



**Stefanie Keto:** Thank you for joining us for our sixth season of Shop Talk. Welcome to SRAI's Shop Talk, a monthly podcast spotlighting the people, practices, and evolving landscape of research administration and the community that works collectively to support it. Whether you're new to the field or a seasoned pro, each episode features insights from experts across institutions, big and small, working in pre-award and post-award, compliance, communication, and everything in between. I'm Stefanie Keto, based at the Office of Post-Award Financial Services at North Carolina State University. This season, we're exploring the theme, bridge builders, creating unity across roles, generations, and technologies.

Today, we have a truly fascinating discussion lined up with Kristen Scroggin, founder of genWHY Communications and one of the nation's leading experts in generational diversity and communication. Kristen's research explores the why behind generational differences, giving organizations the tools to bridge gaps between boomers, Gen X, millennials, and Gen Z. Given the rapid pace of change and succession planning needs within research administration, we'll be discussing how understanding these generational differences can transform our teams, improve retention, and strengthen our communities. So with that, Kristen, welcome to Shop Talk. Yay. So excited to be here.

**Kristin Scroggin:** I've been to lots of your events and it's always super, super fun.

**Stefanie Keto:** Yeah. I remember when you came to our annual meeting, I loved your presentation. It was great.

**Kristin Scroggin:** Thank you.

**Stefanie Keto:** So would you be able to introduce yourself for those who might not know who you are and provide just an overview of what you do in your research?

**Kristin Scroggin:** Sure. So as she told you, my name is Kristen Scroggin. I live in Huntsville, Alabama. I was a communications professor at the University of Alabama in Huntsville for 17 years. And I had this great plan, Stefanie, that I was just going to make all my college students love me. And if they loved me, they were going to work super-duper hard and I was going to get all the accolades. And that is just not what was happening. What I started to find was with my, especially ... They were early millennials at the time that was like the more I loved on them and the more I was parental towards them, the more they expected I was going to hook them up, that they could halfway do their work. And so I was getting really frustrated because the boomer in the office who was, I thought strict and really clear about his expectations, but I thought a little grumpy he was getting all the high quality work. People were blowing off my class to go do his projects.

And so I started studying millennials purely selfishly. I was like, okay, how do I get my students to maximum capacity to where they feel like they're learning,

they feel good about it, and then they're getting the life skills that are necessary for them to be successful after they leave my classroom? And then I just fell completely in love. I came in hating millennials and I'm completely obsessed with them now. I do not think there is a group of people who are better equipped for this new version of work that we are in the middle of building because their life has been nonstop nonsense.

So I started studying them and then the Gen Zs came along and I was like, whoa, these people are different. And now you've got Gen Alphas who were the ones who just graduated from high school and they are completely, completely different. So I don't think I'll ever run out of work, right Stefanie?

Stefanie Keto: Yeah.

Kristin Scroggin: There'll always be a new set of employees that we want to punch in the throat and HR says no to throat punching, right? Not allowed.

Stefanie Keto: Yes. Yes. HR is very against that.

Kristin Scroggin: So that's what I do now. I just travel around the country and help people understand why their coworkers are so weird.

Stefanie Keto: Well, and I think as time moves on, when you're looking at the generations, like every time you throw something in, like a new tool or new software, it's going to cause difference. So you will probably have continual research to look at.

Kristin Scroggin: Yeah. Forever, right? You'll never forget. So I really started with just my students because they're a captive audience and they always need extra credit. So you can always study your students. And then I wanted to make sure that I was getting patterns that weren't just deep south. And of course, where I worked at UAH, you had people from all over the country because we're such a pipeline directly to NASA and missile defense. But I wanted to make sure that wasn't happening. So I had a friend in California start researching her students and another friend in Colorado. So we were able to really go across and go like, okay, yes, these are things that we pretty consistently see.

