

1 00:05:10,500 -> 00:05:12,300 Welcome to welcome.

2 00:05:12,300 -> 00:05:17,200 This is our hybrid event, and we are here in Las Vegas.

3 00:05:17,200 -> 00:05:19,500 We're really excited to have you today.

4 00:05:19,700 -> 00:05:22,400 I see a bunch of folks and chat right now.

5 00:05:22,600 -> 00:05:24,100 Sonny Sonoma.

6 00:05:24,100 -> 00:05:26,500 We have got folks and Brazil.

7 00:05:26,500 -> 00:05:29,600 Wow, Seattle, representing NorCal.

8 00:05:29,700 -> 00:05:31,500 Okay, here we go, Colorado.

9 00:05:31,700 -> 00:05:32,700 Great to see you.

10 00:05:32,700 -> 00:05:36,200 Let us drop some love, drop some love and chat.

11 00:05:36,300 -> 00:05:37,500 So we have got a full.

12 00:05:37,500 -> 00:05:39,200 Agenda for you today.

13 00:05:39,400 -> 00:05:43,000 And before we jump in, let us do a quick little pool.

14 00:05:43,200 -> 00:05:43,900 I have got Linda.

15 00:05:43,900 -> 00:05:47,300 Of course, my amazing producer in The Green Room.

16 00:05:47,700 -> 00:05:49,000 You put that right up.

17 00:05:49,000 -> 00:05:50,900 All right, the big question for today.

18 00:05:50,900 -> 00:05:54,400 How comfortable are you with hybrid events?

19 00:05:54,900 -> 00:05:56,000 How many of you would say?

20 00:05:56,000 -> 00:05:58,000 I got this hybrid is life.

21 00:05:58,000 -> 00:05:59,100 It's in my bones.

22 00:05:59,100 -> 00:06:02,100 Are you're comfortable with it or not?

23 00:06:02,100 -> 00:06:02,400 Really?

24 00:06:02,400 -> 00:06:03,000 Sure.

25 00:06:03,100 -> 00:06:04,900 No way not today with hybrid.

26 00:06:04,900 -> 00:06:07,000 Okay, and not sure sir.

27 00:06:07,600 -> 00:06:08,100 All right.

28 00:06:08,100 -> 00:06:13,300 Well, this is good that you're here because today we have got a packed out agenda.

29 00:06:13,400 -> 00:06:21,200 We're going to start off with a Founders greeting, and then we're going to go into some of the key ingredients for engagement.

30 00:06:21,200 -> 00:06:29,700 These are the elements that truly make, whether you're in person or whether your virtual, it makes it an engaging event.

31 00:06:29,700 -> 00:06:37,400 So we're going to go through those elements and then go into the hybrid production, walkthrough with some of our very own hybrid.

32 00:06:37,600 -> 00:06:42,100 Experts who are helping support our customers today with their hybrid events.

33 00:06:42,200 -> 00:06:45,500 And then we're going to open up it up for interactive QA.

34 00:06:45,800 -> 00:06:49,400 So jumping into some housekeeping notes.

35 00:06:49,400 -> 00:06:51,500 Obviously, you see our chat.

36 00:06:51,500 -> 00:06:52,900 It is lit.

37 00:06:52,900 -> 00:06:53,700 Thank you.

38 00:06:53,700 -> 00:06:56,900 Love seeing the fires and the love and the rocket ships.

39 00:06:56,900 -> 00:06:57,300 Hello.

40 00:06:57,300 -> 00:07:00,100 Alex charlena in the house.

41 00:07:00,200 -> 00:07:05,100 So good to see you all and note that throughout this entire event.

42 00:07:05,200 -> 00:07:07,400 We would love for you to drop your questions.

43 00:07:07,500 -> 00:07:10,100 In QA, so, feel free to the.

44 00:07:10,100 -> 00:07:13,200 You see that tab to the right next to chat.

45 00:07:13,200 -> 00:07:17,900 Just dropping your questions there and feel free to raise your hand at any time.

46 00:07:17,900 -> 00:07:20,600 If you have a question, and we will pull you right up.

47 00:07:20,600 -> 00:07:21,100 Okay.

48 00:07:21,100 -> 00:07:31,300 So with that, this is our drumroll moment before we get to the secret sauce of our hybrid events and bring you a little bit under the hood.

49 00:07:31,500 -> 00:07:34,700 We want to invite our Founders to the state.

50 00:07:34,700 -> 00:07:37,400 Here's a warm greeting from Roberto CEO.

51 00:07:37,600 -> 00:07:43,400 And co-founder Jerry president and co-founder
and tiger CTO and co-founder.

52 00:14:39,300 -> 00:14:39,900 Harry went.

53 00:14:39,900 -> 00:14:41,900 Thanks so much for being patient with us.

54 00:14:41,900 -> 00:14:44,700 We have had a little bit of audio tweaks here.

55 00:14:44,700 -> 00:14:50,700 And there, you know what, I have actually got
our CEO Rob here.

56 00:14:50,800 -> 00:14:51,300 Let us go.

57 00:14:52,200 -> 00:14:53,200 We're gonna do this.

58 00:14:53,500 -> 00:14:54,200 What's up Gina.

59 00:14:54,200 -> 00:14:56,800 This is the amazing thing about virtualization.

60 00:14:56,800 -> 00:14:57,400 Can't fake.

61 00:14:57,400 -> 00:14:57,700 It.

62 00:14:57,800 -> 00:14:58,300 It's real.

63 00:14:58,300 -> 00:14:58,800 That's right.

64 00:14:58,800 -> 00:14:59,700 You have to be performed.

65 00:14:59,700 -> 00:15:00,800 We call it second cup.

66 00:15:01,200 -> 00:15:01,400 All right.

