

Layoffs Matter with Karie Willyerd

[00:00:00] **Robert Richardson:** Hello and welcome to the Work Matters podcast, mini-series on layoffs. Now, normally we ask what matters at work today, but in this case, we're helping prepare for what happens when the question is no longer relevant, when you may no longer have a job to go back to. Steve, what matters with regard to preparing for or experiencing an exit today?

[00:00:23] **Steven Hunt:** We decided to do this series where we're talking about the career development aspect of layoffs, the financial impact of layoffs, and the emotional, mental impact of layoffs. And we have experts in each of those areas. We decided to do this because layoffs have become a regular part of careers. A statistic I just saw that says currently about 45% of people experience a layoff at least once in their career. I suspect that's only going to go up as we're doing this podcast. There's layoffs, like mad going on around us, and it can be a very traumatic event.

[00:00:54] I mean, Robert, have you ever been laid off?

[00:00:56] **Robert Richardson:** I have. Yeah. And, I guess I would say at the very start, it felt a little traumatic. I remember getting laid off and then going out to lunch with, all of my coworkers and in fact, it was my very first job outta college, Steve. So, two months in, to that job, I was laid off and we were all out at lunch, having a beer and, trading stories.

[00:01:14] And, you know, I remember thinking, this is terrible, but I'm gonna go back home, and I'm gonna start looking for a job today. And for me, you know, yes, there was a little bit of that initial trauma, but I seized it as an opportunity and, and really I feel very lucky because it was one of the best things that ever happened in my career.

[00:01:34] I found Jobs2Web a new startup. Years later, we were acquired by SAP, and I may not be here now if it weren't for that layoff.

[00:01:41] **Steven Hunt:** Yeah, well I think, you know, that's a positive story. I've been laid off twice actually in my career once it was proactive because I saw an opportunity to collect severance and a hiring bonus in the same month. The other time though. I really was blindsided by it. And yes, I did land on my feet.

[00:01:56] And I think we're gonna talk a little bit about what you can do today, about how you can ensure you do land on your feet. But it affects you at multiple stages. It affects you immediately, oh my gosh, you know, money is important, and suddenly you don't have it. There's a financial concern, there's absolutely effect on your career, and there's talk about that definitely affects your self-esteem in some ways.

[00:02:14] And you know, it's easy to say, oh, you are not your job. But in our culture, people identify heavily with their professional reputation. It definitely for me, it's still, you know, is a very emotional thing when I think about it.

[00:02:25] **Robert Richardson:** you know, my wife brought this up this morning, and she said, you know, what's really interesting is that it doesn't just affect you; it affects the people around you.

[00:02:31] **Steven Hunt:** Well, absolutely. I think that point that your wife made, that does affect you. It affects your family and the people around you. The people around you also are critical helping to deal with it, and that's why I'm really excited Karie Willard and Karie and I have worked together at different times of the career.

[00:02:44] She is, in my view, one of the smartest people when it comes to the changing nature of careers and Career Development, she wrote this great book called Stretch that really is a good practical discussion of how to manage a career in a world where there are no career ladders in the constant change. And she's also currently the Chief Customer Strategy Officer for Learning Technologies Group.

[00:03:05] So Carrie, welcome to Work Matters.

[00:03:08] **Karie Willyerd:** Hello, Steve. Great to see you again. Rob. Great to see you again.

[00:03:13] **Steven Hunt:** So Karie, maybe start with a little bit of discussion about the work that you've done, and you know, sometimes I know you've referred to as a futurist, which I think is a good description of the way you think about the world. You don't think about what is but where it's going. Can you talk a little bit about how people should be rethinking cuz I think we are stuck in a world where people still think of jobs and stability and careers? And then you introduce this sort of, like, it's almost like climate change. You know the weather is changing, we have to react to it. The economic reality of work is

changing to these turbulence and these layoffs, and they're becoming more common.

[00:03:47] what are your thoughts in general about why people should be thinking a lot about the concept of layoffs more than maybe they did in the past?

