Jacob Morgan 00:00
We've got a memory card there we go. I'll say, yes. All right. Hey, everyone. My guest today is Ronnie is a hobby. He is the co founder and CEO at Hi, Bob. Ronnie, thank you for joining me.

Ronni Zehavi 00:27
Hey, how are you, Jacob?

Jacob Morgan 00:29
Good. I'm sure the first question that probably everyone has is, what's up with the name of the company? Why is it called high? Bob? Why is name of the platform, Bob? And can you give a little bit of context around what you guys do?

Ronni Zehavi 00:43
Sure. So as you said, the name of the company is high above the name of the platform is Bob was named as a human name. The company was founded seven years ago, actually, exactly seven years ago. We operate all over the globe, we have offices in Sydney, Australia, in Israel, in a Berlin, in Amsterdam, in Lisbon, in London, New York, about 700 people. And I think to make it a clear, it's, you know, Hi, Bob, is on a mission to transform how people in organizations operate in the modern world of work. Obviously, there's a lot of things happening around us. When we founded the business seven years ago, Jacob, we thought that it will be the generation transformation. So the fact that new generation will be will dominate the workplace. And that was that this is how we designed the platform, then the pandemic accelerated that change. And I think today, we all understand that it's only the beginning of a new era.

Jacob Morgan 02:05
Ya know, couldn't agree more. Well, before we start talking about some of the business stuff, let's talk a little bit about you first, because you have a pretty interesting background. Were you raised? And did you grow up in Israel?

Ronni Zehavi 02:18
Yes. I grew up in Israel, and went to the army like everybody in Israel, I was an intelligence officer, then, unlike many other tech intrapreneurs, in Israel, I didn't come with engineering background, and I did not graduate at 200, the the engineering unit in Israel in the army, I actually studied history in in Tel Aviv University, and then I did my Master's in organizational, a psychology. And I was, I was, I did not have any intention to be intrapreneur. I'm actually intake by mistake. But like, what happens is, I applied for a job it was 9097. last a century. Believe it or not, it was an HR position. And this is how I got into tech. Then I build the company, I was part of a company known as a founder in a web based email back in the late 90s. And beginning of 2000. I lead every positions from SDR BDR, all the way up to VP sales and bizdev. And then I co founded another company called pretendo, and the CDN space content delivery network. It was a fantastic journey. Between the time we signed the investment agreement until the company was the company exited, it was less than three and a half years, raise money from from Sequoia from a from benchmark tonight capital. And then I relocated with my family to the Silicon Valley. Then the contender was acquired by Akamai. For a 300 million, it was in 2012. Then I spent another two years with with Akamai. Then I co founded the teammate in cybersecurity and decided to

leave cybersecurity. And before that, when I come I run the security business unit. And as mentioned seven years ago, I decided to build Um, hi, Bob, in this space in hlt.

Jacob Morgan 05:04
It's quite a journey. I'm actually really curious about your time when you were working in the Israeli military. So you said you were an intelligence officer? So can you share a little bit more about what you did? And did that have an influence at all on your approach to leadership or business or life in any way?

Ronni Zehavi 05:20
Of course, I cannot share about my job in the army reasons. But I think for for any Israeli A, it doesn't matter where you serve. I think the fact that when you are 18 years old, you get to the army, they train you. And within months, you you basically take on your, on your shoulders, a position as a combat soldier, or what or, or whatever you do. And it gives a lot of self confidence. I think the the arm the Israeli army DNA is, don't be fail, don't be afraid to fail. It's okay to fail. You can do it again. It's about teamwork. It's about transparency. I think it's all those values that you get when you're 18 or 19 years old, stays with you, when you when you're growing. And it gives you a lot of a level of confidence and maturity. If I need to compare an Israeli who is 2021 years old, just graduating from the army, to any other a 20 or 21 years old, a colleague out of Israel, I think, in terms of experience, you get something that is very unique for the Israeli culture. And I think one of the reasons why Israel is one of the most innovative a geographies in terms of innovation. In you know, tech innovation, I think it's related to religious.

Jacob Morgan 07:04
Was it scary to join the army at such a young age? Or did it? Did it teach you anything about how to overcome fear? And how to deal with it?