Stefanie Keto: Mm-hmm. That you're seeing. So when you're looking at the generational differences, like specifically with maybe workplace ethics, communication styles, work-life balance, obviously these are all different and how they shape the generations on their own. How do you think they help shape with culture and operations within the work environment? We're a research administration so our subset of what we do?

Kristin Scroggin: Yeah. I think it's a huge part. One of the big things that I talk about in all my presentations and my research on the whole is this idea that every generation is

made, that no generation makes themselves. So us spending time being mad at people for being exactly who they were designed to be for their moment in history is a huge waste of time. But we do it. It's easier to pit us against one another than to have a step back and take some empathy and some understanding. So that's one of the things that I really try to focus. And I find that, especially in higher education and research on the whole, you really have such a breadth of people literally from 80 years old to 22 year olds doing internships who are literally sharing the same space, breathing the same air every single day, and their viewpoints are just so different.

But the tendency is, what I found is that we have a tendency to be very much, "I'm right, you're wrong, and you must now be destroyed," as opposed to, "What do you know that I don't know? And how can you show it to me in a way that doesn't make me hate you?" And that's again where you're talking about, that idea of work-life balance or even introducing this idea of AI. How do you introduce something new to me without it feeling competitive, without it seeming condescending and still acknowledging that I have something to bring to the table? And that's what we haven't quite struck the balance of yet.

So one of the things I really push is a great saying from the show, Ted Lasso, which I'm a huge fan of. Go watch Ted Lasso. He's a masterclass on how to lead generation Zs and incoming generation Alphas. But one of the things he says over and over again is be curious, not judgmental. And that's really the key. If anybody in research wants to long-term get ahead, we have to look at generations from a curiosity standpoint where we take those opportunities to open conversation as opposed to a means of force obedience or require hierarchy to be implemented. That just doesn't work at the speed that technology moves at this moment in history.

Stefanie Keto: Yeah. And that makes sense because I know looking back at the groups that I've worked with, I know I've definitely been in a variety of multicultural and multi-generational offices. And it has been interesting to see the conflicts or what works and what doesn't work, but also where there are misunderstandings or where there are expectations that are missed that don't happen.

Kristin Scroggin: I think a lot of times people think people know, that everyone just knows. They just know what's appropriate and they know when to talk and when not to talk and they know to not talk about politics. And then other groups are like, "Well, why wouldn't you talk about politics? That's something that affects you every day. That's the main way we made friends when we were your age." So we just forget. We think people know what good behavior is. And I haven't seen anyone use common sense in a really long time or common courtesy. So I don't know why you think general workplace behaviors would be common at this juncture, but they're not. And that's one of the things we've got to get better at is setting that expectation.



- Stefanie Keto: Right. Right. And I think that when you do have a group or a boss or leader ... I should say leader, not a boss, right?
- Kristin Scroggin: Mm-hmm.
- Stefanie Keto: Yeah. When you have that leader that's willing to set the boundaries and say, "I don't want you to use AI I want you to use your brain." So then that way it's, "Hey, clear, we're not using AI anymore moving forward or something like that." So that makes it easier for everybody to meet that expectation, right?
- Kristin Scroggin: Right. And also the other thing that I find is that one of the things that we really did to millennials and Gen Zs is we made them hyper focused on fairness. And so the problem is that in many offices I find ... And I was in higher ed, so I'm with you, there's one set of rules for the old school folks and there's another set of rules for mid-careers and there's another set of rules for people who just came in. And when you've got a generation of people who are gauging things based on fairness, you can't have all these different sets of rules and just apply them willy-nilly and expect people to still know where the line of expectation is. So that's one of the things that I would push to everyone who's listening. Like your clarity, you've got to get on the same page and you can't have a thousand different levels of what is okay and what is not okay within your department and just enforce them whenever you feel like it and expect people to take it because they're just not. They're not going to take it anymore.
- Stefanie Keto: Right. And I think what you probably have seen in your research and what people are probably experiencing in their offices is that the younger generations just aren't staying. So when that kind of stuff happens, they just leave and there's no loyalty to a job or comfort.
- Kristin Scroggin: Well, there's a good reason why. I think this is an interesting point here is that many of the ... Even your oldest millennials graduated into the great recession. Well, one of the things we have to remember is that their parents told all of them that the only way they would ever get a job was by going into debt, that this was an investment they were making in themselves, that they were going to have to go get a college education or no one would be able to get a job. And so then you had all these people graduate with the expectations that that was going to happen. And I think what you encountered was overwhelming parental guilt. When their kids could not go out and be able to find a job, they felt guilty that they made a promise that they couldn't keep. That it was impossible.
- And so they said, no worries, you can live in our basement for a couple of years or we'll help you with the bills. Not understanding that if you do that during certain times of people's lives, you squelch ... That's a formal word squelch. You squelch independence. You make it harder. You need those ramen noodle years. Right?



