

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 Nems 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.

06:00 HubSpot also does a really great job  
06:02 of making you want to be there prior to the pandemic.  
06:06 You would be able to come in, bring your pups in,  
06:09 and they're great and I personally thrive off of,  
06:14 off of others and the collaboration among teams  
06:17 that said during the pandemic,  
06:20 I had planned to be a full-time in office employee.  
06:24 I love having a dedicated desk, my laptop, my monitor,  
06:27 all of my stuff there, but in a positive turn,  
06:31 I ended up getting a little puppy  
06:32 who I'm very excited about,  
06:34 but due to some of the rolling out of,  
06:39 of pre pandemic amenities,  
06:41 we're not currently bringing dogs in the office.  
06:44 Yet, yet, so.  
06:46 Well, my, well, I potty trained my corgi from home when,  
06:51 you know, my boyfriend luckily  
06:53 can also work home sometimes.  
06:54 So we try to switch it off that way.  
06:56 It can go in once in a while,  
06:57 but at least for the near future,  
07:00 I'm still primarily working in the office, I mean I'm sorry,  
07:03 in my home office, but I do plan to go into full-time.  
07:06 I just, I love it.  
07:08 And I have a, about a 10 minute walk commute,  
07:11 so I can't complain too much about that.  
07:15 - Yeah, that's really interesting.  
07:16 'Cause I think what's happening is just like you heard  
07:18 from the three of us, we have very different whatever.  
07:20 We want very different things, right?  
07:22 And there's some crossover this Venn diagram going on here,  
07:25 but here's the, you know, it's interesting.  
07:27 I was just reading an article.  
07:27 There was this big exposition on getting women back to work  
07:30 because as you know,  
07:31 women were big losers in the job situation during COVID  
07:36 for a myriad of reasons.  
07:38 And low-income women took the biggest brunt of all  
07:41 because most of their jobs disappeared.  
07:43 But this particular article is really talking about how they  
07:46 wanted this inclusive piece,  
07:47 which both of you even mentioned the remote inclusive  
07:50 and the baseline inclusiveness.  
07:52 The thing is though this particular company has a policy  
07:55 that says, if one person is remote,  
07:57 then everybody run the meeting remote  
08:00 so that everybody gets on.  
08:01 And, and we know from, you know,  
08:03 plenty of team research that this actually  
08:04 makes a difference because remote, if, if,  
08:07 unless the majority of people are online, remote becomes,  
08:10 you forget about people.  
08:11 You totally forget that they're there  
08:13 because you're so engaged in the, in the moment.

08:15 What are each of your companies doing about this?  
08:18 Allie, I'll start with you.  
08:19 What are your companies doing anything about that?  
08:21 To try to be inclusive of people who are remote  
08:24 or not remote and how you blend that all together,  
08:27 what are you seeing?  
08:28 - So we really are, and even prior to the pandemic,  
08:31 we started embracing more of this, a remote culture.  
08:35 A lot of HubSpotters are working remote.  
08:37 It's something that every employee has the option to do.  
08:40 So we, I think we were in a really good spot  
08:44 in a sense that our company have been going  
08:46 in that direction.  
08:48 Obviously the pandemic really took it all in  
08:50 and ramped everything up.  
08:52 So now everything is remote virtually inclusive,  
08:56 whether it be team meetings, all team meetings are on Zoom,  
09:00 you know, events, any of our upcoming inbound event,  
09:03 where typically we've got your 40,000 people fly to Boston  
09:07 now, and last year, all virtual.  
09:10 So we've really been embracing it  
09:12 and trying to make everything as virtually inclusive  
09:15 as we can, even the hiring  
09:17 a new hire training processes have adapted.  
09:21 So I think we're doing a really good job of it.  
09:23 I personally don't feel like my day-to-day  
09:26 has changed or any of the,  
09:28 any of the positives that I enjoy at HubSpot  
09:31 from a culture standpoint,  
09:34 I don't feel like there's been any change.  
09:36 Just--  
09:36 - Really?  
09:37 - We've been because we've been focusing so much  
09:40 on, on remote.  
09:41 - Oh, that's really impressive actually,  
09:43 because a lot of people feel this cultural loss and real,  
09:47 real sense of loss because they're missing some of it.  
09:49 So that's impressive.  
09:50 They've been able to do it, Laila what have you seen?  
09:54 - So similar type of,  
09:55 of a rollout as far as making sure that all meetings  
09:58 are inclusive, we've actually changed,  
10:00 I don't know everybody else has this,  
10:01 but like in G suite or workspace, now,  
10:04 when you say you're going to in our version of it,  
10:06 when you say you're going to attend a meeting,  
10:08 you have the option to click virtual or in-person.  
10:10 - Oh that's cool.  
10:11 - Every meeting you accept or decline,  
10:13 you can decide like,  
10:14 how do I want to show up for this meeting,  
10:17 as opposed to just having accept right?  
10:19 That way we can have an idea of how many people are virtual.  
10:22 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?

