

Behavioral Grooves Transcript: Nurit Nobel

- Speaker 1: [00:00:00](#) Oranges, but yeah, it's all good. It's all good. We got it it's way. And that's working out for us. So, uh, again, before we get started, uh, we want to talk about impacts. Really love this idea of d biasing the recruiting process. The sound. Yeah. Very cool. Yeah. You have some research to share on that or is, are these a, is this part experience? Yeah,
- Speaker 2: [00:00:26](#) so this is the latest project that I've been doing basically for the past couple of months helping a tech company, um, to increase their diversity and using insights from behavioral science in doing that. So how to restructure the recruiting process and even the employer branding, the way they market themselves and their open positions, things like the wording used in ads, et Cetera, et cetera. So all of this is based on a quite substantial body of research that I cannot take credit for it, but a lot of it comes from the work of Iris Bohnet at Harvard and then a few other people. So, um, I can definitely talk about that. Can Not take credit for the research but can mention it, but it's definitely all research base.
- Speaker 1: [00:01:11](#) Oh. And the application part I think is the part again, you know, what we are trying to do is take some of these components and say how do we apply these into our life at work? And so yeah, you're applying yet. So let's talk about how, how companies can do that and what, what are some of the experiences that you've had? What are some of the successes, what are some of the, you know, tribulations that you're going through as you're, you know, and trying to get this put in place were definitely a lot to share there. Absolutely. You know, and we want to talk about in Patchouli, we're not so much interested in an advertisement for impactfully, but, but we do want to hear about your work and the kinds of clients that you're working with and yeah. Observations you've got there. Yeah. And tell us about the boost model.
- Speaker 2: [00:01:56](#) Yeah. So I think one of you, I believe, took our online course, right? Yeah, exactly. So that's why I refer to eight. Of course. That makes perfect sense that you don't spend that much time thinking about it, that you actually remember it after having taken the course so long ago. But, um, but the, the, the course is basically structured on the boost model. **So, and the boost model, it's, it's basically, um, a model based on the scientific process of how to design nudges of design, behaviorally informed interventions. Um, and, and the reason, and we've developed the boosts model, a kind of building on a lot of research, a lot of Christina's researchers, you know, my partner is Christina and she is a researcher and I am now a phd student, but I come a lot more from the, from the applied part**

of things. Um, so that was kind of our combination but leveraging a lot of Christina's background from, sorry, scientific research projects and kind of thinking how can we take that and make that applicable and useful in, in, in the real world as working with companies, working with, um, the public sector also in Sweden, eh, working with nonprofits.

Speaker 2: [00:03:17](#) How can we distill the scientific process, Eh, into a model that would be very understandable. And, and, and the, that people can work with and feasible for them. Um, so, so I can talk a little bit about that. And that's basically also the pro, the process that we apply when we work with companies and it's not rocket science. It is basically distilling the, the kind of the, what one does in a research project just in the real world. So I can talk a little bit about that. Yeah, that sounds really great. How did you and Christina mean? Yeah, that's a, um, that's an interesting story. We met, we met based on this common interest. So, um, should I give the short version of the longer, I cannot say that word. Right, right. Well I can give you the short version, but basically, **I went to South by Southwest a few years ago.**

Speaker 2: [00:04:14](#) Yeah, exactly. So there's a lot more to say about that, but I was sent there as sort of like an inspiration, like, you know, to, to inspire and bring back knowledge to the company. I was working for them, but I got back with like full of inspiration actually about behavioral science. There was youth talks that I attended there that were kind of around the topic. This was 2016 but around the topics of non gene and a few of the, the cutting edge research that was done by them was presented by a few people. These were of course more of the like niche talks. These were like the center state. But I found myself more attracted to that and I came back to Sweden. Like I want to do that. Like how can I, like is anyone doing this in Sweden? Can I do this in Sweden?

Speaker 2: [00:04:59](#) Is this happening, you know, reading a lot about the behavioral insights team in the UK and things in the, in the White House. Can we do this here? And then I just started like trying to figure out what does exist here. Is anyone doing this? And I just started googling, you know, non gene, Sweden, all kinds of things like that. And actually Christina's name is one of the first things that come up when one does that. Even back then in 2016. Um, so I actually just called the, contacted her and talk to us, you know, like, Hey, I'm new to this. I, I'm really curious. I have other experience. I had my master's in psychology and and I was, I was working in marketing and consulting at the time but I want to do this, can we meet, can we talk? And she was living in Gothenburg at the time but she was traveling every once in

while to Stockholm to give these executive courses. And so we just met for coffee and then in the long version you can hear later what happened next. But basically that was how we met.

Speaker 1: [00:06:01](#) So it was good fortune to some degree. Fortunate was hard work going out to

Speaker 2: [00:06:11](#) I would say. But I mean I would say that it was definitely reaching out, but I've really learned that like when you do that, people really often do respond very generously when you are open with you know, what you want and your goals and also open to the fact that something really can come out of it. I mean, I didn't go out set out to meet her to find a partner. I definitely didn't think that I was even going to start a consultancy. But you know, half a year later there we were. And by the way, interestingly enough that half a year later, so when we did our first day, I traveled to her in Gothenburg and we were supposed to do our first strategy day, like kind of sit down. I prepared everything. I was a consultant as I mentioned before. So I prepared like this. What we're going to do, this is like the Matrix.

Speaker 2: [00:06:57](#) We're going to work with this framework about our own, you know, company didn't even have a name back then and suddenly Christina starts getting a lot of text messages and phone calls and that was her colleagues in the Department of Economics at the University of Gothenburg calling to congratulate each other, sort of an update in her that Richard Thaler was just announced as then Nobel Prize winner. And she will research was about nudging and, and, and that's not that common, by the way. I mean, I know that in our world it's, you know, we are used to thinking of nudging as like old prevalent, but in academia it's still very much a niche topic or you know, stealing the sidelines of economics research. And in any event, so here you have this like niche topic that like suddenly, you know, break into the mainstream. And that was our first day of like sitting down and you know, we're gonna have this behavioral consultancy. So it was all, it was all uphill from there.

Speaker 1: [00:07:56](#) It's interesting because you talk about, you know, reaching out and people being open. We have really found that with the podcast. I mean, it has been amazing, you know, just going out and asking and people who we're going, oh my gosh, you're our heroes. And they say, sure. You know what scheduled time Christina grabbers being one of email. And she says, sure, I'd love to be on the podcast. Like, are you kidding?

