

The ASHHRA Podcast

featuring Bo & Luke from The Bo & Luke Show

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Special Guest

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Episode Time Hacks

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Raw Transcript

00:06 - Luke

Hello ASHHRA listeners. Welcome to the ASHHRA podcast. I'm your co-host, Luke Carignan. I'm here with Bo Brabo. And we have the pleasure of having Pubali Chakravorty on the show today. Pubali is the Chief Administrative Officer at promises behavioral health care. Over there, she heads up and I'm reading this off her LinkedIn. So I'm sure there's more but it's a small list of IT, HR employee experience pair contract, credential and administration facility licensure, legal services, insurance, risk management, and corporate contracts. I'm sure there was more you do. probably. Was that it? That we did we leave anything off?

00:48 - Pubali

No, I mean, I appreciate that. Yeah, it's a really interesting role. And it, it's, it's the most exciting role I've had in my career, because there is so much that I have the privilege of touching in my day to day. You know, it, a lot of people hear chief administrative officer, and they're not familiar with the title. And, and what I like to explain is there is a, it's almost like a CEO, it's a COO type position, that sure becomes somewhat different, because of the fact that I oversee certain departments like HR, like employee experience, and at some point, we'll talk about the fact that employee experience was something that was a strategic move on our part at promises to create that, create that business unit and create it independently of HR. So we will put a put that in the parking lot, but yes, that's, you know, that's fairly accurate. And, you know, other areas, I get really involved in those elements of compliance, right. So clinical compliance, where I'm not a clinic clinician or clinical expert, there are components of clinical compliance that come into my departments around Risk and Insurance, in particular, in the health care folks that are listening will appreciate that, you know, incident reporting

and the nuances of incident management, risk management, enterprise risk management, those are all in my hierarchy and in my, in my bucket. So it's a really exciting role. And what I reflect on constantly is, in one day, I'll I will do an array, well, I always say privilege of doing an array of things, that at the end of the day, I'm going, like, you know, everything from negotiating a lease or working with legal on a contract to, you know, employee relations that are super complex to talking through that we have a network outage and one of our facilities to, you know, looking at, you know, capex and opex stuff, too. I mean, it's just all over the map. payer contracts, you know, renewals credentialing, I mean, it's a whole thing. It's, it's really exciting. I love it. And of course, I get to continue doing the HR and employee experience, which is, I think, where we were chatting before this got, got the recording started about my philosophies on the fact that I don't love the title, where the, the continued usage, if you will, of human resources. And even you know, in my prior position, I was chief HR officer for in the same industry for another company. And, you know, that was, that became something that I, you know, asked if I could go from Chief People Officer to Chief HR officer. And, and I know that some listeners are gonna say, what's wrong with people operations, because I know that's a thing that, that people value, and they should but you know, I within the institution that I came from, and then the one I've been working at for a little over a year now, I really like hearing the words human capital management. And I think the reason is that so many HR professionals and the companies they work for, don't consider the business implications to the work, you know, from the workforce, right? How do HR professionals demonstrate that the work that they're doing is impacting the top line, it's impacting the bottom line, and that whole piece that you know, operational readiness that I talked about briefly in my bio or whatever, you know, when I when I get to talk about what I do, yes, it I talk about it because it describes the fact that I've been involved in helping companies grow and scale it and get ready to, to take on new businesses, whether it's m&a or joint venture or get acquired and, you know, whatever that the transaction is that we're trying to do. And in this is not a promise, but just broadly right some sort of a growth operation. But operational readiness involves making sure that the people that are working at the company and the people that are

managing the actual mechanics of the people working at the company understand what those people are doing, how they're doing it, how it's impacting revenue, where it's impacting revenue, not as necessarily, even from being a cost, but where are they contributing, and that business acumen is critical, it's critical, irrespective of the role that the HR professional is in, it's critical that HR is takes, you know, the professional themselves, takes on the need to understand how the business works, and that the business gives them the opportunity to understand how the business works. You know, and I think that part, yeah, remains a an obstacle for so many HR professionals, or one that is exclusive to the chief HR officer, the chief people officer, or the person in my position, the chief admin, you know, like, we, you know, and I don't think it should be, right, and that's not how I operate my, I have a good sized HR team at the company, we have an SVP of HR, I've got seven HR managers or report to her, I've got a payroll manager, I've got, you know, a corporate HR generalist, so we've got a decent sized team. And the expectation we've set with the team is you need to know how the business operates how we make money, you know, what causes problems. Otherwise, you're not able to make intelligent recommendations and informed business decisions on behalf of your, your, your facility or the company.