67 00:15:01,400 -> 00:15:04,300 The ability to say, you know what, technology
will.

68 00:15:04,300 -> 00:15:09,400 So you can kind of time you have to have an
idea to enter locksmith go up and The wrong.

69 00:15:09,600 -> 00:15:10,100 That's right.

70 00:15:10,100 -> 00:15:10,400 Yeah.

71 00:15:10,500 -> 00:15:13,200 So we have got a bunch of folks here.

72 00:15:13,200 -> 00:15:17,800 Interesting, learning about hybrid and is here
at a little bit more about how you're thinking about it as well.

73 00:15:17,900 -> 00:15:19,200 And what is our students is?

74 00:15:19,200 -> 00:15:19,800 Welcome.

75 00:15:20,000 -> 00:15:20,300 Wait.

76 00:15:20,300 -> 00:15:20,700 Okay.

77 00:15:20,800 -> 00:15:22,100 So first of all hybrid, right?

78 00:15:22,100 -> 00:15:22,600 Why are we here?

79 00:15:22,700 -> 00:15:23,700 Why are you guys doing in?

80 00:15:23,700 -> 00:15:25,900 Why do we have an employee here with us today?

81 00:15:26,500 -> 00:15:35,200 I think going back to where we are today, even the pandemic, you know that it's a nice world and remote is here today.

82 00:15:35,500 -> 00:15:38,500 The challenge is how do you connect people in a remote world?

83 00:15:38,800 -> 00:15:39,400 How do you do that?

84 00:15:39,400 -> 00:15:42,400 Well, and so we have remote figured out technology.

85 00:15:42,400 -> 00:15:45,400 Enables people to show up on video and have conversations.

86 00:15:46,000 -> 00:15:48,600 But then the challenge becomes how do you do that between two parties?

87 00:15:49,600 -> 00:15:53,300 How do you do that with people that are in office and people that are working from home?

88 00:15:54,000 -> 00:15:54,700 How do you do that?

89 00:15:54,700 -> 00:16:01,900 If you're throwing an external experience and folks are tuning in from another country, but they still want to be part of that core experience.

90 00:16:02,700 -> 00:16:08,600 You know, it's funny because I was talking to the founders even before we kick off here today and the idea was really around.

91 00:16:09,100 -> 00:16:09,600 You know what?

92 00:16:09,600 -> 00:16:15,300 Our customers are saying and what our customers are actually running into there's some common problems, right?

93 00:16:15,300 -> 00:16:18,400 The biggest challenge is kind of bubbling up to the top.

94 00:16:18,800 -> 00:16:20,000 Number one is known.

95 00:16:20,000 -> 00:16:21,500 How is like, how do I do this?

96 00:16:21,500 -> 00:16:22,200 How do I do this?

97 00:16:22,200 -> 00:16:36,100 Well, right, part of it is like, how do I orchestrate this for two audiences, you know if we take a step back, and we look at hybrid and is basic form, its we have people that are in one place in person.

98 00:16:36,400 -> 00:16:37,400 You have people that are remote.

99 00:16:38,200 -> 00:16:41,300 And these are two parties and you can serve those two parties, really.

100 00:16:41,300 -> 00:16:43,800 Well, right thing by like an NFL game.

101 00:16:43,900 -> 00:16:45,100 There're folks in an arena.

102 00:16:45,100 -> 00:16:47,800 They're having an in-person experience that's phenomenal.

103 00:16:48,500 -> 00:16:50,900 And then you have people in living rooms around the country.

104 00:16:51,200 -> 00:16:53,300 Also, engaging in a remote experience.

105 00:16:53,600 -> 00:16:54,500 The challenge becomes.

106 00:16:54,500 -> 00:16:56,300 How do you merge two universes?

107 00:16:56,300 -> 00:16:57,500 That sounds like a challenge.

108 00:16:57,500 -> 00:16:58,400 It does, it does.

109 00:16:58,700 -> 00:17:07,300 And so on of the things we have been, we have been working on that welcome is building the technology that allows folks to drive real time experiences.

110 00:17:07,599 -> 00:17:10,400 And so, Tiger who's our CTO at our company?

111 00:17:10,700 -> 00:17:13,300 It's really about focusing on Building Technology.

112 00:17:13,800 -> 00:17:15,800 That's built for real-time engagement.

113 00:17:16,400 -> 00:17:16,900 Right?

114 00:17:17,000 -> 00:17:18,300 And you look at real-time engagement.

115 00:17:18,300 -> 00:17:20,200 That means rho time down to the second.

116 00:17:20,400 -> 00:17:30,800 That means as folks that are sitting in the audience and focuses are at home, should be able to experience down to the second real-time content engagement, that makes sense.

117 00:17:31,200 -> 00:17:31,800 Makes sense.

118 00:17:31,800 -> 00:17:33,100 So it's like, so we do that.

119 00:17:33,100 -> 00:17:34,400 Well, then what?

120 00:17:34,500 -> 00:17:36,400 What else do we baked on top of it?

121 00:17:36,700 -> 00:17:37,800 And that's our engagement layer?

122 00:17:38,000 -> 00:17:38,100 R.

123 00:17:38,500 -> 00:17:43,600 So you get video streaming right audio video, make sure that's real time.

124 00:17:44,000 -> 00:17:46,300 Then there's the question about engagement.

125 00:17:46,500 -> 00:17:57,400 Now folks that are sitting in audience and folks that are sitting in a person and remote what happens when they both want to engage at the same time and feed from one another.

126 00:17:57,900 -> 00:17:59,900 This is where it gets convoluted really quickly.

127 00:18:00,200 -> 00:18:02,400 Turns out that in our audience.