[00:03:54] **Karie Willyerd:** Yeah, I think corollary too, for me, coming at it from a more positive angle is that in many ways, the job is going away. And it is the capabilities that you're building over the course of your life that give you the opportunity for employment. I think the very first time I personally had this kind of epiphany was there was a job opening, and that job, it was in a big company that didn't have a lot of movement and so on.

[00:04:31] And I was talking to a mentor, and I said, well, if I don't get that job, I'll probably have to leave the company because that job won't open up for a long time, and so I'll have to go find that job somewhere else. and he said, oh, Karie, you're thinking about this all wrong. People can make jobs anytime that you've got figured out how to tackle a problem that a company has, and you've got the skills to tackle that problem.

[00:04:57] So I think all the discussion is about jobs. But I think from a personal perspective, for an individual, it's best to think about what skills and capabilities do I have that I can go out and sell in the marketplace? And when you reframe it that way, it's not quite as scary let's face it, everybody is in, if you're in a job now you're constrained by something.

[00:05:25] There's some part of you. that is not being used in that job. Maybe you've got great musical talent, and it's not being used in that job, or maybe you've had some experience in leadership, but you're in an individual contributor role at that point, and so your managerial skills aren't being used. So everybody has skills that aren't completely used by a job, and so rethinking, okay, what capabilities and skills do I have, and how could I match those? in the marketplace, as we are recording this, they just announced the growth in the US economy is greater than people expected. So, it's sitting a few percentage points above what they thought. It can come out at 2.9% growth, and, you know, we had whole eras of only 2% GDP growth in the US and, of course, referring to the US right now.

[00:06:19] So I think in the US, at least, things might not be quite as dim as the economists are predicting.

[00:06:28] **Steven Hunt:** I think a couple of things that you, you touched on there. One is that the economy's growing, but I'd say even if the economy is growing, we're still gonna have layoffs because of disruptive technologies. Like, you know, chat GPT recently came out, and Robert, I was thinking it's a threat to my own job as a thought leader.

[00:06:45] Cuz I write a lot, Carrie, you write a lot too. What does this mean for us? But I, but it goes back to that point of looking at not the tasks that you do, but the value you provide through the skills that you have, which is, you know, it's important cuz we're talking about, you know, my own layoff that I went through.

[00:07:00] One of the things that I said is that your value is not defined by your job title. Your value is defined by how you help other people solve problems, or support services, or whatever you do. And so, understanding how do you provide value as opposed to what job are you in? It seems like sort of a mental mind shift that you're talking about making.

[00:07:18] Can you expand on that a little bit about what is the healthy way to think about work? If it's, if work is not about, I have a job, work is about something else. what is the healthy mindset for thinking about our relationship to our jobs or our work in the changing world that we're in?

[00:07:36] **Karie Willyerd:** Yeah. I think that's a great question, and I think it's one of the big shifts that's come out of the pandemic as well is that I think every generation is reconsidering their relationship to work and what it means. I think of this as kind of an oscillating wave. Maybe there was a culture pre-pandemic that was really valued, and then everybody was working from home, and there was a very supportive culture. And now, there's some coming back into the office, and so there's, I don't think we've leveled out after the pandemic yet to see what is the workplace going to be, but I do think people are making very individual choices to balance their family needs. Seeing a million people in the United States die resets how much do I think about what work means to me and how do I balance that work with my life? when we wrote Stretch, we came up with some practices to consider for how to prepare yourself for the future of work.

[00:08:44] And one of 'em, the one that was the most popular from the most frequent answer that we had to the question, how do you stay current at work, was, I hang around smart people. So, you know, there were people that were readers, there were people that were more experiential, but people who tried all kinds of strategies.

