to be supportive of their personal initiatives and that allow me to create a situation for them that they love. They love the work that they do. We love the team that we have and it's a gift.

**40:40**

Phil Willcox

I love that. That's wonderful. And when you think about that, so what you created in your team then and based on those messages shows how special that feeling is that you've got in your team. How have you, or maybe you have answered some of this already. How do you help your clients with that then? So how do they create those...not necessarily that mirror, you know, it doesn't necessarily need to be a replica of what you create because you're you and I'm me and therefore we'll have slightly different nuances about it. What would be maybe one of those examples or one of those stories from your clients where they sort of taken some of the things that you've shared and implemented with them and they, you know, they created the, those places where people are making an impact, where they are improving lives and where they are, you know, where the stories that they want or those legacies they want to leave are coming true.

**41:38**

Dr Tiffany Slater

Yeah. I think that creating these type of relationships with team members is challenging. And not everybody can do it because not everybody has the level of emotional intelligence to do it. Not everybody has the level of vulnerability that it requires to do it. And I think that it's just a challenge. And so the first thing that I do is recognise who my clients are. That's super important. I can't tell them what to do to get responses like that. What we can do is help them to respond in situations and give them clear and kind, what we call compassionate candour feedback in a situation. So I've

had a client that, whose turnover was horrendous. Right. And their communication with their team members is very challenging. And while I, I wish I could tell you that situation turned itself around, it did not.

**42:59**

Dr Tiffany Slater

What I can tell you is that we were very honest with that client. We told that client, you hired us to be honest. That means that we're going to give you some very difficult feedback that you probably don't want to hear, but we're going to give it to you anyway. And if this relationship doesn't work for you anymore, we understand, but our job is to help you to create a great work environment for your team because ultimately that leads to your success. And so we did give them that feedback, and it did not change the situation. But that's our job. And that, so that's what we do. That's how we show up.

**43:46**

Phil Willcox

Yeah.

**43:46**

Dr Tiffany Slater

And we believe that clear is kind.

**43:50**

Phil Willcox

No, definitely. Because...so one of the distinctions I use sometimes with clients is. And I don't know if it's a UK language thing. I talk about the difference between being nice and being kind. So being nice is where, for example, you might say to that client, your turnover is really high. And I think there, I think that maybe you should think about and consider how you communicate with your people, because there might be something in that. So that's a nice thing. You know, you've said it nicely, you said it politely, you've let them know, but the kind thing is to sit them down and go, I want you to understand the impact that you're having on your organisation and the impact that your communication style and approach is having on your organisation and what that's then meaning for people that work with you and how that's impacting and all of those things. Because nice, I think nice makes things unclear and creates ambiguity. Whereas I think, as you said, I think kindness creates clarity that people can do something with it.

**45:03**

Dr Tiffany Slater

Absolutely and I think that nice is one of those surface level things. Kind is beneath the surface. It's more personal, it's more vulnerable. And I think that when people respect you they expect you to be kind. I'm sorry. Yes. They expect you to be kind. Yes.

**45:30**

Phil Willcox

Okay. All right. So I know we've sort of sprinkled some of the sort of actions and recommendations that you might have for some of our listeners. We kind of sprinkled them through our conversation so far. And at the same time, I'm conscious that with your nearly 30 years experience and doing the work that you do now, we're creating places where people can work joyfully and live fully. What might be actions or recommendations that we haven't discussed yet that you think is important for the listener to hear?

**46:10**

Dr Tiffany Slater

I think that it's important for us as leaders to really understand what we're trying to create for our team. A lot of times we go about this work and we're just going about the work, but we don't think about what do I want my people to experience while they're here with me, what do I want them to experience together and in community with each other, and what is my role in creating that?

Phil Willcox

Yeah

Dr Tiffany Slater

So we need to be more intentional about our spaces, be it a virtual space or be it in, you know, an office space. What are we trying to create for people? How do we want people to experience the work, the community that we have here? How do people want to...how do I want people to experience me as a leader? I think that understanding those questions leads to so many things. For example, it helps you to get really clear about who to bring on to your team, because you know clearly what it is that you're trying to create, and you can articulate that, and that person can say, oh, no, that's not what I was looking for. I was looking for something completely different. And if you also have something to anchor to, you're not always changing things because you're very clear about what it is you want to create.

**47:46**

Phil Willcox

I love that. And is there something else then something else or something more that from an actions and recommendations point of view that you would like the listeners to hear.

**48:01**

Dr Tiffany Slater

I think the last thing that I would say is remember who you are. Don't let the work change you unless it's changing you for the better. Also figure out what brings you joy and do more of it so that you can really, truly live your life. And I guess I would task everyone with really doing an inventory and a reflection to know or to reflect on, how is your work impacting you personally? How's it impacting you, your life? How is it making you better? How is keeping you from being better?

**48:54**

Phil Willcox

Well, that sounds like a wonderful course of action to pull the show together on, I think. So, one of my final questions then, as we kind of pull the podcast to a close, I've got the sort of the two gimmicks of the show. So one gimmick at the beginning is the innocuous question, and then the one that I use at the end is like the segue into the close question. Which is, which is what has surprised you over your journey then? So, and I suppose in particular, I'm thinking so post the role that you left. So when you got to that point, you're like, I'm miserable. This is impacting my life. I'm not working joyfully. I'm definitely not living fully. I'm going to make this change. What has, what surprised you on the journey that you've been on since making that decision?

**49:41**

Dr Tiffany Slater

So I'm really going to try to make this long answer short, but what has surprised me. What has surprised me is how my life has come full circle and how the cards are...my journey was always written, and I say that because my parents were entrepreneurs, my aunt and uncle were

entrepreneurs. My aunt that I spent a lot of time with as a kid was an entrepreneur. So I've been surrounded by entrepreneurs my entire life. When I was in college, my undergrad degree, I was working on business administration, and I specialised in entrepreneurship because I didn't know what I wanted to do as it related to business. I took human resources classes my last year, fell in love with them, and changed my specialty to human resources. And so full circle. Here I am now, owning my own business, doing HR work. You could not have told me that this is what I would be doing. And I love, love being a business owner.

**50:58**

Phil Willcox

Oh, that's wonderful. That is fabulous. Okay, so if people want us to get hold of you, then, Tiffany, how would they do that? What's a good way for people to get hold of you?

**51:08**

Dr Tiffany Slater

Well, it's always easy just to go to our website at <https://hrtailormade.com/> or reach out to us via email [support@hrtailormade.com](mailto:support@hrtailormade.com) and it's H R T A I L O R M A D E.com

**51:26**

Phil Willcox

Fabulous. Wonderful. And what we'll do in the show notes is we'll also put links to your website and also we'll put that email address in if people want to get hold of you as well. So all that's really left for me to say then is, Tiffany, thank you so much. Is there something else or something more that you're thinking, feeling, or would like to say before we close?

**51:46**

Dr Tiffany Slater

I would just like to say thank you and I, I my hope for everyone is that you work joyfully and live fully.

**51:55**

Phil Willcox

What a way to end. Perfect. Thank you so much. It's been wonderful to have you on the podcast. Thank you so much, Dr. Tiffany Slater for being with us today. And yeah, have a wonderful rest of your day, listeners, wherever you are...fabulous.

**52:11**

Dr Tiffany Slater

Thank you. That was a good conversation.