Ronni Zehavi 07:16
Not scary. I mean, for us, it's, it's part of life. Unfortunately. You know, it's part of the of the culture. You can certainly I mean, there are two ways to look into it. I think many Israelis would agree with me that you kind of survive with versus live in Israel. A, obviously, we all want to live and not to survive. But it is unfortunate. You know, the situation. And when you're when you're surviving, then you have other, you build, or you adapt other characteristics that they think is very relevant for for business and entrepreneurship. In general.

Jacob Morgan 08:05
Yeah, yeah, no, I can very much relate to that. Because I and I think we talked about this before I have immigrant parents who came from the former USSR, and their whole story growing up and being Jewish, and running away from Russia. And being persecuted was always a story just about trying to survive. And it wasn't until they ended up leaving Russia where they finally given a chance to actually live. So I can very, very much relate to that story. But it also create, at least for me, personally created, I think, a certain amount of it's a different mindset. And I think a lot of people who come from immigrant families and immigrant parents can relate to that immigrant mindset of being scrappy, trying to come up with ideas not being told no, it's, it's, it's a different way to I think, live and approach business. So it's interesting, because you can turn what a lot of people might consider a negative and channel it into

being something positive as far as how you create how you build and how you lead so very, very much relate to that.

Ronni Zehavi 09:04
And I 100% agree with you, I think, is where it was, was founded 74 years ago. And it was it was weird around immigrants. So So being an immigrant in Israel is this is the foundation of society, you know, keep people moved to Israel, before 9048, from from from Europe, and from North America. And then after the State of Israel was founded in the in the early 50s. They they were they were forced to emigrate to Israel from Northern Africa and the Middle East, and of course from another Holocaust survivors from Europe, and it creates a different DNA. Bear in mind that it's a very small country. The geographic size is as big as the as the as New Jersey as a state. In the UAE, and the basin is about 9 million. So it's relatively small. Yeah.

Jacob Morgan 10:07
Yeah, no, it's it's a it's a tiny place with a big impact. So from from there, I mean, how did you end up? I mean, obviously, you you created this company. Hi, Bob, what was the reason for it? I mean, were you seeing certain changes and trends in the business world that made you take a step back and say that, you know, the way things are happening now just doesn't work and doesn't make sense. And there's got to be a better

Ronni Zehavi 10:33
way? Yes, so about a year before I founded the company, I was intrapreneur in residence with Bessemer. Venture Partners. And it's, I recommend this position, it's fantastic job, you basically sit for a few months and, and you listen to great stories and great enterpreneurs with with their ideas, they again, they inspire you again and again, of how attractive it is to be an entrepreneur. And then you tend to forget how difficult it is very different, you really forget, you know, the downs, everything looks to you very shiny. And when when I decided to found a company, I really want to build something big. I was really interested in, in looking to a market that is big enough. And they are, I would say basic stuff that are legacy or old school that can be disrupted. And in this space is, is amazing. I, I and then and we as a team did a lot of mistakes. A at the beginning, for example. We really underestimated how complexity is to build a human capital management platform. As an outsider, you think it's what's the big deal? You know, your Yeah, employee record, and let's say, but it's one of the most complex platform to build. So one on one way, the fact that you are naive, and you have no kind of hesitations help you jump into the cold water. On the other hand, you really have to adjust yourself very quickly to, to the reality and the reality is, is not easy. But it's it's a fantastic market to be in. And to your question about, about the opportunity. Usually, when you think about tech businesses, if I need to simplify to one simple sentence, I would say it's all about problem solving. So you need to identify a problem, something that is not working or used to work before. No, and now it's no longer relevant. And the bigger the problem is, and the more innovative solution you have for the problem. In a very big market. This is the ultimate recipe to think about a nav I think idea. So it can be in different markets. But when I think back to the market, we're playing it right now. I think the fact that the vast majority of the players in the industry, seven or 10 years ago were legacy platform that were designed and built before the new generation was even born. Even me the you know, the belief that this is a fantastic place to to try and also to see to come up with a very different approach. So I think our approach is completely different than the than

Transcribed by https://otter.ai

the legacy players instead of building yet another system of record that processes payslips for employees or a or time tracking, which which this that was the mindset for almost every vendor, we came up with a very innovative approach, which we call system engagement. So a How To Build A people management platform that can be easy to use by employees and line managers and and of course, HR and finance. So they can do their job in a modern a in a modern way.