[00:09:05] But the number one strategy was hanging around smart people who are doing smart things because you're gonna kinda learn from 'em vicariously. So

[00:09:14] **Robert Richardson:** That's why we host **this podcast.**

[00:09:16] **Steven Hunt:** Yeah, exactly. I think that's why Robert and I are talking to you, Karie. just

[00:09:23] **Karie Willyerd:** But its why people do listen to podcasts as well as they wanna hear from smart people. I think what's really important when you're laid off from a job is to not let your network go to waste. So, lots of social studies have been done on how do people get jobs, and now we're talking about jobs or, but it could be employment after a layoff, and you would think, oh, hey, I'm gonna rely on my closest friends who I know will help get me introductions and so on. So, your close ties. But the research is repeated year after year after year, to say it's the people that you know more loosely that are gonna because they have access to a broader network that are gonna help you find employment. So, I think it's really important to maintain your connections to people, use your close ties, your family, and your close friends as your support network to give you the emotional courage and confidence to get out there. But tap into your loose network really, aggressively to find ties to help.

[00:10:38] **Steven Hunt:** A friend of mine is a recruiter, and he always talked about that usually. The hiring manager knows somebody who knows someone who knows someone who is the right fit. It's exactly what you talked about.

[00:10:48] And a couple points that you made on there that I think are, are really important to repeat are this focus on relationships, which by the way, is good for life in general. All the studies of happiness are about, its, its relationships and experience that make us happy, but it also makes our, the relationships make our career successful and I like how you talked about your close ties provide you kind with emotional support counseling. So, it's really important for that. But then tying into the long, the larger second level. And would you agree with this? There's no shame in talking to people that you've been laid off. I think we still carry a guilt.

[00:11:22] Do you think that's true?

[00:11:23] **Karie Willyerd:** yeah, I, I, I do, and so it's interesting to go out there. I just had colleague, by the way, asked chat GPT to write an announcement for LinkedIn that he had been laid off from Google, and so he

said include my gratitude for the experience I had at Google and my appreciation for my colleagues and so on. So, then he posted the chat GPT blog into LinkedIn on his particular layoff. Now, isn't that clever? And isn't somebody else gonna look at that and say, okay, this is a guy that's keeping up with things I think that's really interesting. I actually can't even count the number of times I've been laid off.

[00:12:02] And it's usually because a company buys another company, and then the company I've been with, the one that was acquired, gets consolidated out or whatever it might be, or it's, I went in to do a very specific job, and that's done, you know, I was an entrepreneur and then in those days kind of run out or whatever.

[00:12:23] When I was at Sun Microsystems, Oracle bought Sun. I was a senior executive, and they did not bring over most of the senior executives. So, I was laid off, with a nice separation package, but still laid off. And when I was thinking about what to do next, I could have gone back into, I'd been a chief learning officer there, so I could have gone back into a chief learning officer role.

[00:12:48] I could have gone into HR. I had an offer for an HR head of HR, and my close ties were saying, oh, that's safe. That's the thing you should do. I was getting offers right away.

[00:12:59] With my loose ties, I explored. I'd like to be an entrepreneur. I'd like to start up a company, and my loose ties were willing to encourage me on something that would stretch me further.

[00:13:11] That was a little more out there from what my close ties would do. So, it's not only that your, know, your close ties give you support, but they probably anchor you more to a box that you've been in, whereas your loose ties might be able to say, Hey, you've got skills in this. There's this other field that's really interesting that's kind of close to that, that you might consider.

[00:13:33] So it's also helping expand your thinking. And I took the entrepreneurial route and sold that company within a year, and that's how we ended up all meeting each other cuz I sold it to SuccessFactors, which was bought by SAP immediately. So,

[00:13:49] **Steven Hunt:** There's two things you said that would be good to sort of unpack a little more and, and particularly about what you can do before layoff happens, because going back to reality, you know, you're statistically

increasingly likely to be laid off at some point. I think, Karie, you're sharing too; you know, I think most people would not realize that your career's involved a lot of layoffs.