128 00:18:02,600 -> 00:18:07,900 We have a bunch of employees right now on their mobile devices and you're able to engage in real-time.

129 00:18:08,000 -> 00:18:10,100 I am so we can get some chat happening.

130 00:18:10,400 -> 00:18:11,900 We're going to have some chat happening right now.

131 00:18:11,900 -> 00:18:16,700 In real time from our employees from their phone, their listen to us in the audience.

132 00:18:17,000 -> 00:18:28,000 But also our virtual attendees can also engage at the same time, and they can see that happening with remote attendees and in-person attendees, and that's really amazing.

133 00:18:28,000 -> 00:18:34,800 Because if you think about just the different types of personalities and wirings, like I am thinking about introverts versus extroverts.

134 00:18:35,100 -> 00:18:47,200 And how, you know, oftentimes, when you're in person Event and all the extroverts get to raise their hand and maybe the squeakiest wheel, but now that there's opportunity to drop those questions.

135 00:18:47,200 -> 00:18:50,100 Even if you're not comfortable going to the Mike and ask you a question.

136 00:18:50,100 -> 00:18:58,500 Yeah, I mean talk to us a little bit about you say a lot about Equitable experiences and how technology enables that.

137 00:18:58,500 -> 00:18:58,900 Yeah.

138 00:18:59,500 -> 00:18:59,800 Yeah.

139 00:18:59,800 -> 00:19:02,000 I mean you're hitting it rights on the head, right?

140 00:19:03,100 -> 00:19:04,100 Equitable experiences.

141 00:19:04,100 -> 00:19:05,000 In fact that welcome.

142 00:19:05,000 -> 00:19:07,800 We have a Core Company value that speaks to open doors.

143 00:19:08,800 -> 00:19:13,700 And open doors is about providing access, and we can go technology that provides access.

144 00:19:15,100 -> 00:19:17,900 The challenge though becomes going back to how people are wired.

145 00:19:18,800 -> 00:19:25,000 Some folks never want to step foot in an office because they were ready, change their lives and their work style.

146 00:19:25,000 -> 00:19:26,100 And said, you know what?

147 00:19:26,600 -> 00:19:27,500 This is my new normal.

148 00:19:28,400 -> 00:19:30,900 I actually changed the way I work and it works really well.

149 00:19:31,500 -> 00:19:32,900 I get to see my kiddos in the morning.

150 00:19:32,900 -> 00:19:35,300 I have flexible hours and I can do this.

151 00:19:36,300 -> 00:19:37,000 I want to stay here.

152 00:19:37,100 -> 00:19:39,400 This is where I am like doing my best work.

153 00:19:39,900 -> 00:19:44,900 Now that person let us say she's living in Alabama, and she's a phenomenal engineer.

154 00:19:45,700 -> 00:19:51,900 Sure voice to be as loud as the voice of somebody that's sitting in Palo Alto headquarter.

155 00:19:51,900 -> 00:19:52,800 At that company.

156 00:19:53,000 -> 00:19:54,400 She shouldn't feel disconnected.

157 00:19:55,100 -> 00:19:58,700 She should feel like she's part of that company, part of that experience.

158 00:19:58,700 -> 00:20:04,400 And that is, he has a question that is at the same level as the loudest person in the room.

159 00:20:04,400 -> 00:20:05,800 So no more.

160 00:20:05,800 -> 00:20:15,700 So me to speak about Equitable experience has no more, is the loudest person in the room because we have technology that enables the best ideas to rise up and level the playing field.

161 00:20:16,500 -> 00:20:27,500 So that's the power of like technology, not just for connecting people, but also connecting people and their unique wirings to show up how they are and who they are, right?

162 00:20:27,500 -> 00:20:31,500 So is great because we have a conversations with amazing customers at welcome.

163 00:20:32,300 -> 00:20:37,300 And the reason why they're investing in welcome and partnering with us is because we enable people to do.

164 00:20:37,300 -> 00:20:43,100 Just that to say, you know what, I am a company that is embracing remote and or hybrid.

165 00:20:43,400 -> 00:20:56,100 And I want to make sure that my employees Alice of where there are they still feel connected to us as a company and so when somebody submit a question at all hands, That question should be considered should be uploaded.

166 00:20:56,100 -> 00:20:57,800 It should be part of the conversation.

167 00:20:58,000 -> 00:21:03,300 Regardless if that person is tuning in from a little island called Puerto Rico, which is where I live.

168 00:21:04,000 -> 00:21:06,100 They are still part of that core experience.

169 00:21:06,800 -> 00:21:09,900 And that's, that's requires technology.

170 00:21:10,700 -> 00:21:14,800 No doubt, but it also requires the framing and thinking of how to do that.

171 00:21:14,800 -> 00:21:18,600 Well, how do you think knowledge is to enable Echo experience?

172 00:21:18,600 -> 00:21:26,100 How do you think technology to empower a sense of belonging and so We talked about, you know, as Founders and I want to step out of your way here soon?

173 00:21:26,200 -> 00:21:32,500 But as Founders, as we look at building, welcome and as technologists, Tech is super important, right?

174 00:21:32,500 -> 00:21:34,400 There's a lot of fundamental things that we need.

175 00:21:35,200 -> 00:21:37,400 But we also need to think about it very differently.

176 00:21:37,600 -> 00:21:42,100 We need to think about it as a service to our people.

177 00:21:42,500 -> 00:21:44,300 We're not just doing events just to do that.

178 00:21:44,300 -> 00:21:47,500 So we're actually Gathering people's time matter.

179 00:21:47,500 -> 00:21:49,300 You mean folks, they are tuning in right now?

180 00:21:49,300 -> 00:21:51,600 Thank you for hanging out with us.