Behavioral Grooves Transcript: Nurit Nobel

- Speaker 2: [00:08:26](#) Oh, she's a great person. And very down to earth. And you know, yeah. I mean, **I've often found that people love to talk about what they do if they're passionate about it. And especially, I think in academia you really made a lot of people who are in it because they love, they love it, they love researching about it, they love talking about it, philosophizing about it. So yeah.**
- Speaker 1: [00:08:44](#) Yeah. And we can talk about it for hours and hours. So one more, one more thing before we get started. Do you pronounce your last name Noble or No-bell.
- Speaker 2: [00:08:54](#) It's Nobel in
- Speaker 1: [00:08:56](#) Swedish. It is the same Nobel as the Nobel prize, but I don't know how you guys called the Nobel Prize in English. Yeah. So it's, so it's the same pronunciation. Yeah. And then how are you related to a Alfred Nobel?
- Speaker 2: [00:09:10](#) My husband is, Oh, **I married into the Nobel family.** I think that that's kind of cool. Yeah.
- Speaker 1: [00:09:25](#) Knowledge of Richard coming in and out.
- Speaker 2: [00:09:29](#) I always say that, you know, now that I'm also in academia, **I always say that, you know, I can even win the Nobel prize because then everyone will say it's nepotism,** so that pressure is off. That's the reason. It's not anything. That's my
- Speaker 1: [00:09:47](#) we so, so we will start and we'll do, we do post production, so we'll do all your intro and kind of the, you know, who you are and that kind of stuff. And then if you've ever listened to our stuff, we do a grooming session afterwards. Um, but we start, usually we'll say welcome all that kind of fun stuff and then we'll do a speed round, um, four questions, just simple little things. Hopefully they're kind of fun. And then we'll just start having conversation. Is there anything you want to make sure we touch on and is there anything you want to stay away from?
- Speaker 2: [00:10:22](#) No, I mean I think that that's the same thing is pretty cool. So I hope we can definitely talk about that. Um, yeah, that can't really think of anything I've done. It's all up to whatever you guys are interested in.
- Speaker 1: [00:10:36](#) Whatever rabbit hole. Yeah. You've, you've, I'm sure you've listened to at least Christina is where we, yeah,

Behavioral Grooves Transcript: Nurit Nobel

- Speaker 2: [00:10:43](#) yeah, exactly. I know it's kind of goes into all kinds of tangents and yeah,
- Speaker 1: [00:10:49](#) south by southwest we might be going, Tim always ends with music. Yeah, no, we'll have something. Are you a music fan? Are you a music player?
- Speaker 2: [00:11:01](#) I am normally not that I'm using Claire Actually, and I'm surrounded by people who are very, very talented in that, including my husband. But I leave that to him, Eh, but I'm definitely a music listener, so they have some thoughts there. And I'm a dancer, dancer. Did you guys know Lindy hop? Lindy hop 1920s thirties thirties so it's like a type of swing dancing that was developed in Harlem and that has a very big connection to music and swing music. So yeah,
- Speaker 1: [00:11:50](#) I'll tell you right now, you are one of the most, you are one of the most well edge. I mean we talked to a lot of academics, but you were one of the most well educated people that, you know, the number of degrees that you have the demo on different continents,
- Speaker 2: [00:12:04](#) right? Yeah.
- Speaker 1: [00:12:07](#) Yeah. Like I love it. I love it.
- Speaker 2: [00:12:11](#) Yeah. I'm definitely a collectic slash, chapter and some would say, yeah,
- Speaker 1: [00:12:17](#) scattered, eclectic style. You frame it right. Exactly. All right. Nurit Nobel. Thank you for joining us on the behavioral groups podcast and welcome.
- Speaker 2: [00:12:27](#) Thank you very much. It's a pleasure to be here.
- Speaker 1: [00:12:30](#) We're glad to have you. So we want to start with the speed round. Um, bicycle or unicycle.
- Speaker 2: [00:12:36](#) Oh, bicycle. I can't, I can't hardly master that. So in a way, way over my league. Monet or Michelangelo? Michelangelo,
- Speaker 1: [00:12:47](#) Israel, Switzerland or Sweden.
- Speaker 2: [00:12:49](#) Oh, wow. Well, I would have to say there is no way I'm going to come out good out of this, but I'll say Sweden because that is the place that I've chosen and this is where I live in. This is home now. All right.

Behavioral Grooves Transcript: Nurit Nobel

- Speaker 1: [00:13:05](#) Nudges or incentives, which are more effective
- Speaker 2: [00:13:09](#) nudges all the way.
- Speaker 1: [00:13:10](#) Ah, yeah, there you go. Well, let's talk a little bit about nudges you have done in, in your work, along with Christina Gravert and the company that you have. You guys have started a company impacts really, that works a lot with nudges and working with organizations. Tell us a little bit about that.
- Speaker 2: [00:13:32](#) Yeah. And I mean that, that's exactly what we do. And, um, you know, we've just found that there was actually a gap in taking a lot of this research that's being done by academics such as Christina and many, many others. Um, such good research that's been done about how you can use insights about how people make decisions and how they think and, and, and how to maybe steer them towards behavior change. And there's such a big gap between taking all that research and applying it in real life. And we found that there's interest from both companies and also the public sector in, in actually doing that then and leveraging these insights in helping people eat better, work out more, saved, more money, et cetera. And, and that's when we, so we started in factually based on that background and Christina, my, Eh, my colleague and my co-founder who has been, uh, on the, on your podcast, um, she was back then, a postdoc, at Gothenburg University.
- Speaker 2: [00:14:37](#) She's now a professor at the University of Copenhagen. Where's I'm was coming more from actually the company side. So I was working in marketing for many years for proctor and gamble. And after that I was uh, Eh and eh in, in a brand firm. And for me it was like, okay, so I've done a lot of applying psychological insights to maybe help companies sell products, kind of sharpen their brand image, uh, um, address their consumers in a, in a better way. But can we, can I actually take this e four, you know, the side of, again, helping people achieve their goals, like do something that they really want to do, but from some reason something is standing in the way, this very famous intention to action gap, you know, you have the right intention, but there's just something standing in the way between you and your lofty goals, whether they are to save money, lose weight, et cetera. Um, and that's kind of how we got together and started and decided to collaborate and, and started impact. To me.
- Speaker 3: [00:15:43](#) I love that focused on, um, on something that's going to have such good, you know, have such a positive impact on the world, uh, on companies and individuals. And you have come at impacts really from the perspective of, as you've mentioned

brand consultant, you, you've been in the consulting world for some time. You worked for big companies. What's it like being an entrepreneur developing these, these tools?

