00:00 - Welcome to the MBA webinar on back to the office.
00:06 Welcome everybody.
00:07 Welcome to the fall semester for those of you that students
00:11 welcome to fall for alumni,
00:14 all excited to see everybody in our webinar format,
00:17 but I'm super excited to,
00:20 to welcome two of our esteemed alumni,
00:24 Allie Nemsa and Laila Jones.
00:26 I'm gonna ask each of them to introduce themselves,
00:29 Allie first, please.
00:31 - Hey everyone.
00:33 I'm Allie.
00:34 I graduated from Suffolk MBA program in 2013
00:38 and currently work as a mid-market account executive
00:41 over at HubSpot.
00:43 And I'm really excited to chat with you all
00:46 about how we're approaching the new hybrid workplace.
00:49 - Cool, thanks Allie.
00:51 Go Laila.
00:52 - And Hey everybody, I'm Laila Jones
00:54 and also a very proud Suffolk alumni
00:58 and I get a chance to spend my day working
01:00 with awesome people at Google.
01:02 I run a team there and if I had to say what my brand is
01:05 and where I add the most value it's igniting ideas,
01:09 I turn 'em into action.
01:10 So that's how I spend my time.
01:12 And I'm excited for this chat today.
01:14 - Yeah, I know, it's gonna be really fun
01:16 if I had a chance to hang out
01:17 with Laila and Allie is just, it's really fun.
01:20 So I'm super excited.
01:21 So what we're going to do is I'm going to talk to them
01:23 and we'll talk about, you know,
01:24 30 minutes and then we'll open it up for Q and A.
01:26 So get your questions ready
01:28 and as we're talking through,
01:30 of course, the question of the day is, you know,
01:34 back to the office, not back to the office,
01:36 literally right before this webinar,
01:37 my conference that was at the end of October
01:40 in Georgia just got moved to virtual one.
01:43 I'm like, great.
01:44 I spent all that time getting all my logistics in order
01:47 to not have to get out of order.
01:50 So anyway, tell us what's going on.
01:52 So Laila why don't you start,
01:53 what's Google doing and back to the office?
01:56 - What aren't we doing?
01:58 Oh my goodness.
01:59 (laughing)
02:00 We've got so many committees that are so focused
02:03 on how do we land this for all of our employees, right?
02:06 How do we make sure that it's inclusive for women?
02:09 How do we make sure it's inclusive for those
02:10 with disabilities?
02:11 How do we make sure we're inclusive
02:12 for those who don't wanna get the vaccine, right.
02:15 Well, how are we gonna manage that?
02:16 So we've had all kinds of focus groups
02:18 and surveys to try to figure out
02:20 where's the baseline of needs for our population.
02:25 And so some may know that we were supposed to go
02:28 back to the office in September
02:29 that has now been moved out based on a number of things
02:32 that I'm sure we'll talk about as we go
02:34 to these questions until next year in January.
02:37 So it has just been a really interesting time.
02:41 - Yeah.
02:42 My son is a coder for Microsoft and they're supposed to go
02:44 back to the office in October.
02:46 Now they've come back with indefinite.
02:48 (laughing)
02:50 Not even committing (laughing).
02:52 Allie, what are you seeing at HubSpot?
02:54 - It sounds like we're doing a lot of things
02:57 that are similar to what Laila mentioned,
03:00 we've created a culture that is very much remote inclusive,
03:04 have been working on different ways to make
03:07 remote HubSpotters feel like they are right
03:09 in the middle of everything from, you know,
03:11 virtual inclusive fence to our hiring process
03:15 and everything in between.
03:17 So been really interesting to see how we've adapted.
03:21 And I think that it's, you know,
03:23 only gonna keep continuing to be that, that hybrid model.
03:26 - Yeah, it's so funny.
03:29 We are back on campus.
03:30 I actually taught on campus last year,
03:32 but all my students were online.
03:33 So it was me and my tech producer in the classroom
03:37 by ourselves.
03:38 So it was really like being online.
03:39 I was just in a different location.
03:40 But now I'm back on campus
03:42 and I got to tell you the first couple of classes,
03:44 there was this joy in the classroom and not just from me,
03:47 there was joy from me being in the classroom.
03:49 It was joy from the students being in the classroom
03:52 and it was palpable.
03:53 And, but I'm also enjoying not going in four days,
03:56 five days a week, right.
03:57 I'm going in three days a week,
03:58 which just making a difference.
03:59 So what are you both doing?
04:01 What is the choice?
04:02 What are the choices that you're making right now?
04:04 And what, what did you make, you know, during COVID,
04:06 how's it changing?
04:07 Laila, go ahead.
04:08 - Well, I will say that I have the option
04:10 to go into the office now.
04:12 And if it's similar to kind of what you might think
04:15 and anybody been to a Google office is phenomenal, right?
04:17 At least, you know, it's got everything it's like,
04:19 you want to be there because it's like,
04:21 the world comes to you.