181 00:21:51,600 -> 00:21:52,900 All right, I was about to do so.

182 00:21:53,000 -> 00:21:57,800 Awesome move to keep you entertained while the mic issues being worked out, but that's what it is.

183 00:21:57,800 -> 00:22:04,300 It's about, you know, kind of like falling back and say you know what, we're here to connect with people to gather people.

184 00:22:04,400 -> 00:22:08,300 We're going to make sure that their voices are heard and Technology enables at.

185 00:22:08,400 -> 00:22:09,400 That's so powerful.

186 00:22:09,400 -> 00:22:12,900 I think in its time such as now ever more.

187 00:22:12,900 -> 00:22:17,800 So we need this sense of belonging like you mentioned and human connection.

188 00:22:17,800 -> 00:22:22,900 And the fact that we have technology to leverage to actually bring that sense.

189 00:22:23,100 -> 00:22:25,200 The belonging is super catalytic.

190 00:22:25,200 -> 00:22:26,400 Yeah, it's very powerful.

191 00:22:26,400 -> 00:22:26,900 So, thank you.

192 00:22:26,900 -> 00:22:28,600 Yeah, no, thanks for having me guys.

193 00:22:28,800 -> 00:22:29,100 Again.

194 00:22:29,100 -> 00:22:30,000 Thanks for being here.

195 00:22:30,200 -> 00:22:39,300 I am honored that you give us some of your time, and we had we going to pull back the curtain and show you how to do hybrid, whatever company sighs, you're at whatever, kind of budget you have.

196 00:22:39,500 -> 00:22:43,500 There's a way for you to level the playing field at your company, and we're honored that you're here.

197 00:22:44,300 -> 00:22:44,600 Awesome.

198 00:22:44,600 -> 00:22:45,500 Thanks so much job.

199 00:22:45,700 -> 00:22:46,100 Absolutely.

200 00:22:46,400 -> 00:22:47,000 Great.

201 00:22:47,000 -> 00:22:52,900 Okay, so we're actually going to go right into it and take you under the hood.

202 00:22:53,000 -> 00:22:58,400 With understanding, what are the key components that make hybrid events happen?

203 00:22:58,600 -> 00:23:02,500 So I would love to invite Dylan.

204 00:23:02,500 -> 00:23:04,200 Is there he is.

205 00:23:04,300 -> 00:23:05,000 Hey.

206 00:23:06,600 -> 00:23:07,500 What's going on?

207 00:23:07,500 -> 00:23:08,200 Dylan?

208 00:23:08,300 -> 00:23:08,700 Straight?

209 00:23:10,900 -> 00:23:12,300 It's going great.

210 00:23:12,500 -> 00:23:15,200 Yeah, how are you doing?

211 00:23:15,200 -> 00:23:16,600 Absolutely fantastic.

212 00:23:16,600 -> 00:23:19,400 Ready to dig into all the details of hybrid with you.

213 00:23:20,200 -> 00:23:21,000 Awesome.

214 00:23:21,100 -> 00:23:21,500 All right.

215 00:23:21,500 -> 00:23:29,200 Well, what where do I start, you know, can be quite overwhelming to figure out hybrid production.

216 00:23:29,200 -> 00:23:33,300 So Where do I start Dylan, you walk me through?

217 00:23:33,400 -> 00:23:34,000 Yes, you are.

218 00:24:00,600 -> 00:24:06,700 People, you can use this information that we're going to talk about today to be able to run any size of hybrid event.

219 00:24:06,700 -> 00:24:11,900 Whether that's an absolutely large-scale conference down to an internal small company.

220 00:24:11,900 -> 00:24:12,800 All Hands meeting.

221 00:24:17,200 -> 00:24:18,200 That's awesome.

222 00:24:19,700 -> 00:24:22,000 So what is the goal?

223 00:24:28,000 -> 00:24:40,500 The goal of whole hybrid is more talk to our guard where we want to make sure the exact same thing.

224 00:24:40,500 -> 00:24:45,200 We want to be able to make that experience Equitable for everyone.

225 00:24:45,400 -> 00:24:48,800 So, I know most of us in this room, most people watching.

226 00:24:49,500 -> 00:24:49,700 Really?

227 00:24:49,700 -> 00:24:52,500 We have all been remote for the past year and a half.

228 00:24:52,500 -> 00:24:56,100 And actually if you guys want to do me a favor real quick, if you all want to hop into chat.

229 00:24:56,600 -> 00:25:01,000 Let me know how long you guys have been remote workers, whether it's just been for the last year and a half and the pandemic.

230 00:25:01,000 -> 00:25:05,000 If you're going on 5 years, like myself go in their drop how many years?

231 00:25:05,000 -> 00:25:08,000 I see a 30 years remote that someone just dropped in.

232 00:25:08,000 -> 00:25:10,300 I think that's the winner right off the bat.

233 00:25:10,600 -> 00:25:11,700 You will keep throwing those in there.

234 00:25:11,700 -> 00:25:17,500 I would love to see how long that you guys have been remote As we continue talking here, but all of us who have been remote.

235 00:25:17,500 -> 00:25:19,300 We have been kind of going through the same.

236 00:25:19,400 -> 00:25:22,000 Back and forth throughout the past year and a half.

237 00:25:22,200 -> 00:25:27,000 We have got our Bluetooth headphones are pods USB microphones webcams.

238 00:25:27,200 -> 00:25:33,500 Whenever we jump into our meetings, we're choosing which thing we want to be able to used to be able to speak to be out here.

239 00:25:33,500 -> 00:25:34,600 So people can see us.

240 00:25:34,600 -> 00:25:49,300 Well, what I am going to do today is break down everything between audio and video that exact same thing to show you that it only takes a few pieces of key equipment and get set up and be able to pull off.