[00:14:04] You're like, that's just part of the work. That's the way the nature of the work that I do that you've talked about at the beginning: define yourself by the value that you add through the skills that you have, and the other one is make sure you're building this relationship network. I remember in Stretch was like to thrive.

[00:14:22] I think that was the phrase was that the relationship that you need five to thrive.

[00:14:25] **Karie Willyerd:** right.

[00:14:26] **Steven Hunt:** If you're thinking for somebody who's listening to this podcast right now who's in a company, they haven't been laid off, but they're anxious about it, and they wanna be in that position where, you know, as you shared, you were able to turn a layoff into an opportunity to go into new area, but it's, I'm guessing it's because you'd kind of tilled the soil if you will.

[00:14:43] Before you had built relationships, you'd defined yourself based on skills, not job titles. What is it that somebody could be doing in their current career to, for want of a better term, like future proof themselves for layout so that they are more likely to be opportunities as opposed to lead to like chronic unemployment or having to move into a job that you don't like, cuz you just gotta pay your rent.

[00:15:04] **Karie Willyerd:** Yeah. Yeah. You know, I think there are some, very real things people can do. So, Five to Thrive was find five people who you think are really doing a good job of staying current in your field and make sure you're meeting with them at least on a quarterly basis, even if it's just a Zoom call once a quarter to just kind of find out, hey, what do you see going on?

[00:15:32] And just kind of like keep abreast with what other people are thinking. I think a really good tool can use, especially if they're in a job now, is make sure they are keeping the leading-edge skills in their field up to date, and if their job doesn't let them do it, get a gig on the side. So, think about that could be a volunteer gig, but get some sort of way to continue developing your skills in the areas that you see happening. And it is, the people that really do well with the layoff are the ones that have got some flexibility in their skillsets to do a number of things. And if you're doing some gigs, you're building a network.

[00:16:22] the other thing I recommend, just for confidence sake, is once a year, update your LinkedIn resume, I head to headhunter calls. If you're in a, you know, knowledge worker position, like most of the podcaster listeners here are going to be and take an interview. At least get, keep your skills on selling yourself up to date as well.

[00:16:48] It can be easy to settle into a secure company and forget how to go sell yourself out in the broader marketplace of jobs and gigs. So, I think, um, considering how you might be able to quickly land a way to make money while you look for what you wanna do next is, is a good consideration.

[00:17:12] **Steven Hunt:** What I like about this is you provide some very tangible sort of feedback that people can be aware of whether or not they're actually doing this like the Five to Thrive. Think of who those people. Make sure that you connect with them once a quarter. Just that following up and nurturing those relationships.

[00:17:25] The other one that I think is really valuable is, you know, looking at LinkedIn and have you got skills you can update if you haven't done anything, experiences that you've updated, you're really in danger of being laid off for a lot of reasons. One, your job probably could be automated if you're not learning new things.

[00:17:41] But don't limit yourself to your formal job, and a lot of companies actually are very supportive of, like, these dynamic teams, be willing to go out or volunteer or something to build skills so you can put something new on your LinkedIn. And it kind of, somebody once told me, it's like, if you want to do something, find a way to start doing it, and eventually, somebody will pay you.

[00:18:00] but get out there. You don't wait for the, don't wait for the opportunity create the opportunity. Which goes back to what you said very early on, which is increasingly, you know, if you have valuable skills, people will create jobs for you. it kind of goes around, but they have to know you, and you have to have those skills.

[00:18:14] So I think those are things that people should be doing all the time anyhow from career, but particularly in a world where suddenly, as you said, a lot of these layoffs have absolutely nothing to do with you. It's like a company acquired someone else or something that.

[00:18:29] **Robert Richardson:** I think that's so important because how many people feel guilt about being laid off? Was it for my performance? Should I

have built a better network? Should I have managed up better? These are all questions that we start asking when you get laid off. And the fact of the matter is there is a solid chance it had absolutely nothing to do with you, and your performance may not have even been reviewed you could just be part of an entire organization that was impacted, or a number pulled.