Jacob Morgan 14:46
Yeah, that makes sense. I want to ask you about one of the big trends that we're seeing in the business world now to get your thoughts on that. And that is quiet quitting. You know, we've been hearing a lot about that lately. What do you think of quiet quitting?

Ronni Zehavi 14:59
Yeah, is nothing new. If you go 10 years ago, 20 years ago, five years ago, you were always quite quitters in organizations. Today is it's a buzzword, and people talk about it. But I think nothing really changed. I think that it's, I think it's a wake up call for, for both sides for the employers and for the employees, and their managers, of course, in between, as an employing, I think the question is, do you really want to spend your life? Or do you when do you read? Do you really want to spend your next 12 months, in a company that you weren't, you feel a quitter? Life is short, there are so many opportunities out there. Enjoy your journey, make sure that you are surrounded by great people with you know, great culture and choose other options work versus staying a quietly and be and be considered as a quitter. This is for the employers. Again, it's a wake up call. Because if there are so many quiet quitters in your organization, so you're probably you're probably doing something wrong. Maybe your culture is not there yet, maybe you're the managers you have higher than not doing the job. So So for me, it's a kind of a lack of newspaper, for for for the a labor industry to say this is this is a reflection of what's happening. And if this is real, and it's worse than before, then people need to pay attention. Either you're an employee, or you're a manager in the business.

Jacob Morgan 16:45
Yeah, it's funny because quite quitting, but I also think there's kind of an I don't know what what I would call it, the first phrase that came to mind is like the quiet beat down. And that is this idea that there are some leaders out there, not all but there are some leaders out there who quietly beat down their employees to the point where they turn into quiet quitters. And I actually remember a story of my mom, I think I've shared this a few months ago on the show, my mom used to work for an insurance company in Los Angeles, and she worked there for many, many years. And it got to a point where at some point, she would just come home for more crying each day. And then my dad was like, What the hell is going on? Like, no, no job is worth you coming home from work every day, and being so upset that you're crying. So I ended up she ended up becoming a marriage and family therapist creating a whole career, different career. But during that time, she wasn't quietly quitting, like she was working hard, she was putting in the time she was putting in the hours, but she was being beat down. So it's, you know, there is this quiet quitting of employees who are disengaged, and they just do the bare minimum. But there are also employees out there, like my mom was, where they are trying to do their best, and they're putting in the extra time and hours. And the the leaders still beat them down. And and, you know, that's something that we also don't talk about quite enough. So that's kind of the, you know, the quiet beat down on there. They came to mind for me, I don't know, if you've seen that at all. Yeah, it's

Transcribed by https://otter.ai

Ronni Zehavi 18:17

a great example. But they think, you know, the future of work or more than businesses, especially the ones that care, you know, they are always relying on people, you have to put your paper first. And it's not just a statement, you have to walk the talk, you have to you have to really have the right teams and the right management education on how to do it. So, in if somebody's going is if something's going on crying, because the manager is beating them down, this is a toxic environment that managers a HR C level CEO, they have to know about it, either by surveys by interacting with people, I cannot imagine a somebody in my organization that is suffering without knowing about it, you know, either colleagues sharing about this or unless you are in, in a you know, an unpleasant situation that, you know, something bad happened, it can be around health or use of supporting your parents but, but even in those cases, you have to you have to pay attention to the to the people well being. And if you don't, then this is your number one asset. You cannot scale you cannot grow you cannot, you know, make an impact on a business without your people and you have to invest in them. And from our perspective, it's not about investing. You should you should find the right digital platform to manage them. So boat was founded basically to say, there is an alternative to the old school platform that didn't put the people first, the system of engagement, it's all about the employee engagement with the platform, as you do as consumers.

Jacob Morgan 20:19

So what does actually putting people first mean? And you mentioned kind of from a technology perspective, what that looks like. But I'm also curious, just from a leadership perspective, health and well being perspective, you mentioned, you have, I think, 700 employees? So how do you put people first, any examples or stories that maybe other people can apply in their companies?