04:22 Well, it's not that way anymore because COVID made us stop,
04:25 a lot of our services.
04:26 So I kind of always have this ROI metric,
04:29 like is what I'm going to accomplish in the office
04:31 worth the extra two hours.
04:33 Now, even though I don't live two hours away,
04:35 when you factor in getting dressed, getting on the train,
04:37 walking to the office, duh-duh-duh it's two hours.
04:39 And so I always have this kind of line in the sand of,
04:42 you know, what am I gonna accomplish?
04:43 And is there an ROI for that?
04:45 And it's interesting because what I found is that I like,
04:49 there are a couple of times I've gone to the office,
04:51 I'm just not as effective.
04:53 Like, I'm not as productive.
04:54 I'm like, wow,
04:55 this is taking so much longer than like probably two seconds
04:58 from my small home office slash closet.
05:00 So it's certainly Jodi a balancing act.
05:05 It's a balancing act that I don't know how
05:09 it's going to land, but I can say this,
05:12 I'm certainly more disconnected
05:15 from feeling like I need to be there
05:17 in order to be productive.
05:19 - And do you find you miss it when you're there?
05:20 You miss being home when you're at work and you miss being
05:22 at work when you're at home?
05:24 'Cause I find that to be the truth sometimes.
05:27 - It depends, I will say that during COVID,
05:29 when everyone was home,
05:30 I was like, happy to be anywhere but here,
05:32 because there was always like wifi bandwidth contention,
05:35 and then you have to like make deals with the kids
05:37 on which hours they're going to play roadblocks,
05:38 and which ones like challenging
05:43 now that they're all back to school and out of the house,
05:46 it's, it's just as great sometimes to work here
05:48 if I really need to get, you know,
05:51 high focused type of workup.
05:53 - Very cool, very cool.
05:54 Allie, what about you?
05:55 - I'm a little bit different in a sense that I love
05:58 being in the office.
HubSpot also does a really great job of making you want to be there prior to the pandemic. You would be able to come in, bring your pups in, and they're great and I personally thrive off of, off of others and the collaboration among teams that said during the pandemic, I had planned to be a full-time in office employee. I love having a dedicated desk, my laptop, my monitor, all of my stuff there, but in a positive turn, I ended up getting a little puppy who I'm very excited about, but due to some of the rolling out of, of pre pandemic amenities, we're not currently bringing dogs in the office. Yet, so. Well, I potty trained my corgi from home when, you know, my boyfriend luckily can also work home sometimes. So we try to switch it off that way. It can go in once in a while, but at least for the near future, I'm still primarily working in the office, I mean I'm sorry, in my home office, but I do plan to go into full-time. I just, I love it. And I have a, about a 10 minute walk commute, so I can't complain too much about that. Yeah, that's really interesting. 'Cause I think what's happening is just like you heard from the three of us, we have very different whatever. We want very different things, right? And there's some crossover this Venn diagram going on here, but here's the, you know, it's interesting. I was just reading an article. There was this big exposition on getting women back to work because as you know, women were big losers in the job situation during COVID for a myriad of reasons. And low-income women took the biggest brunt of all because most of their jobs disappeared. But this particular article is really talking about how they wanted this inclusive piece, which both of you even mentioned the remote inclusive and the baseline inclusiveness. The thing is though this particular company has a policy that says, if one person is remote, then everybody run the meeting remote so that everybody gets on. And, and we know from, you know, plenty of team research that this actually makes a difference because remote, if, if, unless the majority of people are online, remote becomes, you forget about people. You totally forget that they're there because you're so engaged in the, in the moment.
What are each of your companies doing about this?
Allie, I'll start with you.
What are your companies doing anything about that?
To try to be inclusive of people who are remote
or not remote and how you blend that all together,
what are you seeing?
So we really are, and even prior to the pandemic,
we started embracing more of this, a remote culture.
A lot of HubSpotters are working remote.
It's something that every employee has the option to do.
So we, I think we were in a really good spot
in a sense that our company have been going
in that direction.
Obviously the pandemic really took it all in
and ramped everything up.
So now everything is remote virtually inclusive,
whether it be team meetings, all team meetings are on Zoom,
you know, events, any of our upcoming inbound event,
where typically we've got your 40,000 people fly to Boston
now, and last year, all virtual.
So we've really been embracing it
and trying to make everything as virtually inclusive
as we can, even the hiring
a new hire training processes have adapted.
So I think we're doing a really good job of it.
I personally don't feel like my day-to-day
has changed or any of the positives that I enjoy at HubSpot
from a culture standpoint,
I don't feel like there's been any change.
Just--
Really?
We've been because we've been focusing so much
on remote.
Oh, that's really impressive actually,
because a lot of people feel this cultural loss and real,
real sense of loss because they're missing some of it.
So that's impressive.
They've been able to do it, Laila what have you seen?
So similar type of,
of a rollout as far as making sure that all meetings
are inclusive, we've actually changed,
I don't know everybody else has this,
but like in G suite or workspace, now,
when you say you're going to in our version of it,
when you say you're going to attend a meeting,
you have the option to click virtual or in-person.