Stefanie Keto: Yes. Yes.

Kristin Scroggin: You need those years where every piece of furniture is for real from the goodwill or from your memaw. Like you need those years for a developmental standpoint. And so I think what happens is many people lost those developmental years and they got a little more fearful and less likely to take risks that were necessary. And so you've seen that backup over and over again. But that loyalty comes from the safety net of you can always come home. You don't have to be loyal and stick it out and make it work and deal with a toxic boss anymore if you can quit and there's very few repercussions on the bottom of your Maslow hierarchy. And that's the bottom line is that most people's safety needs will still get met by their family even if they walk away from their job at this point in time where that did not exist for the majority of Gen Xers and definitely not for the baby boomers.

So was loyalty good? Was loyalty bad? That's one of the things we're talking about. Is it good to continue to be loyal to an absolutely toxic human who treats every single person like trash and is actively running off every future leader? But hey, they've been here and they've been loyal. Well, yeah, but is their subject matter expertise worth the emotional damage that comes? And that's what I think a lot of generations are asking now of is loyalty at the cost of health really, really worth it. Is it worth that?

Stefanie Keto: Yeah. Now you just had me thinking here like, okay, so you're talking about the recession of the millennials, but maybe you've seen this in your research maybe you haven't. How is COVID impacting students that-

Kristin Scroggin: COVID's impact is massive. And what I have seen is, especially ... So I've done a lot of research around the ones who are around 22 and 23 right now, the ones who literally were trying to do their graduations who lost the whole second half of their senior year of high school. They are particularly interesting at this juncture because they all seem to be about two years behind socially. So it's like time stood still and so now you've got people who are seniors in college who seem to be functioning more like sophomores in college work. And then you've got sophomores or freshmen who are acting in the classroom like 11th graders would. And so it's interesting because that social backup is definitely there. And then even when I interview like kindergarten teachers, they're like, "These little COVID babies are feral children. I don't-"

Stefanie Keto: They're built different.

Kristin Scroggin: They're built different. I don't know. They can't sit in their chair for three minutes, but they can stare into a screen for three hours and never have to go to the bathroom. What is this? So absolutely we know COVID has had an impact and that's really how generations get divided, Stefanie, is you're looking for big

moments in time. Pop culture, history, war, economy, you're looking for those moments and how do they trigger the way that parents begin to parent their children, that's where a generational line comes from, not from it's 1980, hooray, the millennials are here. You have to have a big moment to trigger that.

**Stefanie Keto:** So that's going to probably impact our workforce in the next few years because these rising seniors, these rising students coming out of college in the next couple of years, it's going to potentially. So how would you say we could proactively plan for these changes that are coming with this incoming generation?

**Kristin Scroggin:** I'm so glad you asked me that. So one of the things that I ... Okay. So I genuinely believe that the change happens at home first. And this is the biggest problem that we have is that a lot of people are not getting ... And again, I was in academia so I know that there's a whole lot of research being done around bullying and social media input and acceptance. There's a whole lot of research. Is that research reaching the general public? No, it's not. They're not getting any of this information in the same way. So that would be one of the things that I'd say is we've got to do a better job of, especially as administrators, making sure that some of this cool data that's coming out is actually getting into the hands of parents.

