

Speaker 1: 00:00 Hello, welcome to the same side selling podcast dedicated to modern sales and marketing, innovation and leadership. Here's your host, Ian Altman.

Ian Altman: 00:15 We are joined again this week, a repeat guest, Andrew [inaudible]. Now I know Andrew has drew, but if you look up his book, humor that works, the title says Andrew Tarvin, so I want to make sure that you can find it. He is the world's first humor engineer. He teaches people how to get better results while actually having more fun organizations like Microsoft and the FBI and the International Association of Canine professionals. Every chapter drew, he is the author of his latest book humor that works, which is absolutely brilliant, and his Tedx talk has been viewed over 4 million times his liver programs in 50 states, 20 countries and to plant, oh wait, new information. Just one planet you loves the color orange is obsessed with chocolate. We're going to talk about the biggest mistake or misconception people have about humor. The five skills of work where you can use humor, and then the three areas when not to use humor. You're going to have a blast. Listening to drew Tarvin. Drew tarvin welcome to the show.

Andrew Tarvin: 01:28 Thank you so much for having me back.

Ian Altman: 01:30 I, you know, it's funny because there aren't a lot of people get invited back, but your content and your ideas are so popular and people like them so much that if I didn't have you back, there would be a revolt by my listeners.

Andrew Tarvin: 01:45 Yeah. Well, and then we tend to have a good time in our conversations whether they're recorded or not. So maybe that's part of it.

Ian Altman: 01:52 We had a great conversation, but it wasn't recorded. I can't use it on the podcast. I know. Oh, call drew again and we'll record it. So can you start by sharing something surprising about you that our audience may not know?

Andrew Tarvin: 02:06 Absolutely. So what's not surprising about me is that I am a nerd. I'm one of the, uh, comments on my a Tedx talk is that you can hear the nerd in his voice, um, which I think is fantastic. So people immediately know that I'm a nerd, but what they may not know is of one of the types of nerds that I am is a hip hop nerd. So I am a huge fan of hip hop. Grew up on a rap for sure. Uh, love the word play and the lyricism and uh, Kendrick Lamar is probably my favorite musician of all time. Uh, so that's something that people don't always know,

Ian Altman: 02:41 you know, and I, I didn't even know that and now I feel like my life's complete. I feel like it's all

covered now.

Andrew Tarvin: 02:49 Exactly. Yeah. I actually for a period of time wanted to grow up to become a rapper. Um, but uh, discovered one of my old rap notebooks and realized why that never happened. Uh, and that's because, uh, one of the bars was a hydrogen, so this hydrogen oxygen to bond bonded together with Coke Baling Glue. What do you get to use a thing called water yet? Steam it up and it's only getting hotter.

Ian Altman: 03:16 Yeah, that's a good thing. You didn't go into that field. Did you have a hip hop name in mind?

Andrew Tarvin: 03:22 I had like a thousand that I wanted to go by a, you know, the biggest one that I, I want it to be drew puck. Um, but I, I don't have the credit to be able to pull that off. And so, uh, the, the most, the one that I used the most was Isaac Drewton.

Ian Altman: 03:36 Oh, perfect. Yeah. Which, which ties into the whole feed. So that's awesome. So now I guarantee there is a subset of our audience who would love for this to be a whole conversation about hip hop and those people are probably going to be disappointed today because I want to tap into your expertise when it comes to humor in the workplace. So what's the greatest misconception? What's the greatest mistake that you see people make when it comes to humor in business?

Andrew Tarvin: 04:05 I think, uh, probably the biggest misconception is that, uh, you know, last time I think we talked about more about the misconception that humor, you know, humor is in fact a skill. People think that it's innate ability, but it is something that can be learned. But I think when it comes to business, I think the biggest misconception is that it is a nice to have that humor is like, yeah, it's, you know, kind of an added bonus. It's not something that's strategic. It's not something to really focus on. If there's, you know, humor or levity in the workplace, great. But if not, you know, oh, well. And the reality is that it's my belief and the research would back this up, that end. Today's overworked, underappreciated, stress field, sleep deprived world. Humor is a must have.

Ian Altman: 04:46 So, so what do you, what do you mean by that? So g d dig into that a little bit deeper when you say it's a must have instead of just a to have or I must have versus a nice to have.