07:20 - Bo

We could probably just hit stop right there. Like that might be the best, I have nothing to add to that, because she just hit it like right on, she just hit verbally, you just hit the nail on the head. I think it's the most important. I think it's the most important part of HR. And I remember several years ago reading an article from Harvard Business Review on the like, the future of human resources to include stop calling it human resources, right, was a topic of the writers of this particular article, because they went back to surveys that they did across the globe, CEOs, and their thoughts of that of the profession, or of the role of the CHR Oh, and it was amazing that according to the to the hundreds of CEOs that they interviewed, they only about 25% of the CHR OHS came out as like

having a business strategy type of mindset. Yeah. And that they understood it, right. And that's how they operated. Now, three fourths of the respondents were like, well, they're just transactional, right, don't really have a seat at the table. It's just those day in day out HR type of transactions. And I think if you're going to elevate and I agree with you completely elevate not just yourself, your whole team, the business, the deep understanding of the business and how it works and how the company makes money spends money, and your role in that role for sure. And how you can impact the bottom line.

08:42 - Pubali

Oh, absolutely. And you know, what's, what's so interesting is that there is this critical dependency on whether or not an HR professional an HR executive has business acumen and that dependency isn't that individual's ability to learn business or you know, whether or not they've been educated on business the dependency has on whether or not the C suite they work within or the management team they work within appreciates how important it is that that person has business acumen and is hiring senior level HR professionals because candidly, if you're if your role doesn't require in if you're in HR and you're early on in your career or your role is very specific to talent or it's very specific to payroll or benefits you know, if you work on one of my teams, you're gonna I'm gonna need you to know the business I don't I don't care that's just the way that I operate my teams but some companies may make the argument well listen, you know what, I don't know if at this time investing a lot of money and having our recruiter in house recruiter do a bunch of business training is you know, and I appreciate that too. But the dependency is on the CEO, and the other CFO, and the other chief officers of the company, saying, I need you, and want you to have business acumen. And whether or not you, you know, to some degree sit at the table is dependent on whether you are demonstrating that you have

business acumen, because I think a lot of CEOs may choose to not look for those skills and believe, inherently, that it's not necessary, which is terrible.

Because it's not true. Yeah. Other CEOs may want it, but they recognize that the person that's heading up their HR department hasn't demonstrated a competency in it. And so they kind of address it that way. Right? Or ignore it. Sure. But, you know, I've been fortunate in the last, you know, three years or so, I mean, in the past several years more than that, but specifically in the last, the role I'm in now. And the role I had before, that the CEO I reported to need it needed me and demanded, and my entire success was based on whether or not I was an operator. Right. And so I was an operator, I, I've been in business ops for my entire career in different environments, and business operations. And acumen was an expectation. So and he was supportive of it. Yeah. And has been supportive, supportive. I've been fortunate to work with the same CEO, and both in both companies. And so you know, I'm glad that I had it coming into my first, my CHRO position. And I'm for it, and I'm glad that you expected me to have it. And it was just happy. It was a happy coincidence, because if I hadn't shown it, I wouldn't have the job I have now. And I wouldn't have become his operating partner.

12:07 - Bo

Yeah. Do you think? How important do you think it is? So if you run into or any of our any of our audience listening at whatever level they're at, on their healthcare HR team? If they're not, if they're not getting that, like from the upper echelon executives, right, that the business acumen is needed? What recommendations would you make to them to show that it is needed or that they have an understanding, or they're building an understanding on the business as a whole, and I'll give you an example. Even if you're in talent acquisition, and you can be a junior recruiter, you could be senior, whatever the case might be in

healthcare, you know, it would be common for most of us to know that, you know, money or billing, it depends upon providers, providing service providers and can build for the service that they that they provide, right. So if you're in a provider status, you know, how difficult is it to, to have a relationship with your finance team to say, hey, I know how much we pay our providers and their salary, right, and how much money they personally make, maybe I have that access. But how much money are they generating for the organization? Right? Like, what's their billing? What's the average for an MD or therapist or nurse practitioner or physician's assistant? Because then I know, and I could demonstrate to the those above me, I know that for every day, this position for nurse practitioner goes unfilled. Yeah, that's money we're not making. Right. And that's kind of getting you involved into the Yeah. So how, what would you recommend to folks?