Speaker 2: [00:16:11](#) Yeah, that, that's a great question. Um, well I would say that it's really fun because I mean, I was at Procter and gamble for six years. For those who don't know, it's a major American conglomerate making a lot of consumer goods, household names like Pampers and July then and Pantene and, and so on. And I really, really loved being at P&G. I was there for six years and um, and I learned so much and I got so many opportunities among which to relocate to Geneva, Switzerland and then to Stockholm, Sweden, which is where I live today. Um, and, and being part of such a big company, you also, you, you, you get exposed to such, um, such great people. You learn really from the best and you have like all these training opportunities but then going and doing things on your own, you have such freedom.

Nurit: [00:17:05](#) You know, at Proctor & Gamble. If you have an initiative and you, you want to change something, good luck, you know, I mean at best it will take a few years until it's implemented and at worst no one's going to listen just because the winds of the machine at work so slowly. Whereas today if either Christina or I have a great idea tomorrow we can already run with it as I think that that's the product I think is really different between working in a big company and being an entrepreneur and that I've really come to appreciate at this kind of freedom to do what you do. And then also it means that everything sort of depends on that you actually take initiative and do stuff. **So I've once heard the metaphor, someone told me that being an entrepreneur it's like, it's like riding a bicycle in the sense that if you peddle, you know you move forward. If you don't, you don't like you're stuck.** So if it builds on that, you're always in motion. You're always pushing forward. You're always doing things. If you stagnate, there won't be any business left.

Kurt: [00:18:06](#) Yeah. Interesting. Chose a bicycle instead of a unicycle.

Nurit: [00:18:10](#) Exactly. Exactly.

Kurt: [00:18:13](#) So one of the things that you have done is you put on online course around boost. Um, tell us, tell, tell our listeners a little bit about boost, what that is and what you're trying to achieve with that. Cause are my cohost here, Tim has gone through it and he hasn't told me anything about keeping all the good

Speaker 2: [00:18:36](#) for me man.

Nurit: Well before we developed an online course, the Boost model was basically the model that we developed for ourselves as a company of this is how we work with not just, this is how we work with eh applying and applying behavioral interventions if we want to take sort of the, the more, the larger and a term for it. And when we started working with companies and working with the public sectors, working with different organizations, we needed a model that we can explain to them this is what we should be doing. And the boost mobile is basically that. And what it does is it takes you through the different stages of what you do from having this kind of behavioral problem of, you know, we want people to do x, but they're not doing x. And even the people themselves want to do x, but from some reason they're not doing that.

Speaker 2: [00:19:31](#) So how do we go from that to applying and not an intervention that actually moves the needle and get more people to do that. So basically the, you know, in a nutshell what we talk about in the booths model so that it's **the first step is behavior**. First we need to understand what is the behavior we want to encourage. A lot of the times people come to us, it companies, organizations that we work for or people that come to our face to face courses in Stockholm or executive courses and they have, um, they say that they have challenges. Like we want our employees to be more collaborative or we want people to think more about the environment. And the first step that we always try to make it clear to them is that nudging and behavioral interventions or tools to change behavior, not attitude. It builds on the fact that people already have the right attitude.

Speaker 2: [00:20:26](#) We were not going to convince them to think one way or the other, but we're going to change the environment or the context in a way that not just them towards that behavior. So the first thing we need to think about is, okay, if your goal is that you want your employees to think more about the environment, what does that actually mean? Does it mean that you know they commute more by public transportation than by car? Does it mean that they turn off their computers at the end of the day? Does it mean that they recycle more? What is the actual behavior rather than attitude that you're trying to encourage? So that's the first step. Once you've understood that, you go to **obstacles**, that's the o in the first row in the boost. What's standing in their way? Why are they not doing this today? Why are they not commuting by public transport?

Speaker 2: [00:21:18](#) Is it because you know, there aren't any buses? Is it because you know the timetable is not good enough or is it because the stop is too far away? What is it? Um, there's so many times that

we've seen that people just assume that they know what the problem is and they jump into the solution, but they've actually failed to diagnose. So it's really, really important to spend time on trying to understand what the problem actually is. So what the obstacles are actually are. So that's the first, Oh, then we move into outline. So outline interventions and this is the part where when we do a longer project, we would actually go into the literature, the scientific literature and see, okay, in similar situations, what, what research is out there. Um, that where, where people have already tried different kinds of nudges that have worked that we can see maybe someone has tried, you know, implementation intentions, like give their employees.

Speaker 2: [00:22:12](#) In the beginning of the week, I commit to taking the bus at least three times this week and sign in for something like that. Maybe that has been tried, maybe something else, like what can we see that out there? Because there's so much knowledge and there's so many databases that we can use. So this is what we were doing that phase. And then, so that's the second row. And then we have a study as you know, you know, we come from academia, at least by my cofounder, Christina does, and I am also today a PhD candidate. **And in generally lunching and in behavioral economics, it's very much a field that even though we want to now apply it in, in practice, it comes from research, right? It comes from science. So a big part of it is, is actually let's test it out.** Okay. We went to the literature, we saw a bunch of ideas that worked for someone somewhere, but will they work for us in our context?

Speaker 2: [00:23:09](#) So doing something like a randomized controlled trial and actually trying to see will this work for us, um, in order to not get disappointed. And then the last, the last letter, the t is Taylor. So once we received the results of our study, we basically tailor it to this particular situation. We start thinking about scaling, we start thinking about costs and benefits, etc. So this is basically the process from start to finish from the behavior until you actually tailor an intervention to address it. And we develop that process is our process basically this, this is how we this out. We work with companies to, so we work with organizations that turned to us, but then when we did that basically for a year, we started seeing also that there is demand out there for more people who want to be able to apply themselves, not Jane or behavioral interventions in their own organizations or in their own lives or you know, just go one level above from, you know, **I'm a behavioral science nerd and I like listening to podcasts or you know, I love watching Ted talks by Donna reality or you know, maybe I've read a bunch of books**

and I really love thinking fast and slow, but a lot of people want to move a bluff like beyond that level too.

Nurit: [00:24:24](#) I actually want to apply this, um, you know, either in, in my organization, in my work or in my life. And that's why we decided to do the online course to actually enable people to design their own nudges, like become their own behavioral scientists and apply this knowledge them by themselves.

Nurit: [00:24:43](#) Yeah. To take those, that intention of trying to do something and now giving them some framework and some tools to be able to actually apply those, as you said, make a behavioral intervention for myself and how to do this. That sounds fantastic. It also, I felt like when I was going through the course, it feels like it's very much tailored to, uh, applying to any, any person in a corporate job from where they are. They don't have to be a chief executive or the, the head of marketing or HR to do this. Right. I mean, it's very practical.