Ronni Zehavi 20:42

Yes. First of all, it's a journey, it's not that you click a button, or an all of a sudden thing changes, you need to be aware of it. You need to make a decision, this is important for you as a CEO, and then you and then you propagate the message to your direct reports, the importance of culture, the importance of, of DNA. And I'll give you some examples. Everybody's talking about work life balance. Yeah. We said, you know, let's talk let's do, let's take a look around it in a different way. So it's not work and then life, we said, first life, and then work and then how to balance between them. What does it mean? It means flexibilities. So since COVID, until now, we allow our people to sorry, to choose whether they want to work from home, whether they want for to work from the office, or we have a policy war from anywhere, if you want to travel for two months and work from another city and you can be productive, you can do it. So So being a a putting your people first is giving them the flexibility. And make sure that the organization support those flexibilities. Number two is transparency. When I'm doing my all hands, meeting with my team, all of them 700 People, I share the same slides, I share the same information, I'm sure we will my board, I would say 99.9 They know exactly what's happening in the business, they can they can register to Slack channels and, and follow every progress on the business. They can follow any a aim the the product, roadmap pipeline, so everything is available and accessible, but then you need to educate them. What does it mean, I mean, how you measure the business, KPIs are you really understand them in transparency, and then the third one is trust. It's all about trust, you cannot roll out a policy of work from work remotely, if there is no trust between the company and the people.

And vice versa. By the way, it's not it's not one direction. So as long as you have a full trust in your people, and you are 100% transparent with them, and you pay attention to the work and you understand how to translate the challenges they face on a daily basis and make them flexible for them. Then this enough, I think a example for for putting people, it's not about parties, it's not about, you know, free pizza in the afternoon. It's not about you know, other areas, you know, we just launched a new parental leave policy, we allow a parents to take extra a, a leave a time to spend more time with within your family members. So I think it's it's a, it's a set of areas that you need to map. You need to pay attention to, you need to invest. You need to communicate to the team. And I think if you do it, and you're 100% Believe in it, and your heart is with this, then people will get it. You cannot. I mean, you can free you can. You can fool people sometimes you cannot fool the people all the time as Bob Marley said,

Jacob Morgan 24:28
Yeah, it's so the three elements were trust, transparency, and what was the third one?

Ronni Zehavi 24:35
Teamwork through teamwork.

Jacob Morgan 24:38
Teamwork, okay, the three T's. So let's talk about those in a little bit more detail on maybe we can start with with trust. Trust is, you know, I guess it's a lot easier said than done right? Because you 700 People you have to make sure that not it's not just you creating trust, but the people that you hire you bring in so So what do you do to create trust with your team? And how do you teach your leaders in the people that you're hiring to create trust? Like, what does that mean? What does that look like?

Ronni Zehavi 25:11
Yeah, first of all, you need to you as a CEO, and as a C level, CFO, you need to, you need to set the tone, you need to agree about the direction. And then I cannot control trust between the organization, and one of the employees in customer success or in product management or in sales. Because I have no a daily interaction with with with them, right. But it to me, it is between me and my direct reports, you have to lead by example, when you talk about trust, you need to show that you trust them, and you expect them to do the same with their with their direct reports. And, and, and then and then you continue one level below. And then you want to make sure that this message propagates and gets to the to the right people. When you get together with people, when you doing your all hands meeting, you need to show people that there is a trust between the company for example, when I'm presenting my numbers in front of my team, I trust that they will keep it internally and we know they will not share it with outsiders. Can I cannot control it? No. But I'm doing it. And while I'm doing it people people see that, you know, I trust them. By the way, trust always comes with transparency together. Because if you're transparent, and there is no hidden agenda, then it's easier for you to really stand behind trust. And by the way we we looked in I think we did several surveys a year ago. There is a direct correlation between a culture that there is no transparency and politics. And then the more transparent you are, you are dramatically reducing the politics because everything is known. Yeah, and there's a trust between people. So you don't need to guess you don't need to money to do manipulation to get to know more or, or to control information that you don't want to share with others is any easier?