[00:18:55] **Karie Willyerd:** they cut the whole department and had nothing to do with you.

[00:18:59] **Robert Richardson:** Yeah.

[00:18:59] **Karie Willyerd:** You know, there's another quick tip that we wrote about in Stretch as a litmus test to know, well, am I staying current? And that is, think about the time, the last time when you felt I'm in over my head a little bit here, and that feeling is a good feeling because it means you are taking yourself to the next level of knowledge performance capability.

[00:19:29] And if that hasn't happened for you in the last three months, then you're probably not stretching enough. And so that's just a reflection point of when was the last time I felt uneasy about, or challenged, or a little scared

[00:19:46] **Robert Richardson:** Every day. Oh, sorry, you're not asking me. I apologize.

[00:19:50] **Karie Willyerd:** So that's, that's good.

[00:19:51] **Robert Richardson:** Karie, you're a futurist and so I, I feel like, as part of what you do for a living, it puts you in a space where you are thinking about these things all the time.

[00:20:01] So as you look forward to the future, what are the kind of signals that you're looking for, whether they're economic or technology, what are you looking at that other people should be thinking about too, to determine maybe where do I stretch? Where do I get uncomfortable so that I'm safe the next time this happens?

[00:20:21] **Karie Willyerd:** Yeah. so, first off, one of the things about being a futurist is that you look for what are called signals. So, what are the things that are out there as potentials? When I wrote a book in with Gene Meister. We wrote it in 2009. It was published in early 2010 about the 2020 workplace, and our 20 predictions kind of pretty much stood up, and we did six, uh, word card wild cards that we didn't wanna say would be predictions, but these could

happen. And one was a global pandemic that will forever change our relationship with being in the office and how we use facilities. So that was kind of my husband encouraged me not to ever write a book about the future again unless it was gonna be more positive.

[00:21:08] **Robert Richardson:** But you did hit it on the nail.

[00:21:10] **Karie Willyerd:** yeah, I did get it. Yes. unfortunately.

[00:21:12] **Steven Hunt:** it must have created conflict with you, Karie, cuz you're like, well, part of me doesn't want the pandemic to happen, but part of me wants to be right.

[00:21:19] **Karie Willyerd:** Yeah, so I think so I think, you know, when you look at the big signals now, of course, generative artificial intelligence is really interesting, and so I'm doing a lot to look at that. my last few presentations, my artwork has all been developed by an app called Starry AI. I was doing a presentation for how to be a futurist for GM, and I asked the app to develop some artwork based on, um, existing models of GM cars.

[00:21:54] But I added conceptual thoughts for the future of it. And people on the GM call wondered how I had gotten hold of their concept card drawings cuz those are not public.

[00:22:06] **Steven Hunt:** my gosh.

[00:22:07] **Karie Willyerd:** which I thought was really interesting.

[00:22:09] **Robert Richardson:** I was floored by this fact too.

[00:22:11] **Karie Willyerd:** Yeah, and then of course ChatGPT is I think it's gonna be completely disruptive to the field of education.

[00:22:20] **Steven Hunt:** Karie and just continues on question on that. This thought about the futurist and this the skill of being a futurist. Because one of the challenges, going back to that is it developing skills that are gonna prepare you for new opportunities, but that the world's changing.

[00:22:34] Like, you know, chat GPT's a good example. So probably a bad time to think I would like to be a copywriter, right? It's probably a bad time to be like a marketing writer because a lot of that stuff, you know, is gonna get automated.

[00:22:46] But what about somebody working like in healthcare or somebody working in, you know, the fields that aren't associated with quite the pace of changes that technology is? Now, technology is affecting every industry, but if I'm a person out there and I'm like in a different field, I mean, you know, distribution or something like that.

[00:23:04] What would be your tips for somebody in different industries to kind of stay on top of where their world's likely to go so they can understand what are the skills are gonna set me up for a future opportunity without just having my job get eliminated?