13:52 - Pubali

Yeah, so I would say the first thing to do is, you know, and I can see people here, people going, if I start asking these types of questions, I may, you know, unwanted attention, right. And so, you know, the CTI coaching training, so for me, it's establishing your intent, right? Making it very clear that for your personal development, and your interest and desire to be the best person you can be in the workplace, irrespective of the rule, right, that you are going to pursue learning to understand how the business works, because a lot of people are probably thinking themselves, they're not going to give me granular detail on the specifics of how we generate revenue and how the business decision around spending expenditures are being made. And I that that level of granularity, I understand is maybe not necessary. But here's where I think the starting point is is you look at you look at the business SI units within, in especially healthcare, you look at the business units within your organization,

right? You know, most health care companies are going to have the basics HR, IT, Finance, they're going to have facilities, they're going to have, you know, operations, but then they're also going to have an entire segment of the business that they may not have a lot of knowledge of, which is utilization, review, revenue cycle management, right. There's all of this, you know, how does credentialing work? How to pair contract, the process of securing and then, you know, finalizing pair contracts? How are those contracts renewed? How are their rates negotiated? How our general contracts renewed and negotiated? How is you know, there's all of these departments, obviously legal, right? And I think that what I've learned in the last, it'll be three years in August. So it's not like I've been in healthcare in the behavioral healthcare space for decades, although I've been in healthcare for a long time in different ways. You need to understand the very, very one on one, you know, you are one on one, utilization review, one on one, revenue cycle management, one on one, contract pair contracts and administration 101. Right, what is it that these people are doing? And, and so when you're hiring, when you're coaching, when you're doing development planning, when you're buying LMSs, when you're when you're looking at different, you know, you're making decisions on different software's, for example, like I said, LMS, or whether you're doing, you know, training or in compliance, software's whatever it is that you're doing, to support that department that you're responsible for, then you were able to speak coherently to the challenges they may be facing with managing that team. Right. So you know, you've got in, in revenue management, you've got people that bill, you've got people that collect, you've got people that code, you've got people that are working on Adrian, you've got people that are working on, on making sure that you're tracking the various, you know, the remuneration on the codes that the patient's charts are, are reflecting. And there's all of these things you're doing in conjunction utilization review, that's making sure that the

insurance companies are providing authorization data to the patients so that there's no lapse in their service or their you know, the healthcare facility can't collect because they weren't authorized, you know, we need to know what your off days are, you need to know how many off days you have. There's all this stuff that's happening on a daily basis. So how are you going to really help that you are manager or the VP of revenue, or the IT manager who's dealing with, for example, and stop me if I'm getting too granular, but it is an example of an interesting department within healthcare, because some IT departments in larger healthcare systems and organizations, it does not manage the technicalities of their electronic medical records that they use, right, or the sale like the CMRS that they use, or sorry, CRMs that they use. And in other companies like mine, my IT department, they're amazing group of people, they're doing all of it. So they're supporting the CRM that we use, they're supporting the CRM that we use. They're also doing technical support, they're also doing HR, you know, a provisioning for asset and managing inventory. So if I, if my team doesn't know, how this is working, how are they going to work effectively together? So I don't mean to ramble, but this is to the person who's sitting there to answer your question more succinctly will, is if you look at the departments in within the company, or in the institute, whatever and in the healthcare facility that you work for, and if you don't have a high level understanding of what those departments mean, or do then I would suggest that you get with them and say, can you just give me a high level let me understand what it is that you do and what you think I should know about what you do so that I can be a better resource come at it from a place of wanting to be the best of yourself versus going give me all the rope.

19:45 - Luke

I'm enamored right now, by the way, I'm not sure if I can say this on an HR

podcast, but I have the biggest business crush on poo Bali right now. No joke to Bali like Yeah, and I mean that in the most professional way. Oh, but you are like, yes, yes. I'm sitting here listening to this like that. The thing that keeps popping up in my mind is I'm like, it hit me like a train, I was like, oh my gosh, like Pubali is what HR is evolving to in 10 years, this is what it's striving to. And everything in healthcare is pointing that direction. Let me tell you about we've had, I've had multiple conversations this week, where we talked about and I hate this word, like the power being shifted, because it's not power, but the power has shifted from the employer to the employee. And even beyond that, to the candidate that's out there in the marketplace. And old school HR of just, hey, I'm going to manage, I'm going to manage this from a risk adverse and play defense standpoint, is not cutting it in healthcare anymore. Healthcare professionals have to have business acumen they have to know what's going to nurture the employer, not only from the employer side, but the employee as well. And provide I don't even know where to start here. But how would you Where would you tell people to start, I know you mentioned, like, you know, they need to learn this 101 stuff, right. But this is what you're describing is where the industry in this profession has to go. It's not where it's going, because it's going to organically go there. The economy is demanding it right now. And sorry, but you're just you articulated it in such a way that I haven't seen before. And we've had a lot of episodes, so.