Jacob Morgan 27:30
Has anybody ever betrayed your trust? So I mean, 700 people that you know, it's a lot of people, right? I mean, what happens if you do share something and somebody on your team leaks it to somebody else, they share it, you know, they violate that trust? You know, it's very easy as a leader to say, Well, I'm never going to do that again. So what do you do? Has that ever happened to you, first of all,

Ronni Zehavi 27:50
first of all, my, my assumption that it will be liked. And I'm taking a risk. And, and I'm sure the people that they either don't know how to interpretate trust, but I think the the teams, the people around them, they will help them digest themselves to the right direction. So it's not about sharing a piece of information from an all hands. This is for me, it's this is not important. It's it's all about the trust with, with my peers, with my managers. It's for me as individual to know, the strategy of the company. So I think we spoke before, and I mentioned that the strategic direction, we have the business, the triple aim, the three M's the focus of the business, we go after midsize businesses more than businesses and multinational. So if it's clear, for everybody, what's the company's direction, and you keep talking about it, the they, they will realize what exactly you mean. So trust is a part of culture, you cannot say, you know, I believe in trust, and, and it's not part of your values. And you're not leading by example.

Jacob Morgan 29:14
And that happens a lot, actually. I mean, trust is a value for a lot of organizations, but they it's just kind of like a word on paper. Right? And it did be done. Nobody does anything more with it. But I'm really interested in what happens. And I'm sure I mean, this happens to everybody, right? When your trust gets betrayed, so you share something and somebody does something that they're not supposed to do. Has that ever happened to you? And what do you do when that does happen?

Ronni Zehavi 29:37
In the past, I don't know four years, three years. I know even one incident. Like wow. That came to my attention. And if let's say we had a case then I would be very curious to understand why.

Jacob Morgan 29:59
Yeah, You can't even think of it.

Ronni Zehavi 30:03
But you know, think about your relationship with your wife. Yeah, think about the relationship between you and your brothers and sisters, right? There's this, there's a set of rules of a emotions, thoughts, beliefs between between people, right. And if you do if you work hard, and you try to make sure that you bring this up, and it is important for you, and the managers, and the organization and you invest in it, I don't see a reason why it cannot be as you know, relationship we know from, from our families, I hate to call on the organization families, I don't believe their families, I call it the village. And in the village, you know, people rely on each other, you know, to be well protected, to share their values to celebrate, to support each other. I think it this is it. And I think if you do it, right, and you mean to do it. And you lead by example, it happens.

Transcribed by https://otter.ai

Jacob Morgan 31:07

Some people might be watching or listening to this and saying, Well, you know, it's easy when you're the CEO, right? I mean, the interest is going down. But what if you're not the CEO, and you're an entry level employee, you're a mid level leader, and you're trying to trust your leader. And you're kind of skeptical, because maybe you've had bad experiences in the past, because, you know, trust has to flow both ways. And I feel like trust is much easier to flow down. Because when you are in a position of power, and somebody betrays your trust, you have action that you can take, but if you're if trust is flowing up, and somebody betrays your trust, you don't really have much action or recourse, right, because they are, you know, quote, unquote, more powerful than you, they can fire you. So what can you do if you're not an executive or a senior leader, and you want to create trust with somebody above you on, you know, that corporate pyramid? So first

Ronni Zehavi 31:55

of all, it's this is why managers are managers. Yeah, they were chosen to be managers to manage people and part of people management is the ability to, to manage and to have a trust relationship trust relationship with the people and to empower them, you know, we don't need to spend too much time on it. So from the organization perspective, it's probably the wrong manager, if somebody if not one individual, but if it's a repeated pattern, or department, something is wrong with the managers, it's their responsibilities. And by the way, not only the line managers, or the management chain all the way up are, you know, it's their responsibility to make it happen. If I'm an employee, and I feel that I feel a mistrust. Then, if I was the specific employee, I would go in and open it up with my manager, there's enough A forums it can be, you know, the one on ones, the the weekly, the monthly check ins, the quarterly review, or what there's enough examples for, for people to share their thoughts or concerns with your managers. And by the way, if they can't, they're probably not working for the right company. They should look for something else.

Jacob Morgan 33:25

Yeah, so speak up. And if you don't feel like you're in a company where you can speak up, you get out.

Ronni Zehavi 33:29

Yeah, life is short, either. If you end up spending weeks with whether your stomach full of concerns and and regrets and and you feel that nobody's listening to you and you're frustrated, then wake up. This is not the right place for you look for an alternative.

Jacob Morgan 33:56

Yeah, well, I did I, I've experienced that. So I know what that's like, I had a couple of jobs earlier on in my career where I would literally my alarm clock would wake up at like six in the morning, and I would get the like, the butterflies in my stomach like, oh my god, I gotta go into work. So I know. I know very well, what what that feeling is like, and it's not a fun feeling to have,

Ronni Zehavi 34:16

you know, more than HR platforms. They have the the digital tools to help managers, and departments and organizations to do a much better job on the exact situation you just mentioned. It can be around surveys, it's streamlining processes, of checking in with, with, with, with your peers, and with your direct

reports. And when your managers. You don't need to guess how to do it. Yeah, yeah, a platform that can help you be a better manager.