Nurit: [00:25:21](#) Absolutely. I mean, we, we, we normally say that if you work with people or in some kind of way, we relate to other people and, and you, you're actually interested in that and you're interested in how can I gain more tools to influence people to do something that that's right for them, that's good for them too, to help them make better decisions. Then you could probably have used for another tool in your toolbox. And we're also not saying that. And that's also really important that nudging is, you know, the ultimate tool or that it can solve all the problems. And definitely, I mean, you know, again, my, my partner is an economist so she's definitely a fan of incentives and, but in general, you know, we don't say that other tools to change behaviors such as, you know, regulations, laws, uh, incentives and so on.

Nurit: [00:26:11](#) **Those have their place but not in, it's definitely something extra that I think a lot of people even do. Behavioral scientists sort of been exploding in recent years and you know, all these popular books and so on, but a lot of people are still missing the final piece of like, okay, so but how do I actually work with this? How do I move from red? A few core books had lots of Aha moments on how people work, but actually how to apply this in reality.** So I think that's sort of what we try to do with the online course. And that's kind of the feedback that we've gotten, that that really works, that people really feel also in our face to face courses, people really feel enabled like, okay, I actually have something that I can go out and work with now.

Behavioral Grooves Transcript: Nurit Nobel

- Kurt: [00:26:56](#) Well, it's hard to imagine that there's anybody that isn't interested in how they're interacting with other people. I'm sure there are some people I there. I can't imagine that. That's crazy. Some people out there, but they're not listening to this podcast. All of our listeners are definitely. Tell us a little bit about, so I know you've been doing this and you've been doing some really interesting work with some organizations and particularly we had talked before the, we started here about some work you're doing around biases and and hiring and various different things. Tell us a little bit about some of that.
- Nurit: [00:27:33](#) Yeah, that's actually one of my favorite projects. It's also one of my most recent projects. I've been working with a tech company to help them apply insights and knowledge from behavioral science in order to deep bias the recruiting processes, so they're goal. One of their goals, they embarked on a major recruiting process. Basically by the, by summer they want to recruit um, around the 11 people and they are about 11 people. So basically doubling the size of the company. It's a, it's a, it's a, it's almost a startup. It's, it's kind of the next level after startup. And uh, and they really wanted to increase diversity because um, I mean we all know that diversity is important. Diversity works. There's tons of data about it. And actually when I, when I started the project, one of the things that were important for me is actually to look into that data.
- Nurit: [00:28:27](#) But even when you do that, you really see that there's lots of, of again, databased reasons of why you want to increase diversity enough. Even in a very small company thinks about how diverse teams have better bottom lines. So it contributes to the bottom line, but also to employee engagement. **So employees themselves feel more satisfied and more engaged at work when they work in diverse teams.** And this is something that we also heard from the people themselves working in the company, not in management, but when we actually went to the developers, they were telling us like, **we actually feel that it's a bit boring, that you know, there is not a single person who is not, you know, a white male in their twenties in this company.** So people also feel it themselves. And, but when I started looking at working with this project, it was really important for me to look into the data and actually even summarize it in a little like, you know, this is, this is why we want to do this.
- Nurit 2: [00:29:26](#) To also get bind from everyone so that it's not only like a pet project of the CEO who wants to increase diversity but actually did everyone and that everyone kind of signs up to the costs together. And this will prove actually very, very important in the future when I get into the success drivers on what actually

drove success. But basically then, so starting with this goal of, you know, okay, we're going to recruit 11 people. We wanted to be a diverse workforce and particularly with gender diversity. And we set the goal that at least 30% of the recruiting we wanted to be of women and also specifically in the tech roles. And then, um, and then moving forward and kind of looking at, okay, so what does the research says? Why, why is it hard or harder to recruit women and what can be done about it?

Nurit: [00:30:18](#) And really when, when starting to look into this, this is fascinating stuff out there, stuff like, you know, **the words that you choose, the word that you put in your and in your job ad will determine the number of women that apply or don't apply.** And they're actually online tools that we have used and that we're happy to recommend. So I, I have no connection to them, but if anyone is interested as shoots me an email and I'm happy to share and, but we've used some online tools that use actually artificial intelligence to go over your job at and tell you, you know, this is a problematic word. This will probably score really well with males but not attract enough females. And so you know, you probably want to steer clear of this and you probably want to do more of that. So words actually like together or you know, team or, and these kinds of things actually tend to attract women more.

Nurit: [00:31:15](#) And the, and the nice thing was that this was a company that that had team and collaboration is really important aspect to it. So one just needs to highlight what is already there. This isn't about, you know, making something up but more about thinking of putting your best foot forward in order to attract the candidates that you want to attract. So one thing was about the, the choice of wording. Then another thing was about also things like salary expectations and how you communicate that. And even just a step before that, your requirements for the add. You know, a lot of the times we look at job ads and then we see, you know, kind of a grocery list of requirements. You need to have had four years' experience in this and only in these kind of companies. And this kind of degrees and this and that.

Nurit: [00:32:03](#) **And what research has shown is that women are less likely to apply to jobs that they don't feel that they answer 100% of the criteria. Whereas men will actually apply even if they answer only for 75% of the criteria.** And I can tell you as later when we did the recruiting process that even when people only answer 75% of the criteria, often as the recruits, you sort of like if you see something that you like, you still let that person pass. And then you know, often we were convinced later, but if only the men will put themselves in that position, then you're much

more likely to hire that guy who's probably really great, but you never would have even met the girl who is also equally great and also equally answers only 75% of your criteria. But she never applied because she didn't think she had the chance.

Nurit: [00:32:59](#) So actually removing this grocery list of 10 items and maybe only really having like three items, like these are the must haves. And then we have a bunch of Nice to haves, but like feel free to apply even if you don't have all these specific things. So things like that. So it started with how we articulated the ad, where we placed the ad and then also moving forward to the actual recruiting process. So things like, you know, we know from science and that, **I mean you guys, you guys love to talk about framing and priming and all these kinds of funky effect.** So we know, I know, I know. I never heard those words. Exactly.

Nurit: [00:33:53](#) **So we know that for example, the order in which you review candidates also determines a lot.** How are you going to judge them? And I don't know if you guys are familiar about this kind of a very, very famous study in that context from my home country, from Israel about judges and how judges are tend to be more lenient earlier in the day. So the closest they are to the meal that they beat them, they're more likely to actually give a lenient sentence and then the hungry or their guests the worst. The worst of people are. So having things like a way to randomize candidates so that you don't always meet them in the same order so that you always have an advantage if you are the candidate whose last name starts with you know, a for example and heavy. So things like having a diverse team that is owning the recruiting process.