241 00:25:49,500 -> 00:25:50,700 Any type of hybrid event.

242 00:25:52,700 -> 00:25:59,700 So, one of the key things to note, hybrid events can be customized to literally do whatever you want.

243 00:25:59,700 -> 00:26:02,800 I mentioned earlier, you can do large.

244 00:26:02,800 -> 00:26:10,800 Absolutely High scale Productions down to the, you know, individual internal All Hands meetings.

245 00:26:11,400 -> 00:26:12,600 So we can be doing stuff.

246 00:26:12,600 -> 00:26:19,300 That's just a single camera and a single mic like we were seeing with Gina, or we can do a full panel, have five people on multiple.

247 00:26:19,400 -> 00:26:33,900 Multiple microphones different camera angles, you can jump back and forth and be able to do all of those different things, but we're going to get over all the individual pieces for this setup so that you can see how simple hybrid can be.

248 00:26:34,500 -> 00:26:37,100 So, a high level of what we're going to be going over.

249 00:26:37,100 -> 00:26:37,400 Today.

250 00:26:37,400 -> 00:26:38,300 We have two sections.

251 00:26:38,300 -> 00:26:48,400 Like I said, audio and video your main three pieces of audio equipment that you're going to need your microphones, your audio mixer / interface.

252 00:26:49,300 -> 00:26:50,700 And you're in person speakers.

253 00:26:51,700 -> 00:26:55,400 For video, you're going to need your cameras and a video.

254 00:26:55,400 -> 00:26:55,900 Switcher.

255 00:26:56,900 -> 00:26:59,000 These are some extra pieces of equipment.

256 00:26:59,000 -> 00:27:01,000 What we are doing for our event today.

257 00:27:01,100 -> 00:27:02,800 We have multiple people speaking.

258 00:27:02,800 -> 00:27:04,500 We have a couple different camera angles.

259 00:27:04,800 -> 00:27:07,700 So we're kind of going for that higher level of production.

260 00:27:07,900 -> 00:27:09,800 There going to be a couple extra pieces in here.

261 00:27:10,100 -> 00:27:15,200 Erics do to be able to bring this down in budget and inside, whatever is going to customize and work for you guys.

262 00:27:16,000 -> 00:27:23,300 So, with that being said, let us jump right into our audio overview, so Step 1 microphones.

263 00:27:23,800 -> 00:27:24,700 The Easiest step.

264 00:27:25,300 -> 00:27:26,100 What a microphones.

265 00:27:26,100 -> 00:27:27,900 Do they pick up your voice?

266 00:27:28,100 -> 00:27:30,800 They make sure everybody can hear you both in-person.

267 00:27:30,800 -> 00:27:34,000 My team here and virtually everybody who is watching right?

268 00:27:34,000 -> 00:27:34,300 Now.

269 00:27:34,800 -> 00:27:37,800 These are there are two major types of microphones that you guys can grab.

270 00:27:38,100 -> 00:27:39,200 We have got the wireless ones.

271 00:27:39,200 -> 00:27:41,600 Like I am using, you have the ones that plug right in.

272 00:27:42,000 -> 00:27:50,500 There're tons of different options that you can choose from, but the main job of your microphone is to pick up the presenters voice so that everybody can hear you.

273 00:27:51,500 -> 00:27:56,200 This takes us into step to your audio mixer and your interface.

274 00:27:57,100 -> 00:27:59,200 This piece of equipment right here.

275 00:27:59,400 -> 00:28:03,700 Is your critical piece of equipment to make sure that everything is coming together.

276 00:28:04,000 -> 00:28:08,000 It's going to be doing two major jobs for you during a hybrid event.

277 00:28:08,500 -> 00:28:18,600 First, the job of the mixer, each microphone is going to be plugged into an individual channel in the mixer and that way you can control your presenters volume.

278 00:28:18,600 -> 00:28:24,900 So if you have someone who speaks very quietly are soft, they're microphone away very easy to be able to turn them up.

279 00:28:25,100 -> 00:28:28,300 Someone whose super loud since to project their voice a lot like myself.

280 00:28:28,300 -> 00:28:30,600 You got to watch that and be able to pull them back down.

281 00:28:31,700 -> 00:28:32,800 So that's the first job.

282 00:28:32,800 -> 00:28:33,500 The mixer.

283 00:28:34,100 -> 00:28:36,200 The second is the interface.

284 00:28:36,700 -> 00:28:42,200 This is where we get into some more of the nitty-gritty details, but I am going to break it down and make it super simple for everybody.

285 00:28:42,900 -> 00:28:46,500 So, the interface is doing two major things here.

286 00:28:46,500 -> 00:28:56,000 The first thing it's doing is taking all of this live audio everything that I am saying for every One who's sitting in this room, and it's bringing it into the welcome platform.

287 00:28:56,000 -> 00:28:58,400 So that everyone who is virtual, can hear what I am saying?

288 00:28:59,200 -> 00:29:04,500 The second job of the interface is to take everyone who is virtual just like Gina was earlier.

289 00:29:04,700 -> 00:29:07,800 Take everybody virtual all the videos that you're playing through.

290 00:29:07,800 -> 00:29:17,300 Welcome the music, any other virtual presenters that you have and be able to make sure that they can be heard in your in-person audience as well.

291 00:29:20,300 -> 00:29:21,700 Why is this so critical?

292 00:29:22,300 -> 00:29:27,100 This helps remove two of the major issues with hybrid first?

293 00:29:27,100 -> 00:29:33,200 It's going to allow your in person and your virtual attendees for have the exact same experience when it comes to audio.

294 00:29:33,300 -> 00:29:34,500 Everyone in person.