Jacob Morgan 34:52
But isn't there still a value for kind of the in person relationship to because sometimes what I feel like a lot of leaders do is they use technology GE is the way to create space between themselves and their teams. And you know, technology, of course, is always great. But there's still some value to seeing your leader for them coming over to you and saying, Thank you, I appreciate your hard work or, you know, do you still see value for the in person stuff?

Ronni Zehavi 35:17
Absolutely. I think we learn a few things with it with a pandemic. Number one, that working remotely is doable, and can be productive. But I think, and there are tons of surveys on that, I think the ultimate a combination is hybrid, you want to keep the flexibility to work from home, and not to commute I don't know two hours a day, and to spend more time with your, with your family or your friends at home. And while you are productive and doing your job. But then on the other hand, you want to engage with your with your with your, with your friends, with your people at work. So I think today, the ultimate, the ultimate combination is hybrid. In my company, and the vast majority of our clients, we have 3000 customers, the vast majority are adopting the hybrid combination, it's it's about a three days in the office. And today's more flexible. Some of you will find employees coming every day because they can find themselves working from home. And you can find employees that if it's up to them, they should they would, they would rather come to the office once a month or once a week, because it's easier for them. But I think the human interaction is mandatory. And it's hard to be completely remote. But on the other hand, I think the past two years already proven that there is no turning back. Next ability is here to stay.

Jacob Morgan 37:03
What do you say to some of those cases, there are a lot of stories that are appearing lately, companies like Goldman Sachs, Tesla, who are basically saying you have to get back into the office or get out, like, come back to work full time, or there's no place for you working here. And it feels like that trend is picking up a little bit. And more and more CEOs are saying if you're not, that's enough already, like you can't work here and Never show your face, get back into the office. What do you say to those leaders,

Ronni Zehavi 37:31
I think forcing your people to be five days a week you're shutting your leg, period, this is this is no longer a valid option. You will you will end up finding that you cannot retain your people, your especially the best ones. And it will be impossible for you to hire the right talent. I think job flexibility is not a perk, it's not kind of nice to have. It's mandatory. This is the future and organizations or managers that don't get it no matter what is the excuse. I'm not talking about hospitality or rostering that you have to you have to I'm talking about the you know, the examples you gave. I think they I understand why they want to do it. But I think that it's it's against them. It's bigger than then, you know, the examples you gave with Tesla and apple and down the road. The future of work will be hybrid combination of working from home and working from office.

Transcribed by https://otter.ai

Jacob Morgan 38:40
Yeah, yeah. You know, the other thing that we've been seeing an interesting trend and is this, this theme of monitoring employees, you know, keeping track of everything that they're doing and kind of spying on them. I have a feeling I know where you stand on that. But I'm curious to hear your thoughts on monitoring employees.

Ronni Zehavi 39:01
It's insane. Seriously, I'm going back to trust. Why do you need to? To follow your people and to see if there is a trust is a trust you can argue in a 700 employees is not like running a business of 10,000 employees. Fine. I think when we get to 10,000 reais Hi, I hope that we still find a way to nurture trust in and to me, I don't I don't think we'll ever use this kind of monitoring to our people. If you have an issue with with your with an individual. If you have an issue with with a department or team or something, then something is wrong. Go ahead and fix it. Yeah,

Jacob Morgan 39:51
yeah, it's good. It's interesting if you if you have to follow your people. There's clearly a trust issue here that needs to be fixed. One of the other things that I'm really interested in is, do you think that the power balance has shifted too much in the hands of employees? Because if you were to look back over the past, you know, 510 years, the companies had all the power, right? Well, you know, they tell you when to work, where to work, how to work, and companies had so much power. And now it feels like all the power is in the hands of the employees. And some leaders might feel that they have too much power now, right? They're asking for more money than is realistic. Everybody wants equity in the company every year, people don't even want to show up to the office anymore. Do employees have too much power? And how do you balance that relationship between the power that employees have versus what you can realistically do and offer as a leader?