21:39 - Pubali

Well, I appreciate that.

21:41 - Luke

I don't know if there's a question in there.

21:43 - Pubali

No, I mean, it's, it's the where to start, like, where does a person start? You know, I would argue that it would be difficult for a person to start this in their training journey, or educational journey, and the early days of starting somewhere, I think, you know, in my consultancy days, I would tell the consultants that I worked with and hired knew, I would say, Listen, you know, your, your job. And the most important thing you can do for your client is not to walk into an engagement, looking to show your value right away. Yeah, it's important thing that you can do is to be a listener and an observer. So that you end and gain the trust of the people you're working with, demonstrate that you come in peace, and make the observations that are going to be critical for you then to be able to be effective, and then you show your value. Because when we start something new, whether it's in house as an HR generalist or a VP, or benefits coordinator, whatever, payroll coordinator, talent, recruiting, whatever you want to, you know, so many people, especially younger people want to come in, and they just want to show how smart they are and how good they are at what they do. And I think that, and I can see the rationale for that. But the reality is, is that no one is going to follow your lead or take your counsel and advice if they don't necessarily trust and believe that the counsel advice you're giving and advice you're giving is good. So beginning you know the curiosity around what you know, who is your audience, who are your customers, right? We are customer and HR professionals, our customers serve customer service, we are a service business unit, we work in service to the rest of the organization, those that are exclusively HR, so many HR professionals know that and yet so many don't recognize that we are in service that without the employee and the manager, we do not have a job. Right. So I think that the starting point is in a huge institution, you know, you work at like, Kaiser

Permanente, or an HCA or some, you know, a large healthcare institution, hospital system, for example, you may come in as a BP and work with a very, very explicit department, just cardiology, or just you know, neurology or just accounting not just like as in those departments are small, but you're limited in your so I would say that before you go deep diving into what's happening in it and all of the other departments that that you really, really know, nuances of your own customer base, right. And then as the rule changes and grows you grow and change with them. Right. And then then you, you and you take on. Absolutely. I think that's where you would want to start.

25:06 - Bo

Yeah, it's the crawl, walk, run kind of trajectory. When you're coming in to the to a new company. Yeah, I would recommend that to just about anybody at any level, when you're joining a new company in your first you know, you got to learn, right? You got to observe, you have to adapt. Yeah, I couldn't.

25:30 - Luke

Do you have a system that you use personally for learning? And what I mean by that is, you know, like, you're, you're very well educated and very nuanced things within a business like something like payer contracting, right? Then dabbling over into it is there. Like, if you're going into a division, you're like, well, I know nothing about this right now, do you have a system where you start?

25:55 - Pubali

My system is usually, I am not ashamed to admit that I Google a lot of stuff, a lot of stuff. Sorry, that stuff came up weird and slurred. I will always, I'm always sensitive until I get to know my stakeholder. I mean, you know, I may sound like I know a lot. I mean, I, I've learned it in the last over two and a

half years now I've learned it. But I haven't. And in my role today, for the last year, 13 months or so I've had to know it, not at the deep level that my team knows it. But I've had to learn it, otherwise, I can't manage them, or work with them. You know, I start by looking at what the world wide web has to offer. Right from reputable sources that yeah, you know, like I learned, you know, in graduate school, which I have not finished yet, just full disclosure, I'm, I'm I started it and took my job at my previous company. And that was a beyond full time gig. And but, you know, my professors at graduate school would say, if it ends in -idea, don't reference it in a paper. You know, so, you know, it's there are reputable sources. And then once you click on the, you know, Googling stuff, and then once you get into knowing the partner, knowing your stakeholder, to be vulnerable and open and say, I am looking to you to teach me what you think I need to know, the words the language, and that's been my system, it's a combination of self-taught, and asking questions without fear of how I will be received, you know, not, you know, coming across as stupid or asking stupid questions or telling somebody you don't know, something, you know, is, is the most awesome thing you could ever do. But yet, so many people are worried about how it's going to make them look. There is nothing cooler than a super successful person saying, I don't know, teach me or anyone for that matter. Because yeah, it's, it's awesome. So my system has been to do the research on my own first, and then pull in the resource because I don't want to waste the resources time either. Right? Because I mean, they're not they have a job to do. So you know, that's how I've done it. And then, of course, being in the fire, where you're in the middle of something, and you just don't know, and you had to learn fast, what's going on? So.