Now, that might need to come from social media. It might be that we're facilitating things like podcasts and things that are getting things out to the regular people. But the big thing that I would say is the main change has to come from a parental level where we are back to actively focused on making sure our children become good adults, that they're equipped and ready to become good adults because they will be adults significantly longer than 18 years. So this idea of getting them skills they need, time management, conflict resolution, self-regulation. How do you pump yourself up when you don't want to do something? How do you calm yourself down? So many of those day-to-day executive functioning skills ... I'm not sure if that's a word you've heard a lot this year. it's kind of become the word. 2026, it'll really blow up even more. We've lost a lot of those listening ... We've lost a lot of those skills that are necessary to just make someone a tolerable, successful adult. So that would be one of the big focuses.

The other thing that I would say is in the classrooms, I think teachers and professors have got to do a better job of holding people accountable. And listen, it's not just them. Every company I go to ... And I've worked from NASA to solid waste, to PricewaterhouseCooper. I've worked with them all at this point. And the biggest problem I see across the country right now is we don't know how to hold people accountable. We don't know how to tell people to say, "You told me you were going to do something, and now the expectation is that you are going to do that." We don't know how to do it without a terror of them crying and melting down or suing us. And so the problem is it's very difficult to hold

standards, both for yourself and other for people when the standards are constantly in flux. And so that would be one of the big things I would say is coming back as teachers and saying, "There's a reason why I've taught this. There's a reason why we're doing this. There's a reason why we're researching this. There's a reason why we have to leave AI out of this because we're doing fresh data. And if all we're doing is recycling things, then there's no point in us doing the study at all."

If we can do a better job of explaining the why, putting those expectations in and then holding people accountable for doing what they say they're going to do, I think you're going to find that most Gen Alphas, Gen Zs and millennials will come up to that line. The problem is we're not good at clarifying the line. We're just assuming everyone knows.

**Stefanie Keto:** So what would you recommend for team leads or managers that are maybe in a higher, I don't know, higher generation or like the boomers or the Gen X is that if they have these people coming onto their team, how can they make it cohesive while they're highlighting collaboration and efficiency and everything that you just mentioned where you're talking about active listening skills and holding them accountable? What would be good strategies for-

**Kristin Scroggin:** I think one of the first things is that people are not using their onboarding time correctly. You're calling onboarding, I sit them down in front of payroll for two days and that's it. Onboarding is where you set expectations. Onboarding is where you meet with the team. Onboarding is where you find out where the holes are in their executive learning or their hard learning skills and then begin actively telling them, "Okay, watch these TED Talks, read these books." We need to find the holes. And that's the problem is we have a tendency to wait until they're two years in and then we discover a whole or we just can't tolerate the hole anymore. And then all of a sudden we're like, "Okay, we need to send you to a conference. We need you to read a book." And it feels like a punishment as opposed to, as you're coming in, we're going to make sure you're equipped with all the skills that you need, both soft and hard, that give you the best chance of being successful in this job. And I think if we come in with that tone, that's going to be the big part of it.

The other thing that I would encourage is that I think you need to have a sit down brainstorming meeting with your team and say, "We really hadn't considered the fact that we're not standardized, as far as what the expectations are." So let's together as a team, let's look at 2026 coming up, what are going to be our expectations both from behavioral and work production and what are those expectations going to be? Let's put them all out there. Let's all come to agreement on those and then we can hold each other accountable on those. But I think that a lot of people are afraid. They're afraid to have that conversation because they're so worried that they're going to make someone angry, but really what's happening is the anger is coming from the lack. It's coming from

the lack of accountability, the lack of expectations, the lack of feeling like you're being treated fairly.