Oh that's cool.
Every meeting you accept or decline,
you can decide like,
how do I want to show up for this meeting,
as opposed to just having accept right?
That way we can have an idea of how many people are virtual.
Like the meeting organizer we make, for instance, let's,
10:25 let's say we're going to do a happy hour, right?
10:27 There's a lot of happy hours.
10:28 Let's get them together or do some kind of a dinner.
10:30 If we noticed that most people are going to be virtual,
10:32 then we might do some type of a virtual event, right.
10:36 Where people can have engagement virtually as well.
10:39 So perhaps we do both,
10:41 we do the happy hour and everybody's going to be virtual.
10:43 We use a company called Teamraderie that can, you know,
10:45 send everybody a bottle of wine.
10:46 They can do a tasting remote so that they still feel,
10:49 and we make sure a leader is also remote.
10:51 So they don't feel like they're not getting the face time.
10:53 And that works out really well for some people,
10:55 because you know what,
10:56 they don't want to spend two hours in a happy hour with you.
10:58 They do want to be able to have opportunities
11:02 I can spend 45 minutes and do the exact same thing.
11:04 (laughing)
11:06 I know it sounds crazy but there's a lot of people
11:08 that just that they prefer to be at home
11:11 and have dinner with their family,
11:12 than sit in a bar with you, right?
11:14 - Yeah, well, I think that's the thing it's like,
11:16 I think there's this, this, this nesting,
11:18 I don't know what else to call it, this return to home,
11:20 but I want to build on your point about leadership,
11:22 because I think this is a really key point.
11:25 I was just at another webinar and they were talking about,
11:29 well, I was talking about the fact
11:30 that there's a lot of leaders
11:31 who are very uncomfortable with remote work
11:35 and clearly, I don't think that's the case
11:36 of your two organizations,
11:37 but a lot of organizations, for example, Jamie Diamond of,
11:42 of Morgan Stanley, JP Morgan basically said,
11:44 everybody will be coming back.
11:46 And so you see these dictates from above
11:48 and from what I'm seeing, it seems to me
11:50 because a lot of leaders are really uncomfortable with this.
11:53 And of course in the same wall street journal piece,
11:57 they were talking about the fact that if you have,
11:59 so in this article, 57% of men wanted to work remote,
12:03 you know, two to three days a week,
12:05 67% of women wanted the same.
12:08 So there's a real differential.
12:10 And if you have leaders who want, who believe that this,
12:13 this face-to-face time is so important,
12:15 that's going to be a criteria for promotion.
12:18 So how are your organizations thinking about
12:22 their role modeling as a leader
12:26 so that they don't become remote is sort of secondary?
12:29 Are you thinking about that is,
12:30 is Google talking about that at all Laila?
So it's interesting because when you think about promotion and building your career, we try not to make it on things that are super logistic driven. It's always results driven, results and impact driven. We have very specific attributes and metrics and what we call OKR measurable outcomes that dictate that.

Now how you get those, you get those, right? So hopefully we're hoping that that will continue to be the basis for how people progress in their career. That being said, our leaders are challenged as well, right? Because this whole idea of butts in seats, very industrial evolution, right? I mean, it's like, oh my God. (laughing) Factory workers and the truth is. Now this is my opinion, the opinion around that for myself and many others is it's the control. If I can keep your butt in the seat, then I can control your inputs, right? A lot of times culture is simply, you know, kind of whatever the rituals are that you do as an organization. It's got a lot to do with control. And so now, especially in our world, it's very difficult, especially as somebody that's revenue generating, right, to say, you need to be, we're an offices, or you need to be here when the truth is, our customers are everywhere, right? And this will continue to be a trend, especially amongst what we call digital natives. Digital natives are non-traditional companies. So there are companies that are kind of born and, you know, using all digital types of technologies, those folks are everywhere, they're everywhere. Nobody is sitting if your headquarters is in Chicago, all your executives and all your people sit here. So since that is already a thing of the past, it is going to require that everybody adapt. Yeah, I'd love it too because I think that this happens is that we shift from a leadership focus to a customer focus, which is where everybody says they want to be and where we really do need to be. And I think by shifting the power like that, you actually start to be where the customers are and you don't have to be the leaders don't matter. But the only way that works is if the organization then rewards according to that, if they still reward, as in butts in seats, then that's the behavior you're going to get.
14:40 What are you seeing Allie at HubSpot?
14:43 - I think that similar to what Laila said,
14:46 there was a lot that at HubSpot that we do to make sure
14:50 that your progression your career isn't dictated by that.
14:53 So, you know, having attributes
14:55 that we're testing for during the interview process
14:58 for both remote and HubSpot employees.
15:02 So I don't think that it's having an impact on
15:04 someone's ability to progress in their career.