Nurit: [00:34:53](#) Cause you know, if, if you only have white males doing it, since we also have something called Eh, the effect bias, you know, people tend to also rank higher people who are like them. **People tend to confuse the question, is this a competent candidate with the question, do I like this person?** And you know, there's nothing wrong with trying to recruit a person who is like a book or you know, a person who will be collaborative. I mean this is not about, now we're only going to recruit assholes. And sorry was that Megan and I like to talk asshole. Exactly. So, so this isn't about, you know, just removing that out of the equation, but more understanding that we are more likely to think that people who are like us or like about, so one of my, one of the things that I removed when, when I came to this company and the recruiting process here is that one of the questions that they had in an interview was what's your favorite Sci-Fi novel? And I can really see how the person who, who did

the recruiting when it, this was a startup, right, of like three people, you know?

Speaker 3: [00:36:15](#) Right. This is the 20 something white male.

Speaker 2: [00:36:21](#) I totally see how that would make sense to them. They were like, this is something that I'm really passionate about. I want to recruit cooler people. They're probably into the same core stuff that I like, so I'm going to ask about that. Um, but you know, I think what we had to, you know, have it at a shift in attitudes of people per can be great developers and great engineers and not be into Sci-Fi and, and that's totally, totally okay. So let's remove that question and asks about your hope be or, or, or you know, your, your interests. But it doesn't, not necessarily has to be Sci-Fi. Um, so, so these are just some of the things that I can really go on and on and on. But there's so much that behavioral science tells us about how recruiting processes are very, very flawed in many ways. And, and lead to bias that there's a lot one can do if, if we are aware of this, to actually remove that and make them much more pure, really recruit the best person for the job.

Tim: [00:37:30](#) Yeah. It's much more than just being aware of you. You and your client went so far as to construct guidelines and, uh, and protocols so that you would not just be aware of the biases but intentionally avoid them. Yeah. That's fabulous. We, I also want to make sure that we, our listeners, I'm sure we'll get really pissed if we don't say how it worked out. So this, this effort turnout. Yeah.

Nurit: [00:37:57](#) Yeah. So, first of all, it's really great that we're having this conversation because I get to kind of like processing it as a preparation for the blog post that I'm for sure going to write about the whole thing. So, so that's definitely coming. **But so we're not at the end of the recruiting process yet, but by now we have recruited seven people. Four out of them are women, including two engineers out of the three engineers that we've recruited. So this is over 50%** that I get. It might, it might balance out, and these are very small numbers of course, but I think for the, the company's goals, the goals that they have set for themselves and they grow a goal that I set for myself, we're really, really happy. Um, so, so that was, so that was actually a, that's, that's a really great feeling when again, we take all these things from research, but like I mentioned before, before you test it out, you don't really know if it's gonna work in your context or not.

Nurit: [00:38:58](#) And, and I think it's, it's been really great to see that it really can work. And I have to say that there have been challenges along the way. It is definitely not easy. I mean, when I'm sitting now talking to you, but it's not, **I really understand why there is a challenge with diversity, especially in tech is hard and one needs to work extra hard in order in order to reach these populations who are traditionally have been less, um, reached in tech. But they are out there and they are excellent and, and, and one gets a lot from putting in that effort because of, again, what I said in the beginning, that diversity actually contribute so many things to a team.** So, so it's worth taking the effort, but it is a, it is a conscious, if a company needs to tell themselves, you know, we are willing to put in the extra man hours that it takes to, to reach out and to do these things and to do these structural interviews and all of the things that, again, that are part of these processes, it's much easier to just like, yeah, we're just going to have a conversation.

Nurit: [00:40:11](#) Right? And no one needs to write an interview guide. No one needs to do a scoring scale. We don't need to have multiple reviewers. It's much easier to just like, I'm just going to meet them and ask them about their favorite Sci-Fi novel. But again, that's not, that's not going to get to the diversity. So you want the diversity, you do need to invest and, and it's not easy, but it's possible.

Kurt: [00:40:35](#) Well and it's not that it's a malicious intent for those people to have that conversation, to believe that having that conversation that is still going to get you the ability to create a workforce that's diverse and different things. Cause you're going, I'm not, I'm not biased. I don't have those things. I would definitely hire a woman is as quickly as I would hire a man. But the fact of the matter is, is that the entire process from the words you choose for your, you know, job add to how you structure the interviews to asking, Hey, what's your favorite Sci-Fi novel? Actually limit some of those components and we don't. It's great that it's, it's of, as Tim said, you're bringing the awareness up, but now you're actually putting processes in place to say, all right, it's not enough to be aware. It's enough where we have to meet.

Speaker 4: [00:41:30](#) Move on further from this. We interview April Seifert, um, who has done some research on gender stereotypes. That was her dissertation was on gender stereotypes and she brings up some of the same things and just in, in even thinking through how people are, you know, putting out there, the way they're recruiting people is very different if, if you're trying to look at bringing in women because women will, as you said, it's only 75. If I have 80% of of the requirements, I'm missing 20, whereas

the men are going to go, I got 50 bucks. You know, I'm good in the bag. Yeah. Yeah.

Nurit: [00:42:14](#) Something else that I found interesting, I'm just picked playing back to April's discussion. Uh, she talked about how when she tested herself as a 40 something year old woman who is extremely aware and focused on this, she still has a, a gender bias toward, you know, toward hiring men. Yeah. And, uh, so it's not so much about, um, and, and I don't, I don't, I, I'm, I'm hesitant.

Kurt: [00:42:43](#) Great bias tests, association tests. Yes. Yeah, yeah. That's it

Nurit: [00:42:48](#) available to all of us. It's part of who we are. And so I love the fact that you have a client and that we all, I think the world can be a better place if we become more intentional and hire people like you and Christina and get **Impactually** involved and actually help design the processes that will ensure better hiring. Yeah.

Nurit: [00:43:11](#) No, but I think this is such an important point, this idea of that **it's really not about being sexist or racist or in any kind of way wanting to, you know, to, to not hire in a diverse way. People can be extremely motivated. Cause that's exactly as we know, that we are vulnerable to these biases. That's the way that it is.** And, and, and more than what we do. Yes, awareness is the first step, but it can go all the way because we cannot override our mind. And exactly like, Eh, like April said, you know, we all have it, we all have it even with our best intentions and we do, I do believe that people have the best intentions but it's absolutely impossible to override our mind and, and the kind of cognitive mistakes that every once in a while. And that's why the whole premise of, of using behavioral insights is to change the context or to change the environment in order to help promote these goals rather than just explaining to people, you know, by the way you have this bias, so can you please just not act like it.