28:47 - Luke

You know, what I love about your answer is that you're at the point where everyone

can start is available to absolutely all the listeners that are out there.

Like, listeners, if you're listening to this right now, she just gave you an amazing direction to go to just it. If I could summarize it, it sounds like you just basically told people to start, hey, start learning something about what you're interested or what meets...

29:12 - Pubali

Yeah, absolutely. Just do it.

29:15 - Bo

You know, it's funny, I'll tell you a secret. It's back in the day, and I'm gonna age myself here. And we talked before, you know, it's my background. And I was HR in the military. So 26 years, started when I was 17. But back in the day before this literally before the internet, one of the things that leaders would do to help you evolve, right and help you grow as a young as a young professional. You have to do the research. So if so, before you go to your leader, your boss with a whole bunch of questions, and if you do that, they would just say well, what did you find out before you brought me these questions? Did you do your research, and if you hadn't, you'd have to go back to hardcopy The regulations, books, and these regulations, everything HR covered, of course, the military has been around for 200 plus years. So a lot of this stuff is all vetted and documented, right? So you got you develop these habits as a young professional, where you'd have to go to the book, the regulation, how do I do something, read through it, highlight things. And obviously, there's going to be things you don't understand. You don't know what they're saying, or you need more information, you need clarity. That's when you take your book, you go to your boss, and you say, okay, boss, I've read, this is the area, I think I'm in the right spot. Do you think I'm reading

the right standards? Right process, but I don't understand what they mean, in step two, and three, or something like that. Right? And then you want to talk about a development process? Right? In a system. It was fantastic. So I think what you're talking about is, yeah, today we say Google, right? Google it. And what is that research? Do the research, do some research before you? Before you go in, there's going to be things you don't understand. But you know, you said it perfectly. You're trying to educate yourself the best that you can to a point of now it's time for me to ask the questions and say, hey, I don't understand this. This is what I'm reading. Could you explain more about this process? Or this piece? Yep. And you just come across in a way different light? I think you do.

31:22 - Pubali

And the reality is, is the people that are going to not support the way you're trying to learn something or the admission of not knowing something? Oh, I don't know if you want to be around those people for a long, right? I mean, in you may or may not have the privilege that's gonna quit. You know, I mean, I get that too. It's just something to realize that that could very well happen. You know, I remember starting a job in HR, and, you know, senior leadership and having one on ones with the existing senior management team, the C suite. And the question, you know, they set everything up for me, so that I would have time in the first week and to just to meet all of these individuals. And I sat down with one of the department heads, and they had a series of questions, and one of them was helped me understand how your department supports make generating revenue. And the specifics of that. And I remember that person looked across the table and said to me, and I quote, why the hell does the HR person need to know that, and I knew instantly what I was dealing with, you know, I was dealing with a person who viewed anyone having knowledge that they have as an

immediate and direct threat to the to themselves and to, to their department. And that was dealing with antiquated thinking. And so, you know, you need to know, is this the hill, I'm gonna die on I found other people other than that person to answer that question for me. You know, because it would have been a fool's errand on my part to try and convince this person because I was dealing with an obtuse thinker, right. So you will hit that the HR professionals will hit that. And, you know, one of the things that, I think is the hardest part of HR doesn't matter if you're healthcare, manufacturing, professional services, retail technology, you name your industry, the hardest job that we have, is to accept that at the end of the day, we are advisors, and we give counsel and apart from the components that are linked to, you know, employment law or labor law, if you are a union shop, that people will choose not to take your counsel, they will choose not to do what you're telling them to do. And that is really hard. I mean, on the on the legal side of it. I mean, you can't dispute FLSA or ADEA, or EEOC, you know, right. You can't Right, right. You can't say like, I don't feel like doing that. I think, you know, FLSA I feel like it, you know, um, you know, that's easier to put, like, nobody wants a blue jacket raid, you know, they're cool on the action shows are not cool when if it happens to you and those look back periods, not okay. So do the right, right, right. But on when it comes to other components that we advise on, including terminations, whether it's voluntary or involuntary, you know, putting people on leave a paid leave whatever we're doing er complex er, the person we're advising may just say thank you, but no. That's not easy. As you know, so many new HR professionals just don't understand why they would, you know, and it's hard, it's hard to be in that. Right?