15:07 One thing that I feel has led to HubSpot
15:10 being really successful in this transition
15:12 and managers being effective in meeting remote teams
15:16 is that there is an entire remote spot, internal Wiki,
15:19 where they're resource leaders, everything
15:22 from the manager lifecycle, field guide,
15:26 remote addition, right.
15:27 To remote employees,
15:30 even things like how you can be a better virtual manager
15:33 or host remote inclusive events.
15:36 So anytime that you're new, you might be thinking,
15:39 how do I better lead my team through this?
15:41 Or how can I take these things that were really effective
15:43 in managing in person and translate it to virtual?
15:46 I think that we just did a really good job here
15:49 at arming leaders at HubSpot
15:51 and all employees really with guidance
15:54 on how to best do that,
15:56 which is which I've personally seen be really effective.
16:00 - Well, that's one of the key ingredients
16:02 go ahead Laila go ahead.
16:04 - I just want to build on what Allie said.
16:05 If you juxtapose that type of flexibility
16:07 from a leadership perspective
16:08 and hey, here's, we're going to try to make sure
16:10 that it's equitable and not doing this mandated, you must.
16:14 I think that the outcome could potentially
16:18 be what we're seeing fuel, what is called,
16:20 I'm sure you've heard this, the great resignation.
16:23 - Exactly (laughing).
16:24 - People have had enough
16:26 and they're like, I'm not doing that.
16:28 What COVID has taught me is,
16:29 is that I can retool and refigure
16:32 and find another way to make money.
16:34 I don't have to just take the inputs from the five people
16:37 that I've been around for the last five years, right?
16:39 So I think that if people,
16:40 the outcome of not getting this right,
16:44 the outcome is gonna be a talent,
16:48 probably a gap in the talent pipelines
16:50 because people have options now, right.
16:52 And I think that we're going to see them take that.
16:55 And for companies that don't get it or try to mandate,
16:57 I think they're gonna see a loss of talent.
People who are talented can, can go elsewhere.

Well, and I always say that too. I say, and when you think of loss of talent, it isn't your worst employees that are leaving. It's your best employees. So you gotta figure out who you wanna keep, because your best employees are they're outta here. They're just saying, (speaks in foreign language) you know, they don't have time for it. And I think it's a beautiful thing because it sort of is a strong market signal that it's hard to ignore.

The other thing that we've noticed, and this is not from a leadership perspective, but just in conversations, you know, people say, yeah, obviously I miss being in the office and the connection, but the truth is you could have connection with people just take a little bit more effort, right? It can be, you can be much more mindful and intentional. The other thing is something like, you know, I really can do my job in three days a week. (laughing) I can. There's all kinds of studies out there talking about the four day workweek or work. If I cut out all the non-essential meetings and all the things that honestly, I'm just kind of tagging along with, I don't need to be there if I cut out the commuting and I really just focused on the work that's gonna move the ball forward.

I can do this in three days a week, I can. And I think that's a beautiful thing. And why not, right, it's like, why not allow people to make the self-determination about what it is. I was just telling somebody it's like, when you do a mandate from above, you're basically telling everybody I don't trust you, and therefore, I don't want you to do it. Whereas if you give people the flexibility to make decisions about where they're going to remote work or how they're gonna work, you're giving them the trust and the autonomy to make the decisions that they want. That is a powerful signal to employees. And people wanna stay in that because they feel valued. And so I think that's, I think there's this whole transition, and this has been going on for a long time in command control leadership, which has shifted. And I think your two organizations really are role modeling some of this.

Allie, I don't know if you have any thoughts.
18:55 on what you're seeing in terms of this at HubSpot.
18:59 - Yeah, no.
19:00 I mean, I couldn't agree more.
19:01 I think that one of the,
19:03 one of my favorite things at HubSpot
19:05 is the fact that every new Hubspotter comes in
19:07 and the first thing that you do is read the culture code,
19:10 right, and so you come into the organization
19:12 having an understanding that no one is going to
19:15 hover over you and micromanage you and you you're
19:18 we have a saying that we say use GJ
19:20 use good judgment, right?
19:21 And that's kind of the overarching way that we all operate.
19:25 And I think that just inherently having that baked
19:28 into the culture from day one,
19:30 you've got this autonomy that actually allows you to do
19:33 your best work.
19:34 And I, I feel like that's been something
19:36 we've done really well for years.
19:39 What COVID has I've seen,
19:41 what COVID has allowed us to really do is take it to
19:43 that next level and say, now you're not expected in any way,
19:47 shape or form to come in the office.
19:48 It is completely up to you really UGJ,
19:53 whether it be at home or in the office.
19:54 And as long as you're, you know,
19:56 operating in the way that is expected, you,
19:59 you never have to worry about someone above you coming down
20:03 on you for choice and it's--
20:04 - Tapping you on the shoulder.
20:07 - Right and it allows you to focus
20:08 on what's important at work, right?
20:10 I don't have to decide between going to get a physical
20:13 and completing my job,
20:14 because I know that as long as I'm getting
20:16 these things done, I can, you know, fit my day,
20:19 schedule my day, the way that works best for me.