12:33 - So it's interesting because when you think about promotion  
12:36 and building your career,  
12:38 we try not to make it on things  
12:41 that are super logistic driven.  
12:42 It's always results driven, results and impact driven.  
12:45 We have very specific attributes and metrics  
12:48 and what we call OKR measurable outcomes  
12:51 that dictate that.  
12:52 Now how you get those, you get those, right?  
12:54 So hopefully we're hoping that that will continue  
12:57 to be the basis for how people progress in their career.  
13:00 That being said, our leaders are challenged as well, right?  
13:05 Because this whole idea of butts in seats,  
13:06 very industrial evolution, right?  
13:08 - Oh, even pre, even pre.  
13:10 I mean, it's like, oh my God.  
13:12 (laughing)  
13:13 - Factory workers and the truth is.  
13:15 Now this is my opinion,  
13:17 the opinion around that for myself and many others is  
13:20 it's the control.  
13:22 If I can keep your butt in the seat,  
13:24 then I can control your inputs, right?  
13:28 A lot of times culture is simply, you know,  
13:30 kind of whatever the rituals are that you do  
13:32 as an organization.  
13:32 It's got a lot to do with control.  
13:34 And so now, especially in our world, it's very difficult,  
13:38 especially as somebody that's revenue generating, right,  
13:41 to say, you need to be, we're an offices,  
13:43 or you need to be here when the truth is,  
13:44 our customers are everywhere, right?  
13:47 And this will continue to be a trend,  
13:48 especially amongst what we call digital natives.  
13:50 Digital natives are non-traditional companies.  
13:52 So there are companies that are kind of born and, you know,  
13:55 using all digital types of technologies,  
13:57 those folks are everywhere, they're everywhere.  
14:00 Nobody is sitting if your headquarters is in Chicago,  
14:02 all your executives and all your people sit here.  
14:05 So since that is already a thing of the past,  
14:08 it is going to require that everybody adapt.  
14:12 - Yeah, I'd love it too  
14:13 because I think that this happens is that we shift  
14:15 from a leadership focus to a customer focus,  
14:18 which is where everybody says they want to be  
14:19 and where we really do need to be.  
14:21 And I think by shifting the power like that,  
14:25 you actually start to be where the customers are  
14:27 and you don't have to be the leaders don't matter.  
14:30 But the only way that works is if the organization  
14:33 then rewards according to that, if they still reward,  
14:36 as in butts in seats,  
14:38 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.



17:00 People who are talented can, can go elsewhere.  
17:03 - Well, and I always say that too.  
17:04 I say, and when you think of loss of talent,  
17:06 it isn't your worst employees that are leaving.  
17:09 It's your best employees.  
17:10 So you gotta figure out who you wanna keep,  
17:12 because your best employees are they're outta here.  
17:14 They're just saying, (speaks in foreign language)  
17:16 you know, they don't have time for it.  
17:17 And I think it's a beautiful thing  
17:19 because it sort of is a strong market signal  
17:21 that it's hard to ignore.  
17:24 - The other thing that we've noticed,  
17:25 and this is not from a leadership perspective,  
17:26 but just in conversations, you know, people say, yeah,  
17:29 obviously I miss being in the office and the connection,  
17:31 but the truth is you could have connection with people  
17:33 just take a little bit more effort, right?  
17:35 It can be, you can be much more mindful and intentional.  
17:38 The other thing is something like, you know,  
17:39 I really can do my job in three days a week.  
17:42 (laughing)  
17:44 I can!  
17:44 There's all kinds of studies out there talking about  
17:47 the four day workweek or work.  
17:49 If I cut out all the non-essential meetings  
17:52 and if I cut out all the things that honestly,  
17:54 I'm just kind of tagging along with,  
17:56 I don't need to be there if I cut out the commuting  
17:58 and I really just focused on the work  
18:00 that's gonna move the ball forward.  
18:01 I can do this in three days a week, I can.  
18:04 And I think that's a beautiful thing.  
18:07 - And why not, right, it's like,  
18:09 why not allow people to make the self-determination  
18:12 about what it is.  
18:13 I was just telling somebody it's like,  
18:15 when you do a mandate from above,  
18:17 you're basically telling everybody I don't trust you,  
18:22 and therefore, I don't want you to do it.  
18:24 Whereas if you give people the flexibility to make decisions  
18:26 about where they're going to remote work  
18:29 or how they're gonna work,  
18:30 you're giving them the trust and the autonomy  
18:33 to make the decisions that they want.  
18:35 That is a powerful signal to employees.  
18:38 And people wanna stay in that because they feel valued.  
18:41 And so I think that's,  
18:42 I think there's this whole transition,  
18:45 and this has been going on for a long time  
18:46 in command control leadership, which has shifted.  
18:49 And I think your two organizations really  
18:51 are role modeling some of this.  
18:54 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,  
21:42 Bloomington, Illinois.  
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?  
22:23 - Exactly. - Right.  
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)