35:04 - Bo

It is. And I think that comes with experience. And it's almost like feeling like you

got rejected. Oh, yeah, right. Yeah. But in the end, the further, I think this goes back, and you can tie this all back together with what we were talking about earlier with having a deep understanding of business, right. And ultimately, it comes down to, there's even if you say, it's the CEO, the business owner, ultimate decision-making authority falls with that person, you're going to advise them, you're going to give them your best effort. But they have to make that decision. And if they don't agree with your advice, you have to be okay with the fact that you gave it your all you put in the effort. They're the decision maker if that's where you're at. Right? Yeah, kind of this scenario. And you just you just have to, you have to move on. I mean, that's what they get paid for. Right? They get paid to make those decisions. That's the responsibility they have. I've met a lot of and worked with numerous general counsels who kind of feel the same way. Yeah. Oh, sure. Right, because they're always, they're always advising on legal matters. And what if we, if we do this, and we don't do that? And what could that mean? What kind of risk are we taking? And in reality, that's what they're doing, right? They're saying, here's the level of risk that you're assuming with this decision or this decision, then ultimately, it's the person in charge that has to make that decision. Right. But at least the general counsel can say, I gave my best advice. They made a wise they made an informed decision based upon the work I did, whether they took my recommendation or not. That's a different a different game.

36:38 – Pubali

And you document it.

36:40 - Bo

You're right. Yeah. Right. That's the whole thing, right?

36:44 - Pubali

You document it? Yes. Because, you know, if they go and they don't take it, the next thing, you know, you've got a wrongful term suit, or an EEOC, you know, violation note, and you're like, oh, I mean, I hate to I hate to be that way. But, you know, that's how we've had to train. So many of the HR professionals I've had the privilege of work with this working with is that, you know, you don't want to be that person going, I told you so. But at the same time, things go sideways, when people go rogue, and they don't consider the potential risks and consequences because we are in a highly litigious society and people are, and we know that the over, you know, at will, for example, the big huge confusion in the workplace or on an at will employer, I'm at well, I can do whatever, no, actually, at will, at will, at will means that you can make decisions on the basis of performance and business needs, provided they are legal, you know, it's not like I can just, I met Well, I'm just gonna let them go. Because, you know, they're too overweight for me. I'm not going to pass I'm not going to pass the test, my friend I would be stupid things like that. Knowing but it's but it's but they don't know. Right? They don't people don't know, that means it's our job to educate them on what that means.

38:16 - Luke

Can I ask a personal question?

38:19 - Pubali

Anything. Absolutely.

38:20 - Luke

Okay, so I'm gonna I'm struggling how to word this. I'm just gonna try so far, just from

the conversation we had I, I get this sense and is a very one of the most admirable traits, I think, a set of grit sense of grit about. And I mean that, like, if, if I were like, so if I were the leader of a company, I would be, I would say, I could put Pubali in any situation. Even if it's a vulnerable, uncertain situation, and she's going to be fine, like, watch out competitors, because you Is there something in your background where you got this? Because it's not I don't come across it all the time.

39:02 - Pubali

That's so funny. So I would, I know what you mean. And I'm humbled by that I take that as a tremendous compliment. Good. And sometimes this, whatever you want to call it, grit, temerity, just general, being a loudmouth. I think what it comes from is the way that I was raised. It comes from the fact that I was you know, I'm that people won't be able to see me but I'm Indian American, the name you know, the name gives it away. But I was born in this country, raised by and I my story is out there. I tell people the story all the time. I was raised by very, very strict parents. My father died some time back, but my father was unusual in his very, you know, feminist at that time, you know, very feminist forward mindset, you know, he grew up in India. And, you know, he grew up in the 40s 50s. I mean, he was he was 54 when he died. But his thing to me was, because you're Brown, because you're a woman, because your name is different, you are going to constantly face adversity. And it doesn't matter that you're you are a US passport holder, it doesn't matter, you don't have an Indian, you know, you have an American accent, they're automatically going to reject you. You know, and, and that was probably a little bit of projection on his personal life. And I'll say probably I know; it was a projection on his personal experiences when he came to this country in the late 60s. And he was right. And so a part of that grit comes from, the way that I was raised and the expectations he set