295 00:29:34,500 -> 00:29:38,600 Everyone virtual is going to be able to hear and experience the exact same thing.

296 00:29:39,000 -> 00:29:39,900 And second.

297 00:29:40,100 -> 00:29:41,400 It's going to move feedback.

298 00:29:41,700 -> 00:29:47,200 There's one of the biggest problems that people run into when they're trying to do hybrid of its how do you talk to someone?

299 00:29:47,400 -> 00:29:49,300 Who's remote, how you have that back and forth?

300 00:29:49,500 -> 00:29:56,200 Conversation without there being feedback mixer and that interface is that keep peace.

301 00:29:56,400 -> 00:30:00,700 That completely removes the problem of feedback without that set up.

302 00:30:00,800 -> 00:30:04,700 None of this would be possible, and we're talking from the large conference events.

303 00:30:04,700 -> 00:30:10,900 Like I was saying earlier, you can have five panelists up here, talking someone in New York someone in San Francisco.

304 00:30:11,200 -> 00:30:12,600 People here in Las Vegas.

305 00:30:12,700 -> 00:30:18,300 They can all be having a conversation back and forth and that's possible because of your audio interface.

306 00:30:19,600 -> 00:30:23,600 In step three is your speaker's, the in-person audio.

307 00:30:23,600 -> 00:30:26,600 So the audio interface everything that's coming out of welcome.

308 00:30:27,000 -> 00:30:30,800 You plug those right into the speakers in your room, whether they're on the side up in the ceiling.

309 00:30:30,800 -> 00:30:36,400 If you guys are doing it in a hotel, that's going to make sure that your in-person audience hears everything that's going on.

310 00:30:38,000 -> 00:30:39,100 So that's it for audio.

311 00:30:39,500 -> 00:30:40,700 That was a lot of information.

312 00:30:41,000 -> 00:30:41,400 Don't worry.

313 00:30:41,400 -> 00:30:43,500 We're going to be sending some stuff for you guys afterwards.

314 00:30:43,500 -> 00:30:44,400 So don't worry.

315 00:30:44,500 -> 00:30:45,300 We got some notes.

316 00:30:46,100 -> 00:30:49,700 We're going to jump into video, Step One is our cameras.

317 00:30:50,100 -> 00:30:53,700 We have, you guys are all familiar with sing camera setup.

318 00:30:53,700 -> 00:30:55,800 That's what we have been doing for the past year and a half.

319 00:30:55,800 -> 00:31:00,200 You have your face time cameras built into your computer.

320 00:31:00,200 -> 00:31:02,500 So you might have a USB webcam.

321 00:31:02,900 -> 00:31:04,700 You guys use this on a daily basis.

322 00:31:04,800 -> 00:31:06,700 It's super simple plugs right in.

323 00:31:06,800 -> 00:31:09,500 In easy to use in hybrid events.

324 00:31:09,500 -> 00:31:15,300 However, you're more than likely going to want to be able to show multiple camera angles and multiple views.

325 00:31:15,300 -> 00:31:18,900 You may want to show more of a close up like after seeing right now.

326 00:31:19,200 -> 00:31:22,400 We may want a wide shot showing the entire stage.

327 00:31:22,400 -> 00:31:29,300 If you had a lot of panelists, you may want to get super fancy and have someone on one of the moving camera panning across your audience.

328 00:31:30,400 -> 00:31:37,100 All that you need to be able to do that is people to man your cameras and make sure that they have an HDMI output and you're good to go.

329 00:31:38,200 -> 00:31:38,700 Now.

330 00:31:39,400 -> 00:31:43,700 I say that, but you guys are thinking when I plug this stuff into my computer, just one camera.

331 00:31:44,200 -> 00:31:49,100 How do I take five or six different video feeds and put them into one?

332 00:31:50,000 -> 00:31:51,300 That's our second piece of equipment.

333 00:31:51,300 -> 00:31:52,800 Here are Step 2 under video.

334 00:31:53,100 -> 00:31:54,200 The video switcher.

335 00:31:54,900 -> 00:31:55,100 What?

336 00:31:55,100 -> 00:31:59,600 This is going to do is take all of those video feeds from all of you're different.

337 00:31:59,700 -> 00:32:06,400 Cameras, put them into one piece of equipment and then you are going to be able to choose what you want your audience to see.

338 00:32:07,000 -> 00:32:10,800 So, while I am up here on stage speaking, if we had a different setup.

339 00:32:10,800 -> 00:32:14,500 We could be panning across our audience, to see everybody watching right now.

340 00:32:14,900 -> 00:32:18,600 It's just a click of a button and everybody's going to be able to see that exact same view.

341 00:32:18,600 -> 00:32:21,400 So you can focus on your speaker's, your audience.

342 00:32:21,700 -> 00:32:26,300 You can create the experience that you want to Via the video switcher.

343 00:32:26,700 -> 00:32:29,500 So it makes it incredibly simple for you to show your in person.

344 00:32:29,700 -> 00:32:32,000 Virtual audience, the exact same thing.

345 00:32:33,000 -> 00:32:36,100 And one last thing to note just kind of natural piece.

346 00:32:36,100 -> 00:32:38,500 Here is what you're in personal finances.

347 00:32:38,500 -> 00:32:40,400 Seeing up mentioned that a couple times.

348 00:32:40,600 -> 00:32:47,400 One of the easiest ways to do this and what we are actually doing right now, is we have one set up in our attendee view.

349 00:32:47,400 -> 00:32:53,700 So everything that you guys are currently seeing that, our virtual attendees everybody in our room is seeing exact same thing.

350 00:32:54,100 -> 00:32:55,600 So, everybody's talking in chat.

351 00:32:56,100 -> 00:32:58,400 We have got QA, we have our poles.