Nurit: [00:44:33](#) And that's actually I think, and I believe that this came out with the podcast with April as well. This is rather tragic that today is companies are becoming more aware of the virtues of diversity. There answer is to invest more in diversity training. You know, this is why diversity is important or like this is how to do it. And again, awareness is important, but we know that it's only the first step and it's, it's absolutely not enough. **So what you should do if you are in any way in a position of influence in a company, big or small, the chairs about diversity is really to look into your processes, Eh, anything from recruiting,**

promotion, performance review, there's a lot that goes on in the way that also how employees interact with Eh, with their managers, with their tasks, with their expectations, eh, how men and women are different things like salary negotiations.

Speaker 2: [00:45:31](#) I actually currently read effect that did not come from an academic research but astonished me. So I am currently a PhD candidate at Stockholm School of economics that um, in terms of bachelor's and master's, it's one of the most highly regarded business schools in Sweden. So a lot of the top companies hire from it. And they do a survey every year at the end of the year with their bachelor and master's students asking them about all kinds of, you know, expectations towards the job for them. And so one of the question with what is your expectation for starting salary? Again, these are bachelor and master's students. So virtually zero years of experience. They're all equal to each other. Of course, the normal distribution of grades. **And in that survey they see that women on average expect to earn 3,000 Kroner, Eh, that is around 300 US dollars less per month, less than their male colleagues.**

Kurt: [00:46:37](#) And really quite astonishing because again, we can't blame it on years of experience. We can't blame it on grade point average. These are, you know, all else being equal. The only difference being female or male, the females expects to earn less. And this is absolutely something that we need to be aware of because if the first question that we ask is what are your salary expectations? And you know, we also know about anchoring right at a lower price. Um, so this is something that's also very important to be aware of for employers. Sure. We all want to get a good deal, but we also probably want to pay fairly. If you want a pair of pay fairly don't ask people what they expect. Decide first what you want to give. Yeah. Just recently Linda Babcock,

Kurt: [00:47:30](#) um, from Carnegie Mellon University and she's done a lot of work on a negotiation, particularly women in negotiation. And the fact of the matter is is is while you're talking about the expectations of starting salary, women are actually less likely to negotiate that salary even once it's offered. So that starting point already with a lower starting point would then with this lack of probably trying to negotiate higher it, it just lends itself to doubling down on some of these different things. And one of the other things that you talked about that you were just saying just in this recent components saying like what are the expectations that you have for people in, how are you, you know, as a manager, what are you telling your, your employees and the difference between men and women. And

Behavioral Grooves Transcript: Nurit Nobel

Linda's done some real interesting research there to have inside of an organization.

- Nurit: [00:48:24](#) Women get asked to do the non-promotable tasks much more than, and typically do the things that, can you plan the company party? Can you, you know, make, make some copies? Could you make sure that the team has got lunch? Make sure you're on the, you know, the planning meeting for, you know, this other thing that doesn't really relate to your specific job. Uh, and, and again, it's awareness in and of itself is, is a start, but it isn't enough. You need to really put processes in place to be able to say, all right, are we distributing these tasks across the entire workforce? Not just because we go, oh, that's, you'll be good at that. You know? Yeah. Those are different pieces. So absolutely.
- Nurit: [00:49:17](#) That's super true. Emotional labor, just like in the work and outside of the work, women tend to take more, more on themselves and in that regard. So I absolutely agree.
- Kurt: [00:49:29](#) Yeah. Yeah. So we met you through Christina and we, you know, and different things, but the story of you meeting Christina, I think is really fascinating. So you want to tell our listeners a little bit about that?
- Nurit: [00:49:41](#) Yeah, exactly. Um, so before when we were chatting and I asked her if you wanted the long version or the short version so I can take a bit more of an elaborate version of, um, but basically as I mentioned, Eh, it all started at south by southwest
- Kurt/Tim: [00:49:57](#) Austin, Texas. The Swedish Israeli connection card.
- Nurit: [00:50:11](#) What happened was I was working for a brand consultancy, a really, really great company here in Stockholm, working with some of the biggest company it companies in Sweden. And one of the great, great benefits that I had working for them was that we had a budget that every we could take and basically do whatever we wanted with it. As long as it's in some way related and you know, to, to what we do. And what I chose to do with, with the money I got for 2016 was to travel to south by southwest and sort of, you know, an inspirational conference. Go there, get inspired, take back some learnings to the company. Um, but as it happens, it's sort of met me in a, in a kind of a crossroads in my career where I was also kind of maybe looking to get inspired, not only for the purpose of taking back learnings to my own company, but also just personally and, and in south by southwest. Those who don't know it, it's a really, really big conference in Austin, Texas that sort of made famous by, you know, that's where Twitter first

Behavioral Grooves Transcript: Nurit Nobel

became known and all kinds of other cool things and so many things are happening at the same time. It's like the worst FOMO ever. Um,

Tim: [00:51:26](#) and, and by the way, it is a music festival as well. I mean, right. We get the fact that it is a music festival musical fast, then the real stuff happened. Twitter, whatever.

Nurit: [00:51:43](#) Right, right. I feel like I talk to me like, just got on your bad side by, but I did. I did. Yeah. That's okay.

Nurit: [00:51:52](#) Some music festival,

Nurit: [00:51:57](#) a film festival, but then also develop into a conference with really, really great speakers. And, um, and I went there and I, as I mentioned, so it's, they have like 40 speakers at the same time. So, you know, you really need to be kind of focused than me being the type a personality that I am, you know, printed the schedule beforehand and went over it and kind of chose what I was going to go to. And then when I got back and kind of, you know, try to digest everything and like going over my notes, I, I realized that I was both really attracted to and like kind of had most fun at the talks that were touching upon behavioral science. And I wasn't a stranger to the topic. I, I my, both my bachelor's and my master's in psychology, but as mentioned, I kind of chose until then to kind of channel my psych, my knowledge in, in human behavior and psychology to the more practical aspects of marketing.

Nurit: [00:52:57](#) But, eh, but in this, um, but in this conference there was one talk, Eh, which was about, um, so a guy from the UK who did a talk about how can we analyze Brexit, which was the hot topic at the time from a behavioral science standpoint. So he talks about system one and system two when, how, you know, the, the kind of remain people were talking more to the system too and kind of presenting all this data and facts and um, but the, but the leave people were kind of talking more to the system one, the homer Simpson in us. And then he had a bunch of other stuff and I was just fascinated. And then there was another talk that was talking about the research on how if you present to people kind of, um, photos of their future self, they're more likely to put more money into their pension savings because you kind of make it more tangible to them.