forth. And to some degree, the fear he put into my head about if I don't show up intelligent, and able to have people focus on everything, except what I look like, what I you know, what mine, you know, the fact that I'm different, I need to, I need to have the attention elsewhere. And so part of that was that kind of a mindset that he helped to foster. Iron Fist is how I grew up, I mean, failure, not an option. Everybody that knows me knows that was my dad's thing from Apollo 13. Because he was literally there when they were saying that right, so Wow, that's the first thing. I would say the second life experience that I had that really made to be this way with a prolonged life experience for many years where, you know, I have a relative you know, my first 15 years was in in professional fitness, specifically holistic health even more specifically, yoga. The Yoga that I taught and the business that I ran was a Bikram yoga studio. My uncle is Vikram Chaudhary Vikram, the same one with the Netflix for the listeners like the one with the Netflix documentary. Yes, that one. He's he was my instill is you know; I recognize and appreciate the choices and but that doesn't change the fact that he was a significant influencer in my career. But when I when I, when I and I'm not saying what he did was I'm not accepting or condoning his behavior in the later stuff. I'm simply saying that when I graduated from BU, in 99, in 2001, with my economics degree, I was working in a job that wasn't satisfying. And at that time is when my father died. And at that time is when Vikram approached me and he said, how do you feel about joining the family business? And so to make a long story short, that's how I got into professional fitness. And that's where I think ultimately the grit came from, because where not I shouldn't say I think it came from I know it ultimately came from there. Because what I experienced was continuous relentless underestimation, underestimation, especially when I had my own facility, and day in and day out, underestimation, you're, you know, I was a business owner, I was an employer. I was, I was, you know, I had a very

profitable business for a decade here in New Hampshire, which is where my permanent residences, although I really look at airports as my home now, but it was relentless, continuous for five to six years of people saying to me to my face, behind my back, but to my face. You're not an entrepreneur. You're a yoga teacher. You're not a business owner. You don't have a real business. You have a lifestyle business. You know, how could you possibly know this? You're a woman you're you wear tights for a living? You know what you can wear tights for a living, which I did. I work roughly in athletic clothes for, like I say swimwear for a living. And there's there are all of these social constructs that we still deal with were the people that are operating businesses, so many ignorant people focus on what you're selling, versus how you're selling it. And I could run circles around other Businesses my size and I did. But the focus the community in the early days, like I said, the first four or five years was, I don't want to invite you any Can you hear my dogs they're kind of exhibited is that you hear them, they're welcome to the podcast. Yeah, it's fine. They're just showing up. So in their crate, because they're like moms getting fired up. Constant every day, people walking in the door, and thinking they were better than me or my staff. Because they're, they had all of these things that I just didn't have. And I want to think about it now going to be 44. At my next birthday in March, I have a 16-year-old daughter, the first five years of being in that business after I finished my apprenticeship and training, and all of that was that that's where I learned. I couldn't influence whether or not I would walk into a conference room or go to go to the bank for a loan or whatever, and have that person not instantly assume that I was an idiot, right? But I could influence how I spoke, how I dressed, how informed I was about the market forces affecting my business, how informed I was about how the how to manage costs of running my business, how informed I was about staff retention and growth, how informed I was about marketing sales, how informed I was about

client retention, client satisfaction, right? How informed I was as a person running a business and having to pay taxes and having to pay business license for fees and maintain inspections. And like I needed to know pardon my French, my shit, because if I didn't, then it would only perpetuate and fuel their insistence that because of I sold fitness, I was some sort of incompetent moron. You know, and, and that's, that's where you can probably see me getting incensed about it. But I think that's where it came from. Now, magically. Now meanwhile, for the first five years, 10 years, every year, I had a profit. Which sucks because you have to write, you know, 10 years year over year over year over a year, and this is when there was serious economic downturn. Right, I started my company when I was 20 it when I was 23, 24 years old.

47:38 - Luke

And then I kind of grew up but anyway, long and short of it is, and I keep saying that. And I keep talking for another half an hour, that the that I had to know exactly what I had to do to shift the focus from what I sold to how I sold it, and why I was profitable and successful and had to not once, not twice, but three times expand my business to accommodate the exponential growth of my staff and my client base here in this community. And this is this is not recently sold at some time back but anyway. And then around five years. For whatever reason, some there was a there was a flip in the in the community, and all of a sudden people decided we're going to look at her as an entrepreneur, we're going to look at her as a business person we're gonna look at as a person influencing the way that the fitness industry is being received in this community. And I started to be viewed as a competent business person. And then when that happened, yeah, when that happened, I and this is inherently I don't know how I'm designed. I wanted to keep learning and growing because the people the caliber of people with whom I was commiserating with hanging out with was

getting higher and higher and higher. And my personal rule is I always try to be the stupidest person in the room. I try to spend all my time with people that have more, no more, do more. Because that that's how I chase that's how I'm a chaser. Right. So it's probably a lot looser. But that I would say that's where that comes from. And you know, it. It is an area that I get very passionate about. And I want to be a part of other people's success. Because there's always going to be people that are going to say, you're not enough. You're an idiot. You're not as competent as I am. And to that I say yeah, I know. So what are you going to teach me? So anyway.