20:21 So it's just incredibly freeing and I think that a lot of,
20:25 a lot of companies that aren't operating in this way
20:27 are certainly gonna see the effects.
20:29 - Yeah, I love the word freeing.
20:31 Cause that's exactly what it feels like.
20:33 Laila, I think you wanted to come in.
20:35 - Yeah, what I was gonna say is, is, you know,
20:36 I was doing some, some,
20:38 some discussions around this and I was wondering was like,
20:41 why would a company mandate something like that?
20:45 Or why wouldn't everybody just say fine, go remote.
20:47 Right, like, what is really the downside
20:49 besides the loss of control,
20:50 besides the only thing they also haven't had to spend
20:52 as much in office costs.
20:53 I haven't been anywhere near as many challenges,
20:56 from HR perspective like there's all kinds of things
20:58 that are automatically done with
21:00 when you have a more remote culture.
21:03 And one of the things I was helped to appreciate
21:05 is it has to do a lot with government.
21:08 So take, take, take Jamie D Dylan G demon,
21:13 I always say his name or anybody who's in charge
21:17 of a large corporation.
21:18 Well, they are assuming,
21:20 and they've probably gotten tax breaks
21:22 and different things like that.
21:24 Just the fact that I'm gonna have a certain number
21:25 of workers who are gonna live here,
21:27 states make decisions based on, on that,
21:29 on how they're gonna staff schools,
21:31 how they're gonna staff all of these civil types of services
21:36 based on the number of employees that you have there.
21:39 I know State Farm, which is a big company in Bloomington,
21:43 They are 100% tied to what's going on
21:47 in the state of Illinois because, you know,
21:48 they're the number one employer in a certain area.
21:51 And so one of the reasons why I feel like, you know,
21:53 it's certainly something that's overlooked
21:55 as to why organizations have come out and said,
21:57 you know what, instead of pushing RTO back eight times
22:01 we're just going remote for a while
22:03 because there are absolutely different types of metrics
22:10 that they have for employing workers.
22:12 Because if you could choose to work in New York,
22:15 which is super expensive or work in, I don't know,
22:19 maybe Austin, Texas, where there's no income tax,
22:22 which once are you gonna choose?
22:24 And so they're trying to keep us from having that kind of
22:26 mass exodus in some of these cities where the only thing
22:29 that's keeping people here me included is, you know,
22:33 opportunity.
22:34 - Yeah, I think it's absolutely a good point,
22:37 Massachusetts and New Hampshire
22:40 were in a lawsuit over that where, you know, who,
22:43 which state do you pay the tax to when you work remote?
22:46 (laughing)
22:47 I don't know exactly what the status of that is,
22:49 but I think that makes a really good point.
22:51 I think another element is the fact that a lot of
22:53 organizations have not been set up from an outcome based,
22:57 you know,
22:58 you talked about the OKR or the KPI or whatever the
23:00 measurement tool is of, of success.
23:03 Oftentimes organizations don't know how to measure that.
23:06 So how do your organizations measure that you're being
23:09 effective, Allie, what do you, what do you see at HubSpot?
23:13 - Yeah, so being in the sales org for us,
23:17 we've always been very metric driven around revenue
23:21 that each individual's bringing in,
23:23 as well as the teams and segments as a whole.
23:25 So I think that for us,
23:26 it's a little unique in the sense that we are very much,
23:30 you know, benchmarking our revenue and metrics around that.
23:35 So other departments in HubSpot,
23:38 I know that they operate a little bit differently.
23:41 I think that, you know,
23:42 product and design of course are gonna have different
23:44 metrics than marketing,
23:46 so I can't speak too much to the other organizations,
23:49 but I'd say in, in HubSpot,
23:51 at least on the sales side of things,
23:52 it's very much been the same metrics that we used before,
23:55 which I think did make it a little easier for us to measure,
23:59 you know,
24:00 how effective people are in or outside of the office.
24:02 - Yeah, sales is always easy to measure, right?
24:05 - Right.
24:06 - Revenue.
24:06 (laughing)
24:08 Laila do you have anything to say or not?
24:11 - I was so similar to Allie, you know, obviously, you know,
24:14 revenue producing org, it's always tied to revenue,
24:17 but what I've seen is for some of our folks in finance,
24:20 certainly some of our folks in HR,
24:22 certainly some of our folks that are in product management,
24:24 we still have, you know, our, our, our core,
24:27 which is our OKR is, which is Sundar Pichai,
24:29 which is our CEO will say,
24:30 here's the things that are important
24:31 and that kind of trickles down to the organization.
24:33 And so regardless of whether you're impacting revenue
24:36 or not, you're gonna have these four measurable outcomes
24:39 that are in your business unit,
24:41 whether you get a good job or not.
24:43 Right?
24:44 And then there's certainly compensation that comes
24:46 in the forms of bonuses and things like that around there.