27:25 Make a widget and eat your lunch on the widget maker.  
27:27 And that's okay, but that's not,  
27:29 that's not our current and it's not our future.  
27:32 And so you have to disconnect to have some change  
27:35 around that mindset.  
27:36 - Yeah, what do you think, Ellie?  
27:38 - I, it sounds very similar to Google to Laila's point  
27:42 it's very hard to be lazy at a HubSpot.  
27:45 I think that, you know, from a KPI standpoint,  
27:48 every department and every role has their metrics that they  
27:52 know they're gonna be measured on, you know,  
27:54 for our sales, obviously there are certain metrics  
27:57 that if you don't adhere to that, or if you fall below,  
28:01 you're gonna be triggered for a performance plan.  
28:03 And in which case you've got a, you've got a,  
28:06 a set plan of things that you need to do  
28:08 in a certain amount of time,  
28:09 otherwise to borrow your term, you'll be, you know,  
28:11 we can liberate you, but in other departments, right,  
28:16 they all have their own metrics and performance review  
28:19 cycles in which you can identify those who might not be  
28:24 pulling, you know,  
28:25 pulling their weight or standards that we set.  
28:28 So I think that we've seen as an organization,  
28:32 just a tremendous amount of growth during the last,  
28:35 you know, during the last year or so.  
28:37 So it, it seen any sort of increase in laziness.  
28:42 I would say that if anything,  
28:44 it just reminds people that you need to be responsible  
28:48 and that you need to be an adult and, and, you know,  
28:51 we're fortunate that everybody works at HubSpot  
28:54 primarily everybody wants to be here, right?  
28:56 - Exactly, exactly.  
28:58 - So that's definitely part of it too.  
29:00 - Cool, so we've got a question working at a company  
29:03 where some jobs must be on site or in person,  
29:06 this person works in healthcare.  
29:08 They struggle to have fair and equity policy  
29:10 on remote hybrid work,  
29:11 any guidance or thoughts on navigating it?  
29:14 Also complex staffing groups as well, got any ideas?  
29:19 So basically you've got some people that are,  
29:21 have to be there because of their job.  
29:22 And some people who have more flexibility.  
29:24 How do you provide equity, any thoughts on that?  
29:26 That's a, that's a complicated question.  
29:28 - When you say equity, all right.  
29:30 Of course, this is a backup you consultant answer  
29:33 to the question.  
29:34 When you say equity, what does that mean?  
29:34 Does that mean job equity pay equity?  
29:37 You know.  
29:38 - I think at this point it's probably just  
29:42 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