352 00:32:58,600 -> 00:32:59,500 We're going that back in.

353 00:32:59,600 -> 00:33:06,800 Fourth, all you have to do is plug that into your live video feeds, so then everybody can be engaging in the exact same way.

354 00:33:07,900 -> 00:33:10,900 Now the final step bringing it all together.

355 00:33:11,000 -> 00:33:12,400 Bring it in for a landing.

356 00:33:13,100 -> 00:33:14,100 How do we get it all into?

357 00:33:14,100 -> 00:33:14,600 Welcome.

358 00:33:15,500 -> 00:33:16,100 How do you do that?

359 00:33:16,100 -> 00:33:18,200 We're talking all these different pieces of equipment.

360 00:33:18,200 -> 00:33:37,000 There has to be a ton of extra work to be able to do this, and I am actually really excited to say it's the exact same process as choosing your are pods or choosing a webcam to be able to put in when you jump into the welcome platform, when you're in your producer View and you are adding feeds into the Green Room.

361 00:33:38,000 -> 00:33:39,400 Drop down menu, pops up.

362 00:33:39,900 -> 00:33:43,000 All you're going to choose is those specific video.

363 00:33:43,000 -> 00:33:50,900 Switcher and your audio interface that's going to grab everything that's happening for your in-person audience and be able to put that virtual.

364 00:33:50,900 -> 00:33:53,200 So an everyone is seeing the exact same thing.

365 00:33:54,500 -> 00:33:59,200 So wasn't out high-level overview, and don't worry.

366 00:33:59,200 -> 00:34:01,800 Like I said earlier, we're going to be sending this out to everybody.

367 00:34:02,000 -> 00:34:03,800 So we got you.

368 00:34:05,400 -> 00:34:12,800 Audio, you got your microphones that plug into your audio mixer and the interface, which plugs into welcome.

369 00:34:12,800 -> 00:34:17,300 It's bringing all of your audio into welcome for your video.

370 00:34:17,400 -> 00:34:21,900 You have got your camera's, plug it into your video switchers, which are going right into welcome.

371 00:34:22,400 -> 00:34:24,900 And then, on that audio side, everything that's happening in.

372 00:34:24,900 -> 00:34:28,300 Welcome is what's going to be coming out for your in-person audio?

373 00:34:29,100 -> 00:34:35,000 And then same thing that video feed, everything that you guys are watching right now, is what we are going to be bringing.

374 00:34:35,199 -> 00:34:37,800 Out for the in-person video.

375 00:34:39,600 -> 00:34:42,199 And that's just about everything that you need to know Gina.

376 00:34:42,400 -> 00:34:44,300 Let me toss it back over to you.

377 00:34:44,500 -> 00:34:45,600 I want to hear your thoughts.

378 00:34:45,600 -> 00:34:47,600 I just talked for way too long.

379 00:34:47,900 -> 00:34:48,900 What do you get for me?

380 00:34:49,000 -> 00:34:50,400 Does that all make sense?

381 00:34:50,500 -> 00:34:51,000 Where are we?

382 00:34:53,699 -> 00:34:55,300 Hey Dylan, thank you so much.

383 00:34:55,300 -> 00:35:00,900 I am going to actually bring you back on stage with me because there's there're some questions coming in.

384 00:35:01,500 -> 00:35:10,200 I mean you're a whiz, you have got this dialed in, and we definitely want to share out that diagram to all those who are attending.

385 00:35:10,200 -> 00:35:10,900 Today.

386 00:35:11,100 -> 00:35:13,000 You're already getting some questions.

387 00:35:13,000 -> 00:35:17,400 So let us go ahead and answer Jaclyn's question here.

388 00:35:19,200 -> 00:35:23,400 So are there particular audio interfaces that you'd recommend?

389 00:35:24,000 -> 00:35:26,100 Yes, that is a fantastic question.

390 00:35:27,300 -> 00:35:31,300 If you go and you just Google search, this, you're going to get tons and tons of results.

391 00:35:31,500 -> 00:35:37,500 There are two brands that after doing live and audio events for probably about ten plus years.

392 00:35:37,500 -> 00:35:45,500 Now, the easiest way to be able to get this set up for you, a company called Behringer and a company called Allen & Heath.

393 00:35:45,900 -> 00:35:49,500 Both of those have your audio interfaces and the mixers.

394 00:35:49,500 -> 00:35:51,000 They're built into one machine.

395 00:35:51,200 -> 00:35:52,500 It's going to make it super simple.

396 00:35:52,500 -> 00:35:53,300 It is quite literally.

397 00:35:53,400 -> 00:35:57,300 Lee the most plug-and-play that you can get, so Google search.

398 00:35:57,300 -> 00:35:59,400 Those going to solve all your problems?

399 00:36:01,200 -> 00:36:01,800 Awesome.

400 00:36:01,800 -> 00:36:02,100 Okay.

401 00:36:02,100 -> 00:36:07,300 Here's another question that I think you can help us answer, Dylan from Jacob Castro.

402 00:36:07,800 -> 00:36:11,200 How much does setting something like this up cost?

403 00:36:11,400 -> 00:36:16,700 Say one that would require two cameras and two microphones with audio interfaces.

404 00:36:17,000 -> 00:36:17,800 Yeah, Jacob.

405 00:36:17,800 -> 00:36:19,200 That is a great question.

406 00:36:19,500 -> 00:36:24,000 The nice thing about this is it all depends on the level of production, that you And to do.

407 00:36:24,200 -> 00:36:30,000 So we're talking two cameras to microphones the audio interface, essentially the same setup that we have right now.

408 00:36:31,200 -> 00:36:42,700 If your budget buying, we do this for \$1,500, if you really wanted to, if you want to get super fancy with the cameras and the microphones and everything else that you're using honestly sky's the limit.