Andrew Tarvin: 04:55 Yeah, I think that um, part of it is just the, the culture of work is changing. So millennials are the first generation to list fun as a cultural value that they're seeking

and at work. And so if you want to start to attract top talent, then humor or having fun is, is part of that work. So that's one reason why it's a must have, but also because of how it works. Because it is effective because 83% of Americans are stressed out at work because 55% of Americans are unsatisfied with their jobs because 47% of Americans struggle to stay happy. Right? All of this is suggesting that the current way of working isn't really working. And so in today's world, when we live in a knowledge economy and people's emotions or whether they're stressed at home or at work, or how they feel in a given day impacts their productivity, impacts their effectiveness. Uh, something like humor is a valuable skill to be able to get better results.

Ian Altman: 05:52 So, so when you talk about getting better results, I know that in the book and humor that works you about this idea of there are five skills of work. And the one thing that I want to make sure that people first get a real, real understanding of is the difference between comedy and humor. [inaudible] so talk a little bit about that because sometimes people hear humor and they think, oh great, so now I need what? What would have been the class clown is now the office clown? And that's not what you're talking about.

Andrew Tarvin: 06:21 None at all. Yeah, that's a great distinction is that, you know, when you look at the definition of humor, it's defined as like a comic absurd or in Kangaroos quality causing amusement. So comedy is certainly included. Laughter, jokes, all of that. That's all subset of humor. But it also is something that's maybe a little bit silly or more often something that's just a little bit different. And so it's not necessarily about making the workplace funny, but making the workplace a little bit more fun. Right? Adding a little bit of Levity, changing how you do things, including, you know, uh, images in your presentations or a starting a presentation with a story or listening to a comedy podcast on your way home from work or you know, applying humor across, you know, to, to start to say way into the other question that you asked around these five skills. Just using humor as a way of how you're doing these skills as opposed to what you're doing.

Ian Altman: 07:12 So let's, let's talk about the five skills and what would it be great is if, as part of these skills, you can kind of explain the way people traditionally think of those skills and then how humor applies and actually enriches those areas. [inaudible]

Andrew Tarvin: 07:26 yeah, so a, the five skills, no matter who you are, what you do, your work kind of boils down to five things. At first you have to be able to execute. You have to be able to, to complete a task, you have to be able to, you know, send an email or shave and Alpaca or whatever your, you know, job role is, you

have to be able to do something, right. You have to get things done.

Ian Altman: 07:47 But you did say shave and Alpaca, right? I just want to make sure I got it. Okay. I'm just taking notes and I want to make sure I didn't miss it.

Andrew Tarvin: 07:52 I mean, some people shave Alpaca. I mean, it might not be every office, but some offices somewhere.

Ian Altman: 07:58 Yeah. I, I don't, I don't any more.

Andrew Tarvin: 08:00 Yeah. Okay. Any more. You, you've, uh, you just, um, pay for the wool to come in, right?

Ian Altman: 08:06 Some of them. Do you know what? And, and, and I gotta tell Ya, I miss it terribly.

Andrew Tarvin: 08:12 Yeah. you know, it's a shearing good time now you know, when for upon an end, kind of missed it, a little slit there. Um, so the, so the first skill is you have to be able to execute. The second skill is you have to be able to think right strategically at, to be able to think critically and creatively, you have to be able to create a longterm strategic plan. You have to be able to solve problems as they arise. So you have to be able to do that. And, and for me, for us with your mother at works, we put execute first because your first job, you know, if you're working at a McDonald's, if you're working at a different place, that execution is the first thing, right? You don't have to, if you're frying French fries. Yeah. There's some thinking and some processing that goes on, but it's not the high level. You know, you're not creating the McDonald's plan back there while doing the fries.

Ian Altman: 08:57 So, so the, the point you're not taking yourself, well let's say a case. So strategically has that little beeper gone off that tells me to take the fries out? No. Okay. Then I don't take them out yet. When are you taking them out? When the Buzzer goes, oh, okay, I so all right.

Andrew Tarvin: 09:11 Yeah, and you're executing according to, you know, a plan and then the next step is, yeah. Then once you get into a, you know, once you become more, maybe you, you become a manager, you start, you know, filling shifts at their role or you're in a corporate environment and your first role out of out of college, a new hire, you then have to start to, to create that plan, you have to start planning your own schedule and creating all of those types of things. So the think pieces is the second is the second skill. The third skill is communicating a, it's, you know, being at articulate an idea that you have and ac exchange of an idea. It's getting someone else to understand a concept or what, you know, Thomas Harold called verbal fluency, right? The ability to articulate the

intelligence that you have. Uh, incredibly important. It's something that we do 80% of our time and you have to be able to communicate not in a way that you know, you're just expressing something out but that other people can actually understand what you're talking.