31:54 be in office and you feel as though you could do a remote  
31:56 and it could be equally, if not more effective,  
31:59 I'm of the thought that document, right?  
32:03 Take data to quantify your time,  
32:06 quantify the results and then have a conversation.  
32:09 And if it's something that you're having a conversation  
32:12 internally and leadership isn't open to, you know,  
32:14 that might be a sign that may be a culture  
32:16 that is more open to new ideas  
32:18 and change might be a good fit.  
32:19 But I think of that, I am a big fan of anything you can  
32:22 quantify before bringing and before bringing it up,  
32:25 it just makes your case stronger.  
32:27 - Yeah,  
32:28 - Again, back to the great resignation.  
32:31 Lots of people are doing this.  
32:33 They're saying I can be effective where I am.  
32:36 And companies are like, well, no, we, you know,  
32:38 Bob or Jerry worked here for 75 years  
32:40 and they don't want anything different.  
32:42 And they're saying great, see ya.  
32:45 - Yeah. - See ya!  
32:46 - Got to go 'cause somebody else does.  
32:48 (laughing)  
32:50 We have another question.  
32:52 The question is, how do you,  
32:54 can you ask about remote work in an interview?  
32:58 And what do you think about what that looks like  
33:01 as you both are, you know, I'm sure you've hired people.  
33:04 What are you noticing, are people willing to ask that?  
33:06 Is it still risky to ask that question  
33:08 or are people just saying  
33:10 to do the great resignation point?  
33:12 No, I'm gonna ask it  
33:13 because it's a key criteria that to me working.  
33:15 Are you seeing anything different?  
33:18 - I think that at HubSpot  
33:19 because we're actively promoting it  
33:22 it hasn't been something that is,  
33:24 anyone is steering away from we're actively encouraging  
33:27 those questions and if you go to the Hub soccer page,  
33:31 you'll see that we're very much advertising  
33:34 that you have the ability to choose  
33:36 what's gonna be best for you and make you the most,  
33:37 the most effective employee.  
33:39 So I certainly, as somebody who interviews  
33:42 candidates externally, one of the conversations,  
33:46 or one of the things which gets brought up in conversations  
33:49 is, you know, how do you actually feel with remote work?  
33:51 You know, or do you do people find  
33:53 that they lose out on the culture if they opt in?  
33:56 So I have noticed that as much as a roadie  
33:59 and it gets the dialogue going  
34:00 and the questions are less about, is this okay?



34:03 And more about, is it really as good as you say it is or is,  
34:07 as your website says it is to which I respond, absolutely.  
34:10 You know, there's things that are gonna be pros and cons,  
34:13 but I think, you know, the, the water coolers,  
34:16 the happy hours,  
34:17 the virtual events are certainly not slowing down here.  
34:22 But so yeah,  
34:24 I would say it's changing the nature of the questions more  
34:26 than anything.  
34:27 - Oh, interesting, very interesting.  
34:28 Laila, are you seeing any difference?  
34:31 - I would say that what we, the question  
34:33 we typically get is, are you an in-office culture, right?  
34:37 That's the way it's asked.  
34:39 - Interesting, that's a good way.  
34:42 - Yeah, without having to be like,  
34:43 I'm not planning on coming in, right.  
34:45 So are you, are you in office culture?  
34:49 And that usually gives us the opportunity  
34:50 to say we're hybrid da-da-da-da  
34:53 which we haven't actually tried yet,  
34:55 but we're piloting.  
34:57 And so that's how I've seen that question come up.  
35:00 The thing I've seen the most important on location  
35:04 and in an office versus not office is compensation, right.  
35:07 - Ooo, talk about that yes.  
35:09 - Who are living in with Google, right.  
35:12 You've got a lot of people who live in the bay area  
35:14 is wicked expensive compared to Boston terms  
35:17 and so it's interesting that,  
35:20 you know, people are like,  
35:21 hey, I'm 30 years old  
35:22 and I've got three roommates in downtown San Francisco  
35:25 because it's so expensive.  
35:26 I can move to Alabama,  
35:28 which I can't tell you how many folks are choosing  
35:31 to move to Alabama because I can get a house,  
35:33 a mansion for 200 grand and I can still do my job  
35:38 from there, right?  
35:39 Well then how do you pay that person?  
35:41 Right?  
35:42 Am I now less valuable and should make less money  
35:45 because I live in Alabama?  
35:47 - Yeah.  
35:48 - Should I?  
35:49 And so that's why people are having this great debate  
35:50 because if I move to Alabama and say,  
35:52 this is where I'm currently gonna be,  
35:54 then you're gonna cut my salary  
35:55 and pay me for that market.  
35:57 That's very common, right?  
35:58 That's a very in office, you know, you're built,  
36:00 you know, the salaries are different  
36:02 based on where you live.