24:48 I also get a chance to talk to a lot of non-tech companies,
24:51 obviously, with what I do.
24:52 And I often ask, you know, you,
24:55 you can ask a senior executive, well, how are you measured?
24:57 And they might say, well,
24:58 it's on EBITDA or how are you measuring, oh, well,
25:00 it's an outcomes based on this,
25:01 but oftentimes you can talk to a person and say,
25:03 how are you measured?
25:04 When do you know you're successful in your job?
25:06 And they can't answer you.
25:07 And so what I'm hoping that this could possibly inform
25:11 is for folks to take a really hard look
25:13 at what do you do for a living?
25:14 Is it a measurable outcome?
25:16 Does it matter if you do it or not?
25:18 And if you don't,
25:19 if you can't answer those questions in a way
25:21 that it's convincing to you,
25:23 that might be a really great indicator that it's time
25:25 to do something different because those,
25:27 those roles that don't have measurable impact,
25:29 doesn't just be in sales, right.
25:31 In any function I would say are always at risk,
25:34 regardless of COVID and yeah.
25:37 - Yeah, no, I think that's true.
25:38 I think it's very true.
25:39 So I'm gonna, we're gonna start opening up for questions.
25:41 So start at throwing in your questions in the Q and A
25:44 or in the chat area,
25:45 and we'll start answering them,
25:47 while we're waiting for questions to come in,
25:50 we've got, you know, there's always the lazy employee
25:54 syndrome like this is,
25:55 I think everybody's fear is that the majority of employees
25:58 are going to be lazy, but what are you seeing?
26:01 I mean, how are the lazy factor or the person that's not
26:04 contributing to their best ability to the team?
26:07 How are they managed at your organization?
26:10 Let's start with Laila.
26:12 - Well, it's tough to be lazy at Google, right?
26:14 (laughing)
26:16 You you're going to get sniffed out and it's gonna show,
26:20 and it's not just for sales org, it's in any org,
26:22 it's pretty competitive.
26:24 And so the people that tend to be what we'll call performers
26:28 that needs some additional help.
26:30 We have a performance program that kind of helps us either
26:34 liberate them or help them continue to engage.
26:38 And we do that either by giving them
26:39 a low performance rating.
26:40 And then they have the opportunity to get that twice,
26:43 before they're offered a liberation, or figure it out
26:48 and, and, and improve.
26:49 Certainly this idea of remote working, being a indicator,
26:53 something that's going to make a lazy person lazier.
26:55 We have not seen that.
26:56 We've still seen people produce at the same level.
27:00 Probably more.
27:01 - What about datasets? - Probably more.
27:03 - Data says people are more productive, yeah.
27:05 - So that is, oh my gosh.
27:07 It's gonna make lazy people lazier
27:09 is also from the industrial revolution
27:10 because they're still,
27:11 they've still got this mindset of a blasted time clock.
27:15 So a lot of you probably aren't even old enough to know what
27:16 a timeset, you'd get a card and you'd psh-psh.
27:22 (laughing)
Make a widget and eat your lunch on the widget maker.
And that's okay, but that's not, that's not our current and it's not our future. And so you have to disconnect to have some change around that mindset.
- Yeah, what do you think, Ellie?
- I, it sounds very similar to Google to Laila's point it's very hard to be lazy at a HubSpot. I think that, you know, from a KPI standpoint, every department and every role has their metrics that they know they're gonna be measured on, you know, for our sales, obviously there are certain metrics that if you don't adhere to that, or if you fall below, you're gonna be triggered for a performance plan.
And in which case you've got a, you've got a, a set plan of things that you need to do in a certain amount of time, otherwise to borrow your term, you'll be, you know, we can liberate you, but in other departments, right, they all have their own metrics and performance review cycles in which you can identify those who might not be pulling, you know, pulling their weight or standards that we set.
So I think that we've seen as an organization, just a tremendous amount of growth during the last year or so. So it seen any sort of increase in laziness. I would say that if anything, it just reminds people that you need to be responsible and that you need to be an adult and, and, you know, we're fortunate that everybody works at HubSpot primarily everybody wants to be here, right?
- Exactly, exactly.
- Cool, so we've got a question working at a company where some jobs must be on site or in person, this person works in healthcare. They struggle to have fair and equity policy on remote hybrid work, any guidance or thoughts on navigating it? Also complex staffing groups as well, got any ideas? So basically you've got some people that are, have to be there because of their job. And some people who have more flexibility.
How do you provide equity, any thoughts on that? That's a, that's a complicated question. Of course, this is a backup you consultant answer to the question. When you say equity, what does that mean? Does that mean job equity pay equity?
- You know.
- I think at this point it's probably just remote work is still considered a perk,
29:45 I think in many organizations.
29:47 And so if people don't have the ability to do it,
29:51 they feel like they're being punished or they're not, oh,
29:53 I don't have that ability, that, that type of thing.
29:55 So I think it's equity in that sense.
29:57 - I get it.