Nurit: [00:53:56](#) You are going to grow old one day, et cetera. So all these kinds of talks really, really kind of random stuff. But I was really, really inspired and I came back to Sweden and I just started like kind of sketching in my notebook and thinking, what can I do with

this? I knew about the behavioral insights team. I had read *Nudge*, I'd read *Thinking Fast and Slow*. Suddenly it all came together and I was like, is anyone doing this here? And if not, can I be that person? And, and from there, the next step, at least naturally for me, when I want to learn a lot about the topic, I tried to reach out to people who can teach me. And when I wanted to know what exists in applied behavioral science in Sweden, I started googling and searching for people who are experts in that or are operating within that, eh, in this geography and could help me figure it out.

Nurit: [00:54:54](#) And Christina was the first person actually that came up when, when I was doing that search. So I actually emailed her and just out of the blue and just told her like, this is me, this is my background. These are my intentions, you know, can we have coffee? She was living in Gothenburg at the time during her postdoc, but she was traveling to Stockholm every once a month. And we met. And the first time we met, it was actually not at all relevant to talk about any kind of collaboration or, or company or anything. And that wasn't what I was interested in either. You know, it was literally just an open conversation and like what exists and, and she, she was super generous and she said, you know, read these five books, read these 10 reports, look into these five consultancies that kind of sound like what you're trying to describe that you are interested in doing and you know, do that. And then we thought, and so she gave me some really great resources.

Nurit: [00:56:00](#) Exactly,

Nurit: [00:56:03](#) exactly. The professor in her was, was giving me homework. Exactly. Um, but I really appreciated that because you know, that, that's what I wanted. And, um, and, and then a few months later, I just wanted to keep in touch with her. So we just met again. But this time I told her, so actually, you know, Christina, before summer I gave notice to the company. I was working at, by the way, giving notice in Sweden is three months, not two weeks as it is. Yeah, exactly. So I gave my notice before summer and now it was after summer and I met her again and I told her, so, you know, this was Thursday. I told her, tomorrow is my last day on Monday. You know, I'm on my wall, I, I'm on my own and I'm going to start working on this. Um, and then suddenly, you know, she, she, she was in a different place in her career journey and somebody became more interested in and eh, and suddenly the idea of collaboration, you know, came about and, and, and that's, and that's how it happened.

Behavioral Grooves Transcript: Nurit Nobel

- Tim: [00:57:06](#) I love it. With the exception of the fact that you initially positioned south by southwest is this conference and fabulous music.
- Nurit: [00:57:17](#) Yes. You should all go to south by southwest and only attend the concerts. None of this conference stuff. They should be sleeping during the day and watching the show during the day.
- Tim: [00:57:27](#) That's about the only way to get through it as far as I'm concerned. Yeah. I have seen, uh, I've been several years and saw great shows, but also attended some really cool conference things. HP had some really great things a couple of years ago. Uh, okay. So that
- Nurit: [00:57:43](#) I really respect you if you're actually managed to do both because I have to tell you that I was running so much from like place to place during this conference. I think at my colleague and I went with a colleague, we measured, our steps were like 15,000 a day time. The evening came. We were so exhausted that I was actually, that I never actually attended any of the story, any of the fantastic musical performances or the film premieres or, or any of these things, which is really regrettable. But Hey, I, I later started my own company based on inspiration from the conference. So I think worked out all right.
- Kurt: [00:58:23](#) I think it's absolutely 100% acceptable conversation later. We'll, we'll, we'll punch it out, do whatever you could redeem yourself if we spent just a couple of minutes talking about music. How about that? I know. And so do you approach music from the perspective of can I dance to it or not?
- Nurit: [00:58:48](#) Uh, well I mean, then series a is a big word. I dance and wouldn't, wouldn't call myself a dancer, but the em, but I danced Lindy Hop, so I mentioned this when we were chatting before, but again, not, not in any kind of competitive and or professional level, but more as it's like a hobby. But,
- Tim: [00:59:07](#) or listeners might not be familiar with the Lindy hop.
- Nurit: [00:59:10](#) Yeah, definitely. So Lindy hop is a type of swing dance that developed and was popular in the 1930s in Harlem, New York. Um, mostly was danced by African Americans at the time. And that's so that dance was dance to swing music. So music with the Swain beat jazz music with a swing beat. And it was really, really popular in the 30s and was in the, in the dance clubs of Harlem, the Savoy, all these ballrooms and um, popular in the 30s, but then started to die out in the forties and definitely was

long gone in the 50s as the big band started, uh, started dying out. And so it was actually doorman, so no one was doing it for several decades. I think that's a cool story about Lindy hop. It kind of died out and no one was doing it. And then in the 80s, eh, started kind of a movement of a revival.

Nurit: [01:00:11](#) And that movement happened in three places around the globe, simultaneously. The US, the UK and Sweden actually today at one of the biggest, um, venues for, for Lindy hop dancing in the world is a camp that happens every summer in a little town called Harrang in the north of Sweden or knows of Stockholm. Anyway. Um, and that's, I think that's an event that's like attended by, I think between 500 people every summer. Yeah. So it's five weeks in this little like really village. So what happened was that there were a few Swedes who got interested in this watching old movies and they travel to the u s and looked for the old dancers from the Savoy ballroom. The people who were dancing later at the time. And they actually managed to find a few of them, brought them to Sweden, these people that these people show them how to do the steps, how to do the dance, and these people were in their sixties and seventies by this point in the 80s.

Nurit: [01:01:25](#) And um, and then it just snowballed from there. And today it's totally, it has a life of its own and clearly danced by many people around the world. And Yeah, what I love about it is that it's, first of all, I love this story. I think it's really cool and uh, but also it really is a very positive dance. Very happy then like it's a lot about, um, yeah, it's a lot about just like feeling the music and having fun rather than like being very, very accurate in your movements and you know, following routines and this and that. So yeah,

Kurt: [01:02:02](#) some various everything. So I want to, I'm going to take this down a tangent because you, you just mentioned something here in regards to that this was revitalized in the 80s and these people from Sweden learned about in music and they actually went to the U.S. and just **asked** and they asked these, these people that had been doing it back in the 30s it to learn about it. You talked about your, you know, reaching out to Christina and just **asking** and we had talked about that a little bit and an advance on this. There's something I think that you had said prior to actually, you know, this talk where you said it's amazing if you just ask people how open they are often too to sharing and talking and being really helpful. And I think that's one of, it's, it's a point that I just said, it keeps coming up in here. And I just find that fascinating. Um, that, uh, whole revivalists dance movement, the, you know, partly help by going

to the U.S. in Harlem and asking these old people to, hey, we're interested in, and they were generous with their time. **And I think we often don't, we're too scared to ask. And I think that inhibits a lot of great connections.** Great. Yeah.