36:03 Well, that's gotta be overhauled.  
36:04 It'd just be based on my output, not on where I live,  
36:08 because as we go into being more remote,  
36:11 it's gonna be difficult to have those qualifiers to say,  
36:13 well, my work is less valuable to the company in Alabama,  
36:16 that it was in San Francisco doesn't make any sense.  
36:19 And so that's where I've really seen this whole idea  
36:24 of in-office versus not come down to dollars and cents.  
36:28 - Yeah.  
36:29 Yeah, I think that's gonna get more and more complicated  
36:31 because I don't think that's gonna go away  
36:33 in the short term.  
36:33 It's very hard minefield to manage I think.  
36:37 It's going to be interesting to see how that,  
36:39 that unfolds.  
36:40 We have time for one more question and it's here.  
36:42 What can universities do to better prepare students  
36:45 for this new way of working?  
36:47 Should they be modeling this in their own operations?  
36:50 Any thoughts on that?  
36:53 'Cause you're, you're hiring on the other side,  
36:54 but it what do us people on this side.  
36:57 What should we be doing?  
36:58 (laughing)  
37:00 - I'll let Allie go first.  
37:01 I've got perspective, but I talk a lot.  
37:04 - No, that's a, that's a really thoughtful question.  
37:06 I would say that, you know, right now I don't,  
37:08 I don't think that this generation has any trouble  
37:11 with like operating Zoom or actually like being on camera.  
37:14 Right.  
37:15 So I don't think that that would be the area of focus.  
37:18 I would say more on how to better collaborate  
37:21 with team members cross-functionally,  
37:23 how do you branch out network  
37:25 when you're not able to meet somebody in the cafeteria?  
37:29 How do you, you know,  
37:31 proactively network and become close and,  
37:33 and reach out to people from other departments  
37:36 when you are finding them on slack or getting an intro.  
37:40 So I would say less about the actual day to day,  
37:43 a virtual room, a virtual or remote working  
37:46 and more about how do you transfer  
37:49 these communication skills that you're, you know,  
37:52 that everybody is working 12 now  
37:54 and transfer it to a virtual organization  
37:57 or a remote remote role.  
38:00 That would say that would be the thing  
38:01 that I've seen as being the hardest.  
38:04 And also something that I've personally seen an area  
38:08 that as a good communicator,  
38:09 having to reach out and help new hires ramp up  
38:13 and just deal with her, so  
38:16 - Yeah, that makes sense.

38:16 Actually, that's very thoughtful and very,  
38:18 because it shifts it away from oh, remote, remote, remote.  
38:21 And it's really, it's about these fundamental skills  
38:23 and you're supplying them in a different forum.  
38:25 I like that thinking.  
38:26 Laila.  
38:27 - So I would agree.  
38:28 And I would add that if people can end the sentence,  
38:33 I've had a wonderful educational experience,  
38:36 it was hybrid, which means I wasn't on campus all the time.  
38:38 I went maybe once or twice to do a simulation  
38:41 or something like that  
38:42 and I still feel like I had an amazing experience  
38:45 then they'll no longer tie in person  
38:48 or remote to satisfaction.  
38:50 'Cause that's just a learned behavior,  
38:51 learn to tie those things together  
38:53 and they may or may not be associated.  
38:55 You can still experience a lot of these same things.  
38:58 If we're mindful about how, you know,  
38:59 what experience we're giving to our students.  
39:01 And so I would say, A,  
39:03 stop marrying happiness and engagement and satisfaction  
39:07 with remote, right?  
39:08 And then B certainly what Allie mentioned is how do we then  
39:11 start to do this, you know,  
39:12 idea of having meaningful connection and interaction.  
39:17 That's super thoughtful, right?  
39:19 It's not gonna happen randomly,  
39:20 you're not gonna get lucky and just happen to be working,  
39:22 walking to the parking lot.  
39:23 So now how do we teach these skills  
39:25 so that you can still have that little  
39:27 and the truth interaction  
39:28 and the truth is your world just became bigger.  
39:31 - Yeah. - Right.  
39:32 The optimist in me says, the world just became bigger.  
39:35 You're no longer tied to just the, again,  
39:39 the five people who were around your cubicle,  
39:41 because the truth is, even though we want to say, yeah,  
39:44 you know, when I was in the office,  
39:45 I had all the opportunity in the world.  
39:46 No, you just talk to the same five people.  
39:47 (laughing)  
39:49 You talk to the same five people.  
39:50 Now you have an opportunity to expand that.  
39:53 And so I think if you can't hear, I'm a huge fan of remote.  
39:56 I like it and I, and I,  
39:57 and I'm an ambassador for it and will continue.  
40:00 - Yeah, I am too.  
40:01 I like the hybrid, I'm a huge fan of the hybrid.  
40:03 I like both, what about you, Allie?  
40:04 You said you're the in-person fan.  
40:07 - 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.