29:58 And so I've had a lot of people that I've talked to
30:01 who had this challenge, right?
30:02 And clearly if you've got a, a,
30:07 a job where you're serving the public,
30:09 this is gonna be tough, right?
30:10 I mean, you have to be there to serve.
30:13 So that, that, I would just say that there's some, you know,
30:16 there's some table stakes there,
30:17 but assuming you're not serving the direct public,
30:19 or you're not,
30:21 what do you call the workers that were super
30:23 in need-- - Frontline.
30:24 - Frontline worker,
30:26 then there's certainly a conversation that can be had.
30:29 And while your broader organization may say,
30:31 this is our mandate,
30:32 I have had a lot of people that I've gotten a chance to
30:35 spend time with who had a one-on-one with their manager
30:37 saying I'm more effective this way.
30:40 I've been able to produce everything that I need to,
30:42 and this is what I'd like to see moving forward, right?
30:45 And give, and kind of create their own working contract
30:49 with their superiors or their,
30:52 their managing teams and speak up for what they want.
30:55 And I've seen that go really, really well people.
30:59 I haven't heard anybody who didn't get a good result
31:01 from that.
31:03 - Yeah, I have, I've seen that as well.
31:05 And then what I often tell people is, and then measure,
31:08 measure the productivity and then go shout the story
31:10 to the wind so that everybody can hear how well it worked
31:14 so that you can actually bring that privilege
31:15 to other people.
31:16 Allie, you wanna add anything?
31:18 - I mean, I'm right there with you both.
31:21 I think that there are certain jobs where it's inherently
31:23 going to be in person.
31:24 If you're a physical therapist or you're a nurse,
31:27 you're not going to be able
31:28 to do something like that remote.
31:29 Probably, although, I mean, even those professions,
31:32 I know I did some physical therapy over, over Zoom,
31:35 but I did when it was bad.
31:38 And I had recovering from, yeah, that's the,
31:41 the downside of being a dancer is that you do virtual Zumba
31:46 PT when you have to.
31:47 But I think that, you know,
31:50 if you have a role where you're being required to actually
be in office and you feel as though you could do a remote
and it could be equally, if not more effective,
I'm of the thought that document, right?
Take data to quantify your time,
quantify the results and then have a conversation.
And if it's something that you're having a conversation
internally and leadership isn't open to, you know,
that might be a sign that may be a culture
that is more open to new ideas
and change might be a good fit.
But I think of that, I am a big fan of anything you can
quantify before bringing and before bringing it up,
it just makes your case stronger.
- Yeah,
- Again, back to the great resignation.
Lots of people are doing this.
They're saying I can be effective where I am.
And companies are like, well, no, we, you know,
Bob or Jerry worked here for 75 years
and they don't want anything different.
And they're saying great, see ya.
- Yeah. - See ya!
- Got to go 'cause somebody else does.
We have another question.
The question is, how do you,
can you ask about remote work in an interview?
And what do you think about what that looks like
as you both are, you know, I'm sure you've hired people.
What are you noticing, are people willing to ask that?
Is it still risky to ask that question
or are people just saying
to do the great resignation point?
No, I'm gonna ask it
because it's a key criteria that to me working.
Are you seeing anything different?
- I think that at HubSpot
because we're actively promoting it
it hasn't been something that is,
anyone is steering away from we're actively encouraging
those questions and if you go to the Hub soccer page,
you'll see that we're very much advertising
that you have the ability to choose
what's gonna be best for you and make you the most,
the most effective employee.
So I certainly, as somebody who interviews
candidates externally, one of the conversations,
or one of the things which gets brought up in conversations
is, you know, how do you actually feel with remote work?
You know, or do you do people find
that they lose out on the culture if they opt in?
So I have noticed that as much as a roadie
and it gets the dialogue going
and the questions are less about, is this okay?
And more about, is it really as good as you say it is or is, as your website says it is to which I respond, absolutely. You know, there's things that are gonna be pros and cons, but I think, you know, the, the water coolers, the happy hours, the virtual events are certainly not slowing down here. But so yeah, I would say it's changing the nature of the questions more than anything. Oh, interesting, very interesting. Laila, are you seeing any difference?

I would say that what we, the question we typically get is, are you an in-office culture, right? That's the way it's asked. Interesting, that's a good way. Yeah, without having to be like, I'm not planning on coming in, right. So are you, are you in office culture?

And that usually gives us the opportunity to say we're hybrid da-da-da-da which we haven't actually tried yet, but we're piloting. And so that's how I've seen that question come up. The thing I've seen the most important on location and in an office versus not office is compensation, right. Ooo, talk about that yes.

Who are living in with Google, right. You've got a lot of people who live in the bay area is wicked expensive compared to Boston terms and so it's interesting that, you know, people are like, hey, I'm 30 years old and I've got three roommates in downtown San Francisco because it's so expensive. I can move to Alabama, which I can't tell you how many folks are choosing to move to Alabama because I can get a house, a mansion for 200 grand and I can still do my job from there, right? Well then how do you pay that person?