Ian Altman: 10:04 Sure. And communication different from just speaking. So part of communication is being able to take in inputs from outside and adjust your message based on how the audiences responding. Whoever even that's an audience of one or an audience of a thousand.

Andrew Tarvin: 10:20 Absolutely. That that ability to, to receive the information right, that you talk about like the same side selling in order to know that you know what, when you're kind of on that same side trying to see, hey, can we solve this problem together? You have to have, listen to the other person and understood what they've been saying in terms of what their problem actually is, so that you can then turn that around and position what you do in a way that makes sense to them, that will, you know, help them solve that problem. A. So then the fourth skill is being able to connect, um, at a human level that's, you know, emotional intelligence and empathy. It's recognizing that, you know, we, we still work with humans. At the end of the day we're working with humans. You're selling to humans. And so you have to understand how humans work. You have to be able to build relationships, build rapport with them, and understand that when we have shared experiences, when we have shared emotions, uh, that's when we kind of have that, that's how we build those relationships together.

Ian Altman: 11:15 Got It. And then the fifth one, cause the suspense is killing me.

Andrew Tarvin: 11:18 Yeah. I know. The fifth one is you have to be able to lead. You have to be able to influence people. And it doesn't matter. You know, again, if you're the brand new hire, you sometimes have to influence your manager that the way that you want to do something is the right way to do it. Or if you're the CEO, you have a tons of leadership decisions that you're making day to day. But every role has some subset of those five. And again, maybe if as a new hire, it may be, you know, as percentage wise, a little bit more lower on the pyramid and as a leader, maybe it's a little bit higher, but you have to be able to do those five things. But it turns out right, that we as humans and our current way of working aren't so good at the how that see 83% of Americans being stressed out, that's a 70% of the workforce being disengaged, uh, costing the US economy and estimated \$500 billion in lost productivity every year. Right? And so when

Ian Altman: 12:07 you add that up over time, it's real money.

Andrew Tarvin: 12:09 Oh, it's, it's real. It's, it's if you do the math on it, it's \$4,638 per disengaged employee that you have. And so you think about that every single year you multiply the number of employees that you have and take 70% of that, you're starting to look at real dollar amounts in terms of what's missing from your organization. And so, you know, the, the idea is that certainly you can work on the, what you can improve, how to think, you can improve, you know, communication. But it's not really so much what you do cause it's always going to be those five things. It's, you know, if you want to get to the next level, it's about changing how you do them. And so the sixth skill, the missing skill at work is humor. It's how we do each one of those five. So we can apply humor across each one of those to improve, uh, each skill to get them to the next level.

Ian Altman: 12:55 Yeah. And we're not, we're not expecting people, the, the goal of this is not a listen. So tomorrow morning when you go into the office instead of dressing like you normally do, put on a chicken suit and wow, that's really gonna make an impact. not necessarily a positive one, but an impact on the list

Andrew Tarvin: 13:14 and it's going to make an impact of some sort. Yeah.

Ian Altman: 13:16 And, and, and I know that, I know that in the book you talk about 10 different humor strategies, but I imagine that there are people who are listening who, like for example, often get questions after I speak an event and someone says, well, so do you think I should use humor in my talks? And I always keep going, have a two part answer, which is well, if you don't think you're funny or have any idea how to be funny, then the short answer is no. But you need to develop those skills that you can use humor. And then the other answer I'll give is I'll say, well, was so did you find any of that last talk funny? And they say yes. And I usually say, oh, because none of it was supposed to be funny. And of course we use humor because we know that it makes people, it draws people in, it helps them be engaged. And most importantly, if you say something that catches them off guard, you've captured their attention for what you're going to say next. So how does somebody go from, all right, well, uh, I guess I'll wear a two different colors, shoes, which may not be the right answer to how strategically can they use humor better in the workplace?

Andrew Tarvin: 14:28 Yeah, I think it's a great question. And, and you know, there's a, there's a great, um, I guess at this point it's a cliché within the speaking industry, but to that point of, you know, do you have to use humor as a speaker or do you have to be funny as a speaker? And, uh, you know, the answer is only if you want to get paid only if you want people to continue to listen to what you talk about. And, and so I think, yeah, what we can do is

we can think about, you know, the way that we frame all of those skills or how to make sure that we're effectively using humor, not putting on the chicken suit. Um, and where that's ineffective is by following a humor map and humor map stands for your medium audience and purpose. So your medium is, you know, how are you going to execute the humor?