Ronni Zehavi 40:44
Yeah, it's a, it's a typical pendulum. You don't need to, you know, to be worried too much about the extreme scenarios. Because when it gets to the extreme, then it balances again, look at the history. So I'm less concerned about who has the power people or organization in salaries, we are facing a very unique era, you know, the unemployment is ridiculously low. And today, there are 1000s of a 10s of 1000s of open positions in in tech, that will be filled tomorrow if there is an available people so. But I think I think it's not about the power, it's about understanding that I think the future of work is about taking care of your people, and about their well being, and about the fact that you need to manage and balance between life and work. So they will not be burned out, and they will stay with you and be productive. I think the new generation of employees, if it's up to them, they will not move to another company if the company treat them very well. And it's not only about celery, I think celery is probably number five, in the in the wish list. It's about our mind been seen by my manager. You know, can I beat? Can I develop myself? Am I surrounded by smart people and managers that can empower me? I mean, these are more important than salaries, invest in those areas, then it's easier to retain them at the end of the day. More than businesses, they have to retain their their talent and to attract new one. If there is no LM they cannot grow.

Jacob Morgan 42:44

Transcribed by https://otter.ai

Yeah, yeah. Couldn't agree more. I know one of the other things that you're really big on is this notion of purpose and values. And I thought we could start with maybe your personal purpose, your personal values. So not from a corporate perspective, but from you, Ronnie as a as a leader, as an individual, what's your What are your personal values and purpose?

Ronni Zehavi 43:04
Yeah, obviously, I'm almost 57 years old. So it is a journey. And I'm sure that my perspective today is completely different than it was 10 years ago, or 20 years ago. But I think today at least my perspective, I want to be a great leader, to my to my people, I want to make sure that I listened to them. Because they follow me, I want to make sure that I I trust them and they trust me. And also to balance between a business a and, and in the purpose of business. So sometimes people get confused between work and social club. Because it's great to have fun. But at the end of the day, we need to roll out new products or sell or support customers. So as long as you help people balance between the two of them, but it's not one way or the other. It's something that I believe in. I believe in building the exceptional. It's right for me as an individual. So to me as individual good is not enough. And being as exceptional, is something that drives me. And I would like to I want I want I want to say that my company as a company is building the exception and I want to make sure that the team and the team members, when they when they think about what they do in the company, they're trying to build the exception as you know whether it's service or product. I believe in being humble and and aim not to be, you know, not a big ego. And it'd be Pat aim a passionate about what you do, and compassion about people around you, I believe in leading by example is as individual. And I believe in balancing between life and work for myself, or your family, you have hobbies, you have other stuff. And a I like, I like to see myself as a as a people person.

Jacob Morgan 45:37
Yep. You mentioned ego. And I think a lot of leaders struggle with this, right, the more senior you become an accompany, the more responsibility you get, the more salary you get, the more power you get. And sometimes it's very easy to let that ego take over and bad things start to happen. What do you do to keep your ego in check, and to make sure that you stay grounded and present with your people.

Ronni Zehavi 46:03
Everything starts with the fact that we are all humans, it doesn't matter. If you're a prime minister, or a president, or a CEO, or an employee, or a father or a mother, we are all human beings. And we should treat each other accordingly. I think ego comes from self confidence, the more confident you are, and you believe in yourself. And believing in yourself is not only what you can do, but also on your limitations on the stuff that you cannot do. Because it's harder for you or you don't have those characteristics as part of your personality. And it's about balancing between the ups and downs. So when thing goes well, it's not that you are a magician. And the other way around, when something goes wrong, you know, and you're facing challenges, it's not the end of the world, just you know, when when, when it's hard, just keep going. In. So balancing is is is important. Because if you're well, but if you're balanced, and you understand your limitations, and you understand the purpose of your role as a CEO or as a team leader, it's easier for you to control your ego.

Jacob Morgan 47:32

So Self confidence is is good, right?

Ronni Zehavi 47:36
It's important. Yeah.

Jacob Morgan 47:38
But it's I guess, balancing self confidence and arrogance, the arrogance piece is kind of a danger, right?