49:58 – Bo

Yeah, I just learned I just learned; Luke, just let me share this really quick before I forget what I just took from all of that Pubali. And I hope everybody listening that you took it too, because this can certainly apply to healthcare human while Human Resources overall, but apply it to healthcare, HR, and the role that you're doing for everybody listening. Don't focus on what you do. Focus on how you do it. Yeah. Write that stuff down. That builds, grit, that builds resiliency, that builds discipline that helps you identify where things are broken, and how you're going to fix them. Yeah. So I highly recommend take probe Pubali's experience that she just walked you through down her path and use that to your advantage. And that's why I love, Luke doing this podcast.

50:47 - Luke

This is amazing Pubali. Thank you. Thank you for sharing that was such a genuine, authentic, just insightful response. Thank you so much. I, I hope two things Number one, I hope you know how many people you probably just helped because a lot of people cast and oh, you know, that truly does. That's what motivates people. And then number two, I, I hope you realize how special that is and how much of a

superpower it is for you. Some people go through this whole world their whole life, live, and die. Never get to experience that you know, or the triumph, right of going through these things. And coming out on top and never to be useful for other people. So I hope I can see how special it is. And I hope I hope you feel that every day and stopped.

51:35 - Pubali

I appreciate that. I appreciate that. Do I need to go get my dog out of the crate?

I have two of them. One of them is loud. Is it not interfering with the audio?

Okay. No, I appreciate that. Yeah, okay. Yeah, no, I

51:49 - Bo

I think it brings realism to this. Yeah. It's real.

51:53 - Pubali

Yeah, no, I appreciate that really, very much, gentlemen. Because, you know, the reality is, is to your point and health care. There is there is hierarchy, right. And this, nothing wrong with that. But there is I mean, you've got, you know, you've got various degrees of education, you've got PhDs, you've got MDs, you've got MD PhDs, you've got MSHS, you've got societies you have, you have all of these people that have invested years in their training and education.

And with that comes a sense of, you know, some people weaponize it, and some people don't, but the it comes with certain entitlements, rights, privileges, and, and, you know, we've all experienced, that we've all experienced working with, with health care professionals, that it's really important to them to make sure that everybody in the room knows about how much education they've got, or where they did their training. And, and, you know, and that makes life often very difficult for people in our profession in the HR world, because as

we go out seeking knowledge, sometimes for the set of people that weaponize that, their achievements, and I'll use that word, I mean, you know, I think the listeners are going to understand what I'm talking about you guys get it is that they're going to assume that you shouldn't know something, or that you won't understand it, because you didn't spend as much time as they did in their training. Which is, which is can be very demotivating. Right? Like, you know, if I'm working with a cardiologist or I'm working with a, with a neurosurgeon, I'm not asking you to teach me how you do your surgeries and how you treat your patients. I'm asking you about the challenges you're facing, in retaining them and keeping them engaged and finding new ones and, and, you know, making sure that they feel like they're properly compensated and that they have their rights being met. I mean, those are the questions that that knowing how someone works, what the challenges are of the job. How am I going to help you if I don't know? Right? So you know, that's yep, that's just a real the reality of us that are absurd. hit my knee against my camera here. Yeah, so I think that people need to expect that they're going to have those obstacles. And when you hit it, you find another way.

54:32 - Luke

Pubali this has been absolutely amazing. I could talk to you for and your dogs for another hour. It's always the little one, always the little one, but we can't thank you enough for being on the show. You're welcome back. Anytime you can be a staple. It could be the Bo and Luke and Pubali show if you just wanted it to be. We can't. Yes, yes. So We can't thank you enough. Yeah. And so I got a lot out of this. I know our listeners did too. And ASHHRA listeners that's a wrap!

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Co-hosts Bo Brabo and Luke Carignan from The Bo & Luke Show bring you the latest insights and trends in the world of human resources. Whether you're looking to stay up to date on the latest news and legislation or gain valuable insights into building a better workplace, the podcast has something for everyone. So sit back, relax, and join Bo and Luke every week for fresh episodes as they explore everything healthcare HR!

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