Andrew Tarvin: 15:07 Is it an email? Is it an a phone call? Is it in a conversation? Is it in a big presentation? Right? Because your medium impacts your message. We know that things like sarcasm work a little bit better when you're standing with someone face to face and they can see that you're making a joke as opposed to reading it in a text. And I'm like, oh my God, this person hates me. Uh, right. The audience piece is really important because you want to know, you want to know, understand who your audience is, what they know, what they need, what they expect, because you want to deliver what they need in a way that they don't quite expect right. You don't want humor to be this distraction where people are like, wait, why, why did you just tell that entirely long story that has nothing to do with what we're talking about today, right?

Andrew Tarvin: 15:49 Yes, it was funny. But it doesn't help us at all. Right? You still need to actually deliver against what they need. Uh, and also your relationship to them has an impact. You know, a joke that you and I make with each other. Um, you know, we can kind of poke fun at each other a little bit, all that kind of stuff. Cause we know each other. But you know, if I've met someone for the first time, may not be appropriate to do that. So your relationship with that person also matters. Yep. And then the final piece, the most important one is your purpose and why do you want to use humor? And so can I add to what you talked about? There's 10 humor strategies in the book and the purpose is kind of centered around those five skills. So let's say, let's take communication for example.

Andrew Tarvin: 16:26 We know that, you know, if you look at a lot of different research that, uh, effective communication is really two things. One, it's relevant, not relevant to you as a communicator, as a speaker, but as a relevant to them as a listener, right? This is where we talk about benefits instead of features, right? Because they, the benefits are, this is, hey, this is why this is important to you. The second piece is that it has to be relatable, right? You have to relate things in terms that you understand or that the other person understands. And so humor can be instant relevance, right? People love having fun. I know that you've experienced this, uh, as well. But like if you've, if you're speaking at an event and it's been a little bit dry kind of before you go and people are kind of checked out and then you take the stage and you say something pretty funny early on in like the first two minutes and you get people laughing, the people who aren't engaged at that point, that people who are looking at their phone, they hear laughter and they look up and

they're like, wait, I want to laugh.

Andrew Tarvin: 17:22 Right? I want to have a good term. I better listen to what this person is saying. And that's why we say if you get people to laugh, you get them to listen. If you get them to listen, then you get them to learn or you get them to take action, right? And so we can use humor in that specific. So for using humor for that specific reason, to get people to pay attention, that might be different types. That may be a different type of humor that we're using as opposed to a, if we're using humor as a way to build rapport with someone or if we're using humor as a way to relieve our own stress in the workplace. And so that how, that's, that's what helps us to create more specific, more accurate humor like gets us to the results that we're looking for.

Ian Altman: 17:56 Got It. And are there places in business where you say, you know what, there are a few rules where in these sorts of situations it's probably not the place to use humor.

Andrew Tarvin: 18:08 Yeah, absolutely. Like humor is just, it's another tool, right? Uh, so in the book we use the metaphor of a screwdriver, right? humor's kind of like a screwdriver because you can use humor to build something up. You could also use humor to take something apart. You know, it has some type of little bit of a twist and though it's meant to be, you know, a tool that's used in and hopefully good ways you could technically stab someone with a screwdriver. Right? So it's all a matter of like how you use it. Humor is the same way. And so typically, um, the map will help you understand if it's going to be effective, but typically humor is, inappropriate for one of three reasons. Uh, first it's inappropriate because it has an inappropriate subject or an inappropriate topic, right? Using humor is not an excuse to then talk about, you know, sex, drugs or rock and roll in the workplace.

Andrew Tarvin: 18:54 You know, you can't be like, here's the, you know, I got this racist joke. It's really funny though, right? It's still not appropriate for work. Uh, the second reason why it's inappropriate is that it has an inappropriate, uh, target. So, you know, sometimes we, we have more negative humor again, where we're maybe poking fun of someone. And again, that's fine if you have a great relationship with that person. But if you're using humor as a way to kind of like, do this impersonation of your boss, who you hate, and you know, you're doing it kind of at a malice that's, you know, maybe it helps relieve a little bit of stress, but it's not gonna make anything better in the longterm. So you want to make sure,

Ian Altman: 19:28 and Drew also, I also want to make sure that people get that this applies to your competitors also. Meaning oftentimes someone will say, oh well we know that these guys suck and you just, you can't do it. Cause a lot of times people

believe that they can, they can trash or poke fun at their competitors. And I just think those things often fly like a lead balloon.