[00:23:18] **Karie Willyerd:** Yeah, I wrote a blog recently about the coming capability crisis, and because when you look at demographics, and these are now global demographics, we've been used to this, there's just more and more humans on the planet, so on. And I just, in the last month, we saw that China now realizes suddenly that it's going to have a population crisis.

[00:23:44] And you know, this isn't a sudden thing. This has been developing for 20 years, but now they're not in a place where they're going to keep on growing from a population perspective. their population is shrinking. This is happening in countries all over the world. People are aging longer.

[00:24:03] it's very feasible that there's a human being born today that'll live to 150. And so, you know, people our healthcare is improving. There's advances including reverse aging kinds of things that are going to allow people to live longer. So, you look at what are the jobs people are taking and where do we still need jobs?

[00:24:25] We're sitting at probably about 150,000-person truck driver shortage. Companies like Walmart are taking you come in the door as a teller; they'll give you a path to becoming a truck driver because they're short. 50,000 truck drivers. I was talking to somebody in the healthcare industry, and they're predicting a million nurse shortage, um, Korn Ferry has done an analysis on the skills shortage globally to lead to a trillion dollar global GDP shortage or shortfall because of lack of skills to get there.

[00:25:03] So I think, of course, one of the things to look at is where are there shortages and where do I maybe have some capabilities or motivation or desire to be involved in that field. Google estimates that there's a 40-million-person capability shortage in the cloud. That's across all companies, and that's global.

[00:25:32] And that could be, you know, cloud software development. That could be the user interface. But is, there's still the peak of when people went from on-premise to cloud computing has probably happened, but there's still a whole wave of people who haven't done it yet.

[00:25:48] **Robert Richardson:** I appreciate that you're mentioning the economy. I work with recruiting leaders every single day as a, as a recruiting technology expert. And it is fascinating right now because, on the one hand, , we have an enormous number of layoffs occurring, and on the other hand, we have an unprecedented challenge with hiring. Every single leader I am talking to today has the exact same challenge, and that is they cannot find enough people to serve in whatever the most critical area of their business is today. That is not an economy that will stay forever, right? I mean, we have record low, well, I shouldn't say record.

[00:26:24] We have very low unemployment at, at this moment. and yet some real risk to the future economy. That's, that's pretty unique. But I think your big point is to pay attention. You should be watching these trends and using them as sort of tea leaves to predict where you may wanna make your next step. If something like this should happen.

[00:26:44] **Steven Hunt:** In this book Talent Tectonics that I just wrote, the theme you just talked about is that we are entering for the first time places where there's more people aging out of labor markets than entering them. But the issue, and I really get frustrating, people say This is bad for economies.

[00:26:57] It's like, no, that's bad for the past economy where we relied on a chief supply of youthful labor if it was looking for jobs, but now we. We have enough people, we just need to fully utilize all the people we have. And I think the challenges you're getting at is recognizing that a larger issue companies are struggling to find people because there's relatively fewer people sized to the growing economies.

[00:27:19] And our economies do continue to grow. Even with recessions they still grow. But the chances that if you have a job that you were laid off of the next job you. , it may have to be a different job in a different industry because what's also happening is we're seeing whole categories of jobs being eliminated, but other categories of jobs are being created and realizing that a layoff doesn't mean, oh, well, I'm gonna go find the same job I'm doing next.

[00:27:45] It's probably more if you were laid off, it could be due to the fact that the economy has fundamentally shifted, and we don't need as many of those

jobs in the future. But there is other work out there. You just have to look in adjacent fields or adjacent areas, and it goes back, and it circles back to what you were saying before about the value of relationships beyond just people that do what you do

[00:28:08] **Karie Willyerd:** You know, when I decided after this last transition that I did not wanna go into a senior executive role again, that, that I'm, winding down my career a little more. So I wanted to be more in an individual contributor role.

[00:28:23] I looked to my network of suppliers and vendors I had worked with over the years and had fortunately really good relationships and reached out to a few of them and said, you know, I'm thinking about taking, my experience and applying it in a customer facing role and helping elevate the profession.