So I would say having that conversation, like sitting down with your team and really getting into it, digging into that collaborative way. There's a great book called *The Collaborative Way*, I highly suggest it, where basically a small team agrees and they say like, "Hey, we're going to hold each other accountable. We're going to be collaborative and what would that look like for us?" And so that would be, I would say is, find some books that you're going to commit to as a team that you're going to all learn, conflict resolution, for example. And make sure that everyone's on the same page. And it doesn't have to be forever. It can literally be for the next six months, we're going to focus on this on our team and this is going to be the expectation and we're going to hold each other accountable until this becomes a habit within our team. But if you don't have the conversations, you just assume people magically know you're going to keep having trouble.

**Stefanie Keto:** And that sounds to me like a way that teams could maybe work with how everything's going in research admin. Things are getting more complex, getting more challenging. We're having more compliance issues coming down the pipeline that we have to deal with and technology advancements. Forcing us to do process improvements, but it sounds like this suggestion of, oh, every six months we sit down, we talk and that might be a way that we can improve the outcomes.

**Kristin Scroggin:** I think so. And I think again, it comes from the idea of if we're focused on one thing for six months, then obviously we should be better at it by the end of that six months and then we can attack a new thing. But the idea of choosing a focus as opposed to feeling like you have a thousand cream pies being thrown in your face every single day and no one really knows what's the most important thing really leaves people feeling unfulfilled. You never get small wins and that's what you need. You need some small wins. What are some of the things that you can say, "We checked this off. We did this over the last six months in spite of getting hit with a thousand different things, we still know that we got better on this process."

**Stefanie Keto:** Right. And then it builds your foundation that you can then grow your team on and that makes ... One of the questions we had was, how do you build more of an adaptive workforce? It sounds like that's a good way that you would build that structure for everybody.

**Kristin Scroggin:** Exactly. And you got to alternate. You got to go between having sometimes hard skills and processes and sometimes those soft skills that make you a relatively tolerable human being because that is a part of the job. We don't live in a world where we live ... Even like when I work with NASA, sometimes they'll say, "Look, I was so smart and I knew so much about this one thing as a subject matter

expert, I could basically do whatever I want and treated people however I want." Well, that's not the world you're in anymore. So I think the idea of making sure that people also have those soft skills of connection, executive presence if they're going in front of people and asking for money, designing presentations that doesn't make everyone want to die. Both of those skills are important and if you alternate between those, you'll really get some strong foundations and it's going to make it very easy to see who's unwilling to learn.

Stefanie Keto: True. True. That is always key. And then that's where you start to filter out.

Kristin Scroggin: That's when you be able to start to pull, be able to pull people out because if you're unwilling to learn something like conflict resolution, that's telling me a whole lot about your character.

Stefanie Keto: Well, what are your opinions on strengthening mentorship between the generations? You think of a restaurant, they always have the new person following around the pro waitress. What are your opinions on mentorship?

Kristin Scroggin: So here's my problem. In reality, Stefanie, baby boomers and millennials are very similar. They were both born at the height of their respective technologies. They say what they want. They don't print retractions. They're both very public about their opinions all day, every day. And it's like having a child that acts just like you, and that's the one that you want to fight all day, every day. So that's what's happened. Add to that, that just in the cycle of where we are in history, millennials will be the next great leaders of the country. They are coming for big spots right now. And so you have so many boomers who were trained that their identity and their work ethic are united together, like what they do and who they are together.

So now you've got a new group of people who are coming in who they feel like are trying to take their job and what they do and what are they left with? That's why very often you'll hear boomers say, "Well, what am I going to do sitting around a knit? Why would I ever retire?" And of course all the Gen Xers are like, "Anything you want to, Brian, you could do anything you want." Because we don't have that. We don't have that idea. We're all going to retire at 57 if at all humanly possible. Because again, in America, you have to have money and you must have majority. So what's happened is the boomers have held the money and the majority. So coming back to your question here, this is why mentorships have not worked out well across the country between boomers and millennials, is that they see one another as competition.