Right? Am I now less valuable and should make less money because I live in Alabama? Yeah. Should I?

And so that's why people are having this great debate because if I move to Alabama and say, this is where I'm currently gonna be, then you're gonna cut my salary and pay me for that market. That's very common, right?

That's a very in-office, you know, you're built, based on where you live.
Well, that's gotta be overhauled.
If it's just be based on my output, not on where I live,
because as we go into being more remote,
it's gonna be difficult to have those qualifiers to say,
well, my work is less valuable to the company in Alabama,
that it was in San Francisco doesn't make any sense.
And so that's where I've really seen this whole idea
of in-office versus not come down to dollars and cents.
- Yeah.
Yeah, I think that's gonna get more and more complicated
because I don't think that's gonna go away
in the short term.
It's very hard minefield to manage I think.
It's going to be interesting to see how that,
that unfolds.
We have time for one more question and it's here.
What can universities do to better prepare students
for this new way of working?
Should they be modeling this in their own operations?
Any thoughts on that?
'Cause you're, you're hiring on the other side,
but it what do we people on this side.
What should we be doing?
(laughing)
I'll let Allie go first.
I've got perspective, but I talk a lot.
No, that's a, that's a really thoughtful question.
I would say that, you know, right now I don't,
I don't think that this generation has any trouble
with like operating Zoom or actually like being on camera.
Right.
So I don't think that that would be the area of focus.
I would say more on how to better collaborate
with team members cross-functionally,
how do you branch out network
when you're not able to meet somebody in the cafeteria?
How do you, you know,
proactively network and become close and,
and reach out to people from other departments
when you are finding them on slack or getting an intro.
So I would say less about the actual day to day,
a virtual room, a virtual or remote working
and more about how do you transfer
these communication skills that you're, you know,
everybody is working 12 now
and transfer it to a virtual organization
or a remote remote role.
That would say that would be the thing
that I've seen as being the hardest.
And also something that I've personally seen an area
that as a good communicator,
having to reach out and help new hires ramp up
and just deal with her, so
- Yeah, that makes sense.
Actually, that's very thoughtful and very, because it shifts it away from oh, remote, remote, remote. And it's really, it's about these fundamental skills and you're supplying them in a different forum. I like that thinking.

- So I would agree. And I would add that if people can end the sentence, I've had a wonderful educational experience, it was hybrid, which means I wasn't on campus all the time. I went maybe once or twice to do a simulation or something like that and I still feel like I had an amazing experience then they'll no longer tie in person or remote to satisfaction. 'Cause that's just a learned behavior, learn to tie those things together and they may or may not be associated. You can still experience a lot of these same things. If we're mindful about how, you know, what experience we're giving to our students. And so I would say, A, stop marrying happiness and engagement and satisfaction with remote, right? And then B certainly what Allie mentioned is how do we then start to do this, you know, idea of having meaningful connection and interaction. That's super thoughtful, right? It's not gonna happen randomly, you're not gonna get lucky and just happen to be working, walking to the parking lot. So now how do we teach these skills so that you can still have that little and the truth interaction and the truth is your world just became bigger. The optimist in me says, the world just became bigger. You're no longer tied to just the, again, the five people who were around your cubicle, because the truth is, even though we want to say, yeah, you know, when I was in the office, I had all the opportunity in the world. No, you just talk to the same five people. (laughing) You talk to the same five people. Now you have an opportunity to expand that. And so I think if you can't hear, I'm a huge fan of remote. I like it and I, and I, and I'm a ambassador for it and will continue. - Yeah, I am too. I like the hybrid, I'm a huge fan of the hybrid. I like both, what about you, Allie? You said you're the in-person fan. - Let me put an asterisk next to that,
40:09 I'm a in-person fan on days
40:11 that I'm an in-person fan.
40:13 (laughing)
40:15 I like knowing that I have my place and if I go to my desk,
40:19 I've got my nice little stash of candy,
40:23 I also like days where I, that is it's terrifying.
40:27 But I also very much appreciate the days where I wake up
40:31 and do not wanna wear pants
40:32 or actually like be around the person, so I do like it.
40:36 I think that the knowing in the back of my mind
40:38 that if I don't want to go in today, for whatever reason,
40:41 no one is gonna be tapping on my, you know,
40:44 tapping on my shoulder or, you know, sending me a text.
40:47 I think that, that's what I really like.
40:49 It is having that, that flexibility, but.
40:53 - Yeah, yeah, so we get to choose for ourselves.
40:56 Well, Laila and Allie has been so fun talking with you
41:01 and thank you for sharing your experiences,
41:03 both personal and professional.
41:05 Hopefully our alumni and students really got a lot out
41:08 of it, I did.
41:09 And actually it was a lot of fun too.
41:10 So thank you and have a wonderful day, everybody.
41:14 - Thanks. - Bye.
41:15 - Thank you.