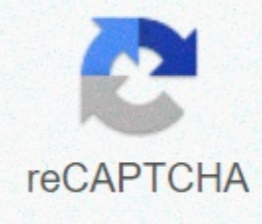




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The wall game show host

Oh, oh, oh, oh, oh you listen to women at work, from Harvard Business Review. I'm Nicole Torres. I'm Amy Bernstein. And I'm Sarah Green Carmichael. We have news of the future of the show we want to share with you. I'll pass on the baton of hosting the show to my wonderful colleague Amy Gallo, who's here in the studio with us. Hi all! And thanks, Sarah! I'm really excited to be a part of the show in this new way. Welcome, Amy J. Amy Bernstein: Welcome aboard, Amy G. Amy Gallo: Thank you. So much Amy! So much Amy. I'm really excited. I can't think of anyone I'd rather take my chair. Thank you, Sarah. I'm really nervous! I want to make you proud. Well, you'll definitely make us proud. But before we talk about this anymore, let me just say, Sarah, I'm so sorry to lose you this experience. It's been a pleasure having this with you. And I wish you well. Thank you! Thanks, Amy. It's going to be something I miss a lot, but I really enjoy listening to all of you and will probably talk back to the podcast in my car stereo or something and wish I could get in, but I just send you those thoughts. So, Sarah, tell us all what you're up to now. So, I took a job with Barron to be their ideas editor - so, editing articles on ideas and new research and exciting things in the world of finance and investment mainly, and the wider world of business. And we're going to launch some new podcasts. This is exciting! Great. Yes. So, one thing that matters when a dear employee leaves, as Sarah does, is to think about how they can pass on their experience to their colleagues. We published a paper on the right way to join an employee, we got advice from Professor Emeritus at HBS, Harvard Business School, Dorothy Leonard. And she said that transferring the most effective knowledge involves conversation. So, hopefully we can do some of that today. And I have a few questions for you, Sarah, if you're open to hearing them. Confirm it. While I wet my legs here. So, first of all, what's the one thing you learned in your time as a host on this show that you feel is most important to me to know? Something I really enjoyed and relied on was the strong sense of trust that exists in this studio. And so, you can say things. You can try things. You can decide later that you didn't say it the right way or it's not part of That you want to share, and I think Amy and Nicole will keep it a secret, and Amanda, our wonderful producer, will save you from yourself by editing around it and making it sound smooth. So, I think that, to me, one of the reasons this show works so well and why the relationships here have become so strong is just, we can really say anything to each other. And yes -- so, I think it's okay to take risks or try something and just know that there's a lot of support here to get you if you need it. I look forward to that part. That sounds great. Okay, so, what's something you miss about this job? I'm really going to miss being here and performing and being in the studio. I'm going to miss working on choosing the issues with all of you. I'm going to miss brainstorming the best experts we can get in. And it's going to be hard to say goodbye to this show and those listeners and all of you and the subject. But, of course, I'll listen. So, what's something you won't miss? It's true that I won't miss tying myself in knots while trying to be honest and sharing a story, nor sharing more about it, nor getting anyone else into trouble. So, I know some of the stories we talked about, and it came up especially when we were talking about being a breadwinner, it was suddenly really hard because we're talking about our partners, too. So, sometimes you start telling a story and halfway through, you realize, uh, I'm about to maybe make someone more recognizable than they want. And so, I won't miss the need to walk that line. I'm nervous about it, too. And I tend to think of myself as an open book, but there are things we all want to keep private, and I think it's hard to understand both at work and in the studio and publicly how we can be the people we are in a way that's real but also maintain that privacy. Well, especially for you, Amy Gallo, there, I know you're like a confidante in some ways, because you're an expert on things like conflict and difficult conversations. And I know there were times when I would come to you and trust you. And so, I think what I've found challenging is telling some of the stories I'm part of without violating anyone else's confidence. Right. And as a goalkeeper of a lot of trust, that's something you're going to have to fight. yes-- I have a friend who... She'll recognize herself right away in this story and be very angry that I'm telling him. [Laughter] I don't know. Welcome to our podcast. What do you hope we keep doing? I hope you will. Two really interesting conversations about these topics and also just talking to some really interesting researchers who can not only share their experience but tell us what's really going on here. I'm going to be so excited about all this. I want the non-previous versions. Send me the rough cuts. Send me the rough cuts. [Laughter] I don't know. Okay, so now let's talk more about our exciting new