Nurit: [01:03:23](#) Learning and a number of different things that could happen. Um, and so I just wanted to point that out. I'm sorry, tangent down rabbit hole. I'll still say we should, they're more, I absolutely agree.

Tim: [01:03:34](#) Does, does daring matter does, where are you there? I find that asking for directions in New York City is really easy because, uh, you know, uh, everybody almost, there's so many tourists. In fact, sometimes I find myself asking for directions in New York City and the person answering says, well, I don't live here but map and I can help you. Uh, and it's different in a small town where you might get a look and, and maybe after the look you'll get a pleasant response. Yeah. You know, some, some kind of a nice response. But, but, uh, I'm always surprised at how New Yorkers, because they get asked all the time are like, they're very quick to respond.

Nurit: [01:04:14](#) Yeah. I mean, I think that there's something that we talked about before is in the context of I think of both of this, the opera revival, and you know, my own reaching out to Christina and reaching out to other people is that a lot of the time, you know, **I find that people are really generous and they really love helping and, and also people love talking about and sharing something that they're passionate about** than I imagined that Frankie man named who traveled from the U.S. to teach the Swedes help dancing. They are, he was just super excited that someone wants to learn this dance that, you know, he really loved as a young guy dancing in Harlem. And when Christina got my email, I mean, I can put myself in there. I mean, she will need to answer to that, but I'm sure she was like, you know, okay, it's, this girl wants to take a few minutes of my time, **but she wants to talk about something that I care about them that I think it's cool, why not?**

Nurit: [01:05:06](#) And, and I've, I've often, I've often found that that's the case, you know, also reaching out to professors, you know, now in academia, if, if I see a research that I think is interesting that I think, okay, maybe I can, you know, either replicate that or just, you know, do another take on it. I would email the people who wrote it, even if it is, I don't know, Richard Thaler, say. I haven't even done yet, but I'm just saying that, you know, just do it. And then if you get a response, great. If you don't use chalk it up to

the fact that the person is super busy and you know, no harm, no foul, but like you never know unless you try.

Kurt: [01:05:43](#) Yeah. Positive intent. And we found that with the podcast and just in general, you know, we ask, uh, a number of people, some of them, you know, people who we just are, you know, these are our heroes and, and the, the positive response even for those who sometimes say, you look, I'm just way too busy. I'd love to, you know, keep me in consideration moving forward. But there's also others who go, sure, let's, yeah, let's schedule some time. And we're like, really? That just looks by surprise and we are continually amazed. And so I agree with that

Nurit: [01:06:21](#) that cause I just thought of the perfect example that I actually, when I started all of all of this and you know, as I mentioned I was just shooting out emails to people like Christina. And other email that I sent was to Dan Ariely who is, you know, a quite well-known behavioral economists, obviously written a few best-selling books. But it's also, you know, coming from the same country as me, which in my book is a great reason to think that he might answer my email. And the thing that's really funny with Dan, really, if you ever tried to email him, you will get a very fun like automated response of, you know, I'm doing way too many things. I have way too much going on. So like I'm probably not going to answer you. And here's some frequently asked questions.

Tim: [01:07:05](#) There's links on how you can find out how I would answer. And you're exactly, exactly, it's a response. It's like three pages long.

Nurit: [01:07:16](#) He clearly took a lot of time to, you know, articulate that. But after that came that automatic thing, he actually did answer me. And not only that, it, it, it turned out that he was coming to a visit in Stockholm, not, not too long after this. And we ended up meeting in Stockholm. I even took a taxi with him to the airport. There was a lot of traffic, so I got like a good 40 minutes conversation out of this. Um, and ever since then we've actually met several times, both in Stockholm and in Israel. And I think this is another example of like, he's super busy, but I just kind of, you know, I put myself out there. He's so something genuine in my email and he chose to respond and he was anyway coming to Stockholm and like, it worked out. And so you really know and he's definitely one of my idols and Eh, you know, you need to just, they're more in, in conclusion like that

Kurt: [01:08:14](#) we have asked him to be, we've asked him to be on the podcast and we've got a pleasant response. I'm too busy and various different things, but you know, next time you see him and talk

Behavioral Grooves Transcript: Nurit Nobel

to them, just say how much fun you had. Tim knows him. We, we've met him and various different things and so we're trying to keep at him, we'll keep asking. Yeah. There you go. Uh, did you want more? More music? Are you good? That was great. All right,

Tim: [01:08:44](#) so I'm just so glad that we finally worked through the south by southwest framing.

Nurit: [01:08:51](#) No, everyone knows steady turn music on.

Tim: [01:08:58](#) Nurit, thank you so much. We have so enjoyed this conversation and we're grateful for your time.

Nurit: [01:09:04](#) It was such a pleasure. Thank you so much. Thank you.

Tim: [01:09:08](#) So we will end it there and uh,

Nurt: [01:09:11](#) this was us and it's really fun for me too.

Kurt: [01:09:18](#) Good. Good. I have to, I w we're sitting at a window here and I have to just turn this around because I just wanted to know, is it, is it, is it snowing and Stockholm today because

Nurit: [01:09:29](#) Oh my God, it's April 12th minutes. Yeah. Yes. I am Swedish. So it's German. Mostly German and Scandinavian are the two big demographic.

Tim: [01:09:59](#) I'm, I'm a minority hire, I icon, my ethnicity comes from Ireland.

Kurt: [01:10:05](#) It's important with diversity. So yeah, I think we always say that if we ever by a very unlikely case, ended up relocating to the USA trip, probably be Minnesota. That would be the least cultural shock because it's probably the,

Nurit: [01:10:21](#) wouldn't that be a black oh, that gets the idea of you and proceeded being in, in this country in Minnesota.

Tim: [01:10:31](#) Yeah. There you go. There you go. Yeah. So we are, what, five, six, seven weeks out on post production. So we have, um, we did a series with Carnegie Mellon where we were at Pittsburgh, um, and we interviewed eight professors. And so that's what April is. We're getting, we're just starting on those. Yeah. So it'll be, it'll be a while, but we'll let you know before it goes out. Yeah. And um, this was fantastic. So thank you so much. This was, this was tons of fun really. But now I'm going to text my

Behavioral Grooves Transcript: Nurit Nobel

husband that they can all come back to the apartment, you know, enjoy your evening. So thank you so much.