Ronni Zehavi 47:46
Yeah, self confidence means that you understand that. You You know, your power, your superpowers, and you know, your limitations. And we all have limitations, we all have a areas that we are weaker than others. And for example, if you're a CEO of a business, you have to surround yourself by great people around you. Because he cannot be great in engineering and great in in product and great in, in sales and great in a human capital, whatever, right? Even though you think you can, but you can surround yourself by smart people that they can they can bring their. They can contribute to the overall efforts. You do it because your ego allows you to listen to others. Because if you think you have all the answers for all the questions, this is where you lose control. And you knew you will 100% miss your northern style, whatever you do. Yeah. As a business owners individual.

Jacob Morgan 48:56
Well, last question for you before we wrap up. And that is around leading during times of uncertainty. And I think a lot of not just CEOs, but team leaders mid level senior leaders around the world are trying to figure out how do we how do we lead when we don't know what's happening tomorrow, right? We it's like you're walking through fog, and you can't see the next step that you need to take. And somehow you're supposed to take that next step and convince everybody to take that step with you. Any advice for leaders out there on how to lead during times of turbulence and uncertainty like the ones we're in now?

Ronni Zehavi 49:29
Absolutely. I think the first and the most immediate things to do is to is to pose is to stop and reanalyze your assumptions about everything. Validate if your plans are achievable, or completely a in the wrong direction. So So posing, reevaluating, understanding everything as much as you can everything around you, and then get the people around you to understand with you the new way you read the map, which is different than before. And then and then once you have a clearer understanding of how the environment around you looks like, and what is the new map you need to use, then you come up with a plan. And you go to the, to the, to the, to the, to the fundamentals, to the very basic stuff at the beginning. So I'll give an example. Go back and, and, and to the way you used to do sales before, you know, the simplest, the simplest way, go back to the the most important thing that you have to have. I mean, before you spend time on, on, on projects that you thought can be opportunistic for your business. And when you complete this phase of evaluation, you, you share it with your with your, your, your team members. And you make sure that they all understand the process you went through as individual as a CEO. And they really understand the new the new direction, and then you help them understand what they need to do. Once they know what to do your direct reports, you'll see level, then

Transcribed by https://otter.ai

you need to make sure that they know how to translate this exercise to their direct reports. And, and how the new direction the new objectives. The the new KPIs are being translated differently than before, because of the uncertainty, the people and then how you get the feedback back from from, from the team. And that they really know where we're heading. And then you have to pose again and again and again. And to make sure that you're still reading the map correctly, because you may lost direction because of the uncertainty. So unlike when everything goes, well look at 2021, you can drive your car and put it on cruising mode, right? gets all the way from A to B. When you get to uncertainty, you need to use your your manual gear, hold the stick in your hand and listen to the voice of the engine. And based on the voice of the engine you can do if you need to switch gear or the lower the gears. So you have to control the drive with your hands manually. Until you get through the foggy a climate around you.

Jacob Morgan 52:48
Yeah, I like that analogy. That's a good analogy. Well, I think that's a perfect, perfect way to wrap up. Why don't you let people know where can they go to learn more about you? And Hi, Bob, anything that you want to mention for people to check out?

Ronni Zehavi 53:02
Yeah, so we, first of all, we are hiring people. So look at our open positions on LinkedIn. And in our website, a the high bob.com HI vop.com.

Jacob Morgan 53:16
Pretty, pretty easy URL to remember.

Ronni Zehavi 53:19
Yeah. Secondly, if you are a leader in a business, and you know with a few dozens of employees from I don't know, 50, all the way up to a few 1000s of employees and you're looking for an amazing people management platform. Bob is a fantastic one. And a it's easy to use. It's very intuitive. It was built for modern businesses, global businesses, and midsize businesses. And we'll be more than happy to talk more about the platform and the benefits. Most of your questions. In this great interview were related to culture and to company's DNA and and managers and management styles. Bo was built exactly, to support those agendas in a very innovative way. A fantastic experience and a great digital tools to use

Jacob Morgan 54:22
and love it. Well. Ronnie, thank you so much for taking time out of your day to share your insights. I really appreciate it.

Ronni Zehavi 54:28
Thank you Jacob was a great conversation I enjoyed.

Jacob Morgan 54:32
Yes, me too. And thanks everyone again for tuning in my guest again, Ronnie's a hobby co founder and CEO at Hi Bob. Pretty easy company to find. So I hope you check them out and learn more a little bit about what they do. See you next week. All right. We are

54:49
all