[00:28:44] And you know what? I got a lot of bites right away. So, I think one lesson learned out of there, too, is to be nice to your suppliers and vendors. They're part of your network, and they're part of your network that can help you someday.

[00:28:58] **Steven Hunt:** That's such a great, I remember one, I wasn't laid off, but when I changed jobs once and I remember, you know, I was in consulting and one of my customers exactly like hired me and said, look, I work with people, I don't work with consulting companies,

[00:29:10] **Karie Willyerd:** Mm-hmm.

[00:29:11] **Steven Hunt:** you know, so that, that importance of it just so much that comes back to that emphasis of we should always be defining ourselves based on the value we provide from our skills and capabilities, and making sure that we're always building those skills so we can add new value because as we know, skills get automated away, but there's always new ones that come up, and capabilities and a lot of the skills that are really valued are the human interpersonal skills.

[00:29:34] It's the connecting and dealing with change and things that people are uniquely good at. But the other one is people need to know you have it, and that's about that relationship and the five to Thrive and those topics. I think these are such great ideas. And just, uh, you know what I will say to the audience, listen note there is read Karie's book Stretch, it's just a great book for how to think differently in the way the world is going.

[00:29:58] Any last sort of thoughts as we wrap up, Karie, uh, on the pace of layoff? I suspect is only gonna go up. It's not gonna decrease. Uh, for a variety of reasons, even. And it's cuz it's not just about the economy, it's about the turbulence of how technology's changing, the nature of work in different industries, and the pace of acquisitions has accelerated like 700% over the last 20 years.

[00:30:21] What last sort of advice would you have and maybe think about people starting their careers, they're coming in, there are people mid-career. How do people need to change their thinking, and what last advice would you give as we go into this new world?

[00:30:33] **Karie Willyerd:** Uh, I think the last thing is, if you're a nice person at work, it's going to help. So, it's gonna help because people will be willing to, when you tell 'em you've been laid off, they're gonna say, oh, I know something for you, and they're gonna reach out and help you. If you've been a nice person to your vendors, they're gonna help you say, Hey, I know something that's, open and available and free.

[00:30:58] And it's just, you know, if, if you're a good human, other people are gonna wanna help you if you're a good human. most people think, oh, I give my references to someone, and they'll check my references almost every good recruiter or head hunter is also calling somebody else. They know that you haven't listed as a reference, and they're gonna find out were you a good human at your last job.

[00:31:21] So I think maybe the last tip is just be a good human,

[00:31:25] **Steven Hunt:** Just being a good human. That is great advice. I'd make the, yeah, make the, make your career more successful, and make the world better in general. So, while Karie

[00:31:33] **Karie Willyerd:** Help other people who have been, if you weren't laid off, you know, reach out to those other good humans, you know, tell 'em. Thank you. I mean, just by being a good human, it'll come back to you.

[00:31:45] **Steven Hunt:** Yeah. We're all in this together, so. Well, Karie, thank you so much. It's been great reconnecting with you. And, again, we'll put into show notes about the book that Karie's written as well as maybe that blog that you just mentioned on capabilities. And with that, thank you very much for appearing on Work Matters.

[00:32:00] **Karie Willyerd:** Thank you.

[00:32:01] **Robert Richardson:** Okay. That's our show for today, everybody. Thanks to our guest, Carrie Willard. Our editors include Robbie Echeverría and me, Robert Richardson. OpenSAP supports our publication here. Work Matters is a volunteer-driven podcast. If you are interested in our mission to help the world's workforce lead better lives and have experience editing, producing, or marketing podcast, check out our show notes and get in touch with Steve or me, Robert Richardson. If you enjoyed this podcast, we hope to have earned a new subscriber and an honest review.

[00:32:36] We look forward to seeing you on the next podcast because what matters well today layoffs matter. Work matters. Thanks for joining us on the Work Matters! Podcast.