Now you'll find that a lot of Gen Xers are walking around every day and they're like, "Who wants to know something? I'll tell you anything as long as I can put it in an email and not have to actually spend time with you or go to dinner or have coffee." You can have all of my content. I just don't want to have to hang out

with you socially in order for you to get that content. And so really the people who would be naturally mentors would be Gen Xers, but Gen Xers don't like humans enough to want to do the time that's required or what the millennials and Gen Zs are asking for in the face to face time to get the content. So you see how in a lot of ways this whole idea of mentorship was just not set up for the moment in history that we currently are. As those Gen Xers move up to the top of the pile, they'll start disseminating information very, very quickly down to those late Gen Zs and Gen Alphas, and it'll be a very easy trickle down.

But right now, what I have learned is while ... I always call it Rhonda. There's always a Rhonda that's usually somewhere in her 60s, she's been in payroll for 32 years and she's mean as a snake. She's the only one who knows anything about how to run payroll. And so unfortunately in higher ed and a lot of research for the past 10 years, because they know Rhonda can leave whenever she wants to, they brought in Brittany and they sit down with Rhonda and Rhonda systematically destroys Brittany's will to live. Because she knows if she gives Brittany all of her trade secrets that Brittany can work at double her speed on the computer and half her pay rate and she'll work herself out of a job. And who is she if she's not a worker, right? So what I found is that one-on-one, it just doesn't work. It doesn't work. But if you design a leadership academy and you put that same Rhonda in front of 13 Brittany's and Brandon's, suddenly she'll tell all the secrets because now she's the queen. Now Robert's the king telling all the peons the things that they need to know.

So really what we have to do is kind of formalize that process right now of extracting it so it doesn't feel so one-on-one competitive. If you can do subject matter dissemination to groups as opposed to one-to-one, you're going to find it's going to go over a whole lot better. We literally are within like 12 years of this not mattering in the same way, but the problem is that so many Gen Xers plan on bailing as fast as they can. Some of us are going to leave before the Boomers do. So we've got to devise ways to be able to extract that information. I personally think leadership academy with a video camera in the back is the best way to do it. And then you can take those videos later on, dump them all into AI, basically make a platform that anybody can find any subject matters expertise later on. But when you're asking people to give it to you now, they want to give it to you in a formal, look how smart I am, all hell the great and powerful Stefanie. They're more interested in giving it to you that way. Not just now train Brittany all the things she needs to know.

Stefanie Keto: But when you say that, like the all-powerful, it makes me think of they're just trying to leave their legacy.

Kristin Scroggin: That's it. And that's exactly what they've been designed to do.

Stefanie Keto: I've worked with a lot of boomers and I've actually heard one of them say, "Oh, I've got to make sure that my legacy is good." And I was just like, "Oh, okay."

**Kristin Scroggin:** That's exactly what we trained them. That 100% boomers were trained to work as hard as they can and ensure that the legacy they live does not disappear the minute that they're gone. They were 100% trained on that. And so what I find is that when I do focus groups, for example, with my boomers, very often they'll say, "I just haven't found anybody yet that I feel like I can trust enough to pass the information along." But I do find that for what many of the boomers that I've worked with recently is they fight with the millennials, but they don't fight as much with the generation Zs. It's like generation Zs and their brain feel more like their grandchildren and they're more likely to pass that little content down to them. But at the same time, they also feel like the Gen Zs are quitters and they don't care as much and they don't have any work ethic. So we've got a little bit of that. If they don't respect them, then they're not going to want them to be their legacy either so we're walking a fine, delicate line right now.

**Stefanie Keto:** Mm-hmm. So then my last question for you would be, what could we do at the individual level? So me working in an office or Susan over here who's now joined the team and she's working with Brittany and Rhonda, what can she do to foster a positive community for now and moving forward?

