

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.