Andrew Tarvin: 19:52 Oh for sure. Because then what you've just told the audience are you, the person that you're speaking to is that you're willing to make fun of someone behind their back and you're trying to position yourself based on their kind of perceived weaknesses as opposed to your strengths.

Ian Altman: 20:06 Got It.

Andrew Tarvin: 20:07 Yeah. That's a good and that's a great point.

Ian Altman: 20:10 Well not to use humor when there's three inappropriate reasons. The topic or the subject and inappropriate target and what's the third?

Andrew Tarvin: 20:18 Third one is an inappropriate time. So you know, the humor is not always going to be appropriate. Right. If you're a, you know, if you have to fire someone, if you have to lay someone off, it's not the time to bust out. You know, you're, you're frozen parody of like, we've got to let you go, let you go. I'm not going to pay you back. I mean, like, it's not, it's not appropriate. And so there are certainly times where it's not and we do some work with some, some serious organizations. And so people are like, yeah, my workplace is too serious for humor. And I don't think that there's any organization that could never benefit from humor. Like we've done some work with the FBI, with the Red Cross, with some emergency first responders. Absolutely. Are we saying use humor all the time? No, but Um, and so your, your humor use might not be, say with a client or with a patient, but it might be in how you relieve stress after that situation, kind of on your own.

Ian Altman: 21:15 Got It. Got It. And, and so, you know, it's just, I, I'm picturing somebody who's laying somebody off and says, well, the good news is, I know you were looking for more, more spare time and while you're going to have it now, probably not the appropriate time to drop that. But, but it might be something where internally you might say, you might think to yourself just to kind of relieve the stress. Well at least Jim's going to have more time to himself now. Right, exactly. You just don't share that with others. It's your own,

Andrew Tarvin: 21:47 it said, it said audience piece and that's, you know, if, if you talk with, with people who work in very high stress situations, whether it is, you know, doctors in the Er room or EMT is, or police officers, et Cetera, like a lot of times they have a somewhat dark sense of humor that they share in their

ingroup and you need that for Catharsis if you don't relieve that stress. Right. We know that stress by itself is not a bad thing. Stress is how we grow stresses, how we improve our capacity and how it, you know, we get how, you know, the reason why we're much better today than we were, say five years ago and whatever role that we're going, and if that's not true, you're in the wrong role. If you're not continually growing something that's going wrong. Um, but we do that through stress.

Andrew Tarvin: 22:27 But when we don't relieve that stress, that's when we see an increase in blood pressure and increase in muscle tension, a decrease in the immune system. And this is where humor can be very effective for people because when we laugh, when we smile, we counteract those negative effects. And so to your point earlier, it doesn't necessarily mean about becoming the clown yourself because you could simply, you know, start to listen to some type of comedic video or a comedy podcast on your way home from work so that you show up more present for your family when you get there. Right? You relieve that stress. Um, so you, you one again, like can be strategic about it. And two, you don't always have to be the creator of humor. You can be the shepherd of humor, you can share things out.

Ian Altman: 23:08 It true. Can you share an example of a company where they introduce humor and what kind of impact or result that had and kind of just, I want people to be able to have a vision of how this can be used because we're not talking about a dramatic all of a sudden like, you know, now we have clowns running around the office and jugglers. Um, so give me an example of, of a client where you don't have to name them, but just where people can get a sense of what we're talking about.

Andrew Tarvin: 23:39 Yeah. Well, I mean we, again, we're doing some work with the FBI and the FBI has an office of private sector, which is, you know, it's a pretty new, um, uh, section that they're working on. And the whole idea is that they want to build relationships with CEOs at top companies so that if there is a cybersecurity breach or if they're, they find internally that, you know, someone's embezzling money or something illegal is going on, they want those people to like call up the FBI and say, Hey, we've discovered this and started early, be almost more preventative as opposed to the FBI discovering about it two years later and then going to this huge investigation and all of that. So they're trying to build better relationships with people. But as you can imagine, you know, getting a phone call from the FBI is a little bit intimidating. In fact, the, you know, when I was speaking with them that that was the first time I'd ever presented to a room where 90% of the people in the room were armed.