**Kristin Scroggin:** Well, the first thing I would say is do your own research about generations and diversity and why that works. Why having multiple perspectives is advantageous to your department. We need the wisdom of the boomers right now. We're figuring everything else out. The next version is coming. We need the autonomy of the Gen Xers who are just going to put their heads down and get it done. And you need the agility and the optimism of your millennials and Gen Zs. We need all three groups. So that would be one of the first things I'd say is do your research, listen to podcasts, read books, watch my videos. Do all that you can to learn about generations and understand why they were made to do the things that they are doing at this point in history. And then the other side that I would say is back to what we were talking about earlier, and that is open the conversation. When you feel your neck get tight and your hands get clenched and you start saying kids today in your brain, or gosh, these old folks, when you start saying that in your brain, that should be a trigger word for you to say, huh, what do they know that I don't know? What do they see that I don't see? What can I gain in this moment from this person that I wouldn't have had if I hadn't accidentally walked into this particular conversation?

So treating each one of those opportunities that you were looking at with frustration as a moment to learn and gain information is going to be better. And look, if they look at you and say, "I don't know, that's just how we've always done it." Or, "I don't know. That's what my mama said." Then ignore them, do whatever the heck you want to do. But most of the time people are doing things because it makes sense in their head and you're not asking them what the heck their head is saying that made them come to that conclusion. So that would be it. I'd say do your research. Understand that generations are a thing and that it's



not so much us versus them. And open the conversational door. As much as possible, open that door and learn about the why.

Stefanie Keto: Yeah. I would agree. I think it does help. And probably also if they're willing to talk to you about personal whatever ... It shouldn't really cross or push too much on that. But I think getting to know someone a little bit, maybe where they came from, their jobs that they've had before, because that I think also shapes individuals with why they are the way they are.

Kristin Scroggin: Yeah. You're coming in late into people's story. Late into people's story. They were all way messed up before you saw any of them. And understanding that there's a lot of stuff that people aren't telling you. They're not telling you about their sick mother. They're not telling you about their kid that's experimenting with drugs. They're not telling you about that their bank account is getting a little low in its December. They're not having those conversations. And so I think that empathy and grace is extremely important at this moment in history. And again, even if no one tells you, you don't have to know the why in order to assume that people have gotten difficult at this juncture.

Stefanie Keto: Yeah. Be kind. Don't judge.

Kristin Scroggin: Right.

Stefanie Keto: Yeah. Yeah.

Kristin Scroggin: Ask. Don't assume.

Stefanie Keto: Right. True. True. True. Well, Kristen, thank you for coming to Shop Talk. This has been a great conversation. I feel like we could probably talk a lot longer, but maybe we can have you back.

Kristin Scroggin: I'd love that. Well, and people want to learn anything more from me. They can go to my website at [genwhy.com](http://genwhy.com). There's all kinds of videos and research and downloadables there for them. And then of course at LinkedIn, love to link up with anybody on LinkedIn or Instagram. So there's more to be had. If you're wanting more after this call, there's more to be had.

Stefanie Keto: Yeah. Well, you got your emails too. I get those.

Kristin Scroggin: Oh yeah. I got my newsletter. Mm-hmm.

Stefanie Keto: Yeah. Well, thank you so much for coming. It was a great time chatting and good luck with your research.

Kristin Scroggin: Thanks so much. Have a great rest of your day.

Stefanie Keto:

Today's conversation with Kristen really highlighted that a thriving community is built on understanding. When we choose to be curious and not judgmental, we bridge the gap between generations. Help navigate shifting social cues and technology or workflow improvements and the importance of setting the right expectations for our modern office environment. One suggestion that Kristen offered is to ensure that you're using your onboarding as a strategic tool, including holding the line of accountability for everyone. This can help build a more cohesive and successful team that our field depends on.

A huge thank you, as always, to our wonderful podcast team and everyone who continually contributes to enhancing this podcast. We are proud that this platform brings together people, ideas, and new opportunities in research administration. The conversation doesn't stop here. We would love to hear from you. Please submit your suggestions for future episodes of SRAI's Shop Talk to [shoptalk@srai.org](mailto:shoptalk@srai.org). Thank you again for listening to this episode. Don't forget to subscribe and help grow our community by sharing. I'm Stefanie Keto, and I'll catch you on the next episode.