host, Amy Gallo! Yes! Yes. So, as sad as we are that Sarah is leaving the show, we're very happy, Amy Gallo, for you to join us. As we said before, you are our expert on difficult conversations and conflict. You wrote the book about it. Literally. You wrote the HBR Guide to Dealing with Conflict. So, I think you're going to bring a lot of incredible perspective to the show, as you do when you get to work already. You take care of our office and give great advice, like Sarah said. I know that from personal experience, and you bring a lot of great perspective as someone who runs the job as a mom and runs her own business. So, I'm very excited to hear everything you're going to bring to the show. Amy Gallo: I'm excited to bring that perspective, especially as a mother, as a freelancer, as someone who runs my own business, because it's -- as I listened to the first two seasons, sometimes I didn't hear those perspectives. And I'm excited to bring them in, because I know a lot of our listeners share these perspectives and other perspectives that we still don't represent. I hope I bring a different voice. I hope I do Sarah's legacy some justice, but I hope I bring a new perspective, too. And you also have all the right qualities, Amy. You're smart. You're empathetic. Of course you're giving great advice. I'll start coming to you. But you're also super smart. You really are open-minded. And I love that you're the opposite of arrogant, whatever that word is. Well, thank you both. I feel like I had a crush on this podcast, and then I got to go out with it. I mean, it's a great honor. It really is. I know you're giggling, but it's true. It's a great honor. And I remember when the first episode of season two came out -- and I listened to every episode as soon as they came down -- I sent a tweet that said something like, you know, that feeling when colleagues you love and respect do something you're so proud of. And now I get some of it! Has! Now you're going to get an idly retweet. So, when do I have to refresh my podcast and hopefully see the little blue W pop up? April! We're going to announce that everyone will know when to take care of us. Sarah, thank you so much for coming back. It was, you know. It's good to see you back here instead of you behind your microphone in the studio. I'm sad to say goodbye to you again, but I'm so glad you're here with us, Amy J. Amy Gallo: Thank you. We're going to miss you, Sarah. I'm going to miss you, too. Amy and Nicole. Nicole and Hamis. Nicole and Hamis! [Laughter] I don't know. Oh, oh, oh, oh that's our news! I'm Nicole Torres. I'm Amy Bernstein. And I'm your new co-host, Amy Gallo. Our producer is Amanda Kersey. Our audio product manager is Adam Buchholz. Maureen Haugh is our supervising editor. And we're getting help producing from Rob Eckhardt. We'll all have the third season in the next few months. While you wait for new episodes to come out, you can keep up with us with HBR's latest articles on sex through a monthly women's newsletter at work. Sign up at [HBR.org/newsletters](https://hbr.org/newsletters). Bye for now. See you soon! Good bye! [Finally] what are you doing? Photo Michelle Wow a few years ago, my mother-in-law bought booklets for reading and math for my six-year-old daughter. When I asked my daughter if she wanted to take a look at them, she just looked at the big, threatening pile and said, no thanks. It was fine -- she's in kindergarten and I wasn't going to push it. Later, though, I was flipping through the books, and I thought some of the activities might be quite fun and good practice. So I decided to try a little experiment: I'd tear up a page, glue it to the side of our kitchen island (which we walk next to several times a day) and see if she noticed it. That night, she did. Without any guidance, she quietly received a pen, sat on the floor and completed the worksheet. And that was it! I didn't say good job! Or something at all -- instead, when she was at school the next day, I just took the completed page and put in a new page. And then she ended that, too. So I put another one and another and another. Shortly after we moved into our house a few years ago, my son started kindergarten. Suddenly, he was... Read more I started to think I could present other things I'd like her to see it could be a heart water wall - a pressure-free space for us to write notes to each other, ask questions, write down fun things we've learned, and make plans. Now, using scrap paper and Vassy tape, I add new thoughts and instructions all the time: What would you like to learn to cook? Let's write some songs. What would you like to play in our fortress? She can respond to anything she wants, in her own time, if she wants. We also recorded love letters on the wall, as well as letters of apology. If we're talking about learning, the heart-sea wall has become a way for me to employ my daughter in purposeful reading. Daniel Willingham, Of psychology at the University of Virginia and the author of raising children who have read, told me that parents can help children read by exploiting situations where reading has some benefit. The wall certainly does. My daughter wrote that she wants to make lemnatd (lemonade) sometime, so we plan to do it this summer. Sometimes, I add in educational pieces -- her teacher says she writes her letter Ps backwards, so I recently pasted some practice pages. She dug into them as eagerly as anything else. (I'm not sure if I'd get such an enthusiastic response if I hovered over it and said, follow these letters now.) Powerfully, though, the unspoken wall has become another way for my daughter and I to connect. I'm excited to look at the wall every day, and I think she does, too. I hope we always find ways to write back and forth to each other about everything and everything, without judgment. If you have a child, you have an endless supply of children's art. There's a limited amount of real wall... Read more If you're creating an attention wall, a good first rule would be: Don't talk about the heart-sea wall, or at least don't talk about it too much. You don't even have to give the wall a name. Let him just sit there and be a quiet place for thoughts, hopes and quirks. And sometimes, songs about hawks. My daughter wrote one on the wall the other day, and I'm keeping it forever. The story was originally published in 2019 and was updated with new information on 20/20/2020. 2/20/2020.

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