Ian Altman: 24:31 Yeah. And [inaudible] talk, talk about having a rough performance. That would be yes.

Andrew Tarvin: 24:36 Yeah, exactly. Although, uh, we were talking about this a little bit before I did an event not too long after that event in Wichita, Kansas. And I said that same thing of like, yeah, it's the first time that I presented where 90% of the room was armed and they kinda shook their heads like, oh no, this 90% of this room is also armed. Uh, more terrifying. Um, but the whole thing that we did was we worked on How do you use humor as a way to reduce status differentials and build rapport with someone? And so strategically what that looks like is okay, how to individual agents in their meetings add a little bit of humor. How do they start with a little bit of humor as a way through some small talk and some easy kind of interactive things up top of the meetings.

Andrew Tarvin: 25:16 One just kind of say, Hey, I'm a human as well. I don't take myself too seriously. How can they use a little bit of self deprecating humor to reduce that status? And then throughout the program, how do, instead of taking, you know, something that's that, hey, you have to do this, this is the law. This is very important. How do you through, say, association or Metaphor, make the stories a little bit more compelling, make them a little bit more interesting so that people actually learn something in the meeting and actually paid attention in it. Right? And so none of that is about, hey, dress super weird and uh, or do this and have a bunch of punchlines in it. It's, it's in some ways being more human in the workplace. And a lot of times like we'll say this with weather audiences, you know, I'll, I'll be talking with a group of senior leaders and I'll be like, my guess is that many of you are likable people

Ian Altman: 26:02 at home,

Andrew Tarvin: 26:05 right? DBR the, you know, there are people that you probably laugh with your friends, you, you know, maybe you sing in the shower, you dance in the kitchen, you're a little bit silly from time to time. You make jokes, you smile more, and then you go into the workplace and something changes and you put this work face on and people no longer experience you as a human. They experience you as a shell of a human. And so bringing more of that kind of like natural, more positive inclusive humor when you can bring that style. That's what we're talking about. To your point, it's not about being a clown, it's just being a little bit more authentically human and humor is a big part of that human experience.

Ian Altman: 26:38 Absolutely. I love it. So we will include a link in the show notes too where they can get the book on Amazon. What's the best way for people to connect with you online and to learn more about what you're doing?

Andrew Tarvin: 26:51 Yeah, well if they're interested in

learning more about humor than they can go to humor that works.com and we've got tons of resources there. So link to the book. We've got free blog articles, you've got a free newsletter that we send out a access to an online course if people are interested in that. So they're interested in more on the skill of humor and building an out or learning about our workshops or coaching of that kind of stuff. Humor that works.com, and they want to connect with me whether it's just you know, to, to ask me a question or they just love puns and they wanna follow my ridiculous puns and wordplay on, on a social media. They can follow me at drew tarvin, d, r, e w t a r V as in Victor, I n that's across, you know, Instagram, Twitter, linkedin, Facebook. Uh, and I recently discovered I still have a myspace page. So

Ian Altman: 27:36 yeah, cause that's normally where I go first is my space. So that's awesome. Yeah. I want to make sure that people have, has that option cause I, it just, it pains me when I can't find somebody in my space. I know. I mean, all right, drew will. Hey man, thanks for sharing your ideas and your wisdom. Always love it. Always a great conversation and we may even invite you back. Who knows. Alright, thanks. Thank you. Drew is one of my favorites. Always makes me laugh and gives me great insight. Let me give you a quick 32nd recap of the key information you can use and apply to your business right away. First, remember there are five different areas or skills of work. Execution, thinking, communicating, connecting, and leading or influencing. And each of these areas can benefit from humor in the workplace. And it doesn't mean coming out there and wearing a funny outfit or slapstick instead of just connecting at a more human level.

Ian Altman: 28:37 And using that idea of the humor map of understanding the medium, audience and purpose will allow you to appropriately use humor in the right places and just remember, don't use it when there is either inappropriate topic or subject in inappropriate target. So you're doing humor, the expense of someone else or an inappropriate time. And of course run out and pick up on Amazon or wherever you like humor that works. Choose a talented author and if you ever, ever chance to book in for an event, your audience will love it. Remember, this show gets the direction from you, the listener. If there's a topic I should cover or a guest I should have on the program, just drop me a note to ian@ianaltman.com have an amazing week. Add value and grow revenue in a way everybody can embrace, especially your customer.