409 00:36:42,700 -> 00:36:51,900 But to be quite Frank, probably \$1,500 to five grand range, anything that probably going above and beyond what you need somewhere within that range.

410 00:36:51,900 -> 00:36:53,100 You're gonna be able to find everything.

411 00:36:54,000 -> 00:36:56,700 I mean, Dylan just keeping a real what's are set up.

412 00:36:56,700 -> 00:37:02,400 Like if you were to describe what we have got here, with our Audio video.

413 00:37:02,800 -> 00:37:05,300 And what's the guesstimation of cost?

414 00:37:05,300 -> 00:37:06,300 For what?

415 00:37:06,300 -> 00:37:07,900 We're how we have pulled this off?

416 00:37:08,000 -> 00:37:09,300 Yeah, that's a great question.

417 00:37:09,300 -> 00:37:15,500 So, we have a couple different microphones that we have set up that were using, they're all Wireless, which those tend to be a little bit pricier.

418 00:37:15,700 -> 00:37:20,500 And we have a couple different camera angles set up that we're capturing everything from as well.

419 00:37:20,600 -> 00:37:23,800 So I think we're doing a three or four camera setups.

420 00:37:24,300 -> 00:37:25,800 We have got the videos watching.

421 00:37:26,300 -> 00:37:30,800 We have our audio interface, and then we have three different microphones that were using as well.

422 00:37:30,900 -> 00:37:34,600 Well, there's a couple other pieces, we're talking cables and stuff like that.

423 00:37:34,600 -> 00:37:40,100 But for the most part our total cost came in just over five thousand dollars to be able to do this full set up.

424 00:37:45,700 -> 00:37:46,600 Gotcha, that's good.

425 00:37:46,600 -> 00:37:49,600 And then what are you seeing these days with our customers?

426 00:37:49,600 -> 00:38:04,200 I know we have got a range of hybrid event use cases, but generally what would you recommend for, you know, a set up a 500 attendees like could what we have today work for 500 attendees.

427 00:38:04,600 -> 00:38:09,200 5,000 attendees, you know, you have to upgrade equipment at that point.

428 00:38:10,100 -> 00:38:11,600 It was a very good question.

429 00:38:11,700 -> 00:38:14,700 So to be completely honest with you, these types of things.

430 00:38:14,700 -> 00:38:24,000 I always like to take it on a case-by-case basis because it's going to depend on the level of production, do the people on your team, have any experience with audio and video.

431 00:38:24,300 -> 00:38:29,800 Is it easier for you to just hire a production company and then welcome teaches them how to plug everything in like.

432 00:38:29,800 -> 00:38:32,600 I just did, there's a number of different options there.

433 00:38:33,900 -> 00:38:38,700 But to answer your question, our set up those key pieces, that video switcher.

434 00:38:38,900 -> 00:38:39,700 And your audio interface.

435 00:38:39,900 -> 00:38:44,700 Are you can use that for a room with 500 people or with room of 5,000 people?

436 00:38:45,000 -> 00:38:51,200 Like I said, if you have good pieces of equipment, for those two specific things, you can make anything happen.

437 00:38:51,200 -> 00:38:52,500 The sky is really the limit.

438 00:38:54,800 -> 00:38:55,400 No.

439 00:38:55,400 -> 00:38:57,700 Alright, Tyson young has a question.

440 00:38:58,100 -> 00:38:59,600 Is there a fall back?

441 00:38:59,600 -> 00:39:01,000 When things go wrong?

442 00:39:02,400 -> 00:39:03,000 Yes.

443 00:39:04,300 -> 00:39:06,800 It happened earlier, you got to get creative.

444 00:39:07,300 -> 00:39:09,800 If you can't get creative when you're doing your events.

445 00:39:09,800 -> 00:39:11,700 If you want everything to go, right?

446 00:39:12,300 -> 00:39:14,800 I am sorry, you're going to be stressed out all the time.

447 00:39:14,900 -> 00:39:18,200 That's just, it's just the way life is fall back.

448 00:39:18,500 -> 00:39:25,600 What I always do by W amount of equipment that you need, when we're talking cables by good stuff, cables break.

449 00:39:25,600 -> 00:39:26,400 So easily.

450 00:39:26,400 -> 00:39:33,900 Think of your phone charger tossing that thing on the side of your bed, traveling with that, they break because they're really cheaply made get the really thick.

451 00:39:34,100 -> 00:39:36,400 Solid ones and you're going to have that thing for five six years.

452 00:39:37,800 -> 00:39:44,700 Hire out people, if you're not confident in a skills, if you want to learn tons of resources, we can teach you.

453 00:39:44,800 -> 00:39:46,500 We can walk you through step-by-step.

454 00:39:46,800 -> 00:39:49,400 If you want to alleviate the stress of everything.

455 00:39:49,400 -> 00:40:02,300 From the production side, higher production company come to us, teach them how to put everything together, but the fall-back be ready to be creative, be prepared for things to go wrong and by double the amount that you need.

456 00:40:06,000 -> 00:40:06,700 That's great.

457 00:40:06,700 -> 00:40:08,700 Okay, I am going to take one more question here.

458 00:40:09,700 -> 00:40:10,100 Let us see.

459 00:40:10,100 -> 00:40:13,800 Andrew is asking what does it look like at the venue?

460 00:40:15,200 -> 00:40:16,400 What does what I got the venue.

461 00:40:16,400 -> 00:40:20,000 Do we have our amazing video guy Faulkner?

462 00:40:20,000 -> 00:40:22,200 Do we have any views of our room right now?

463 00:40:26,000 -> 00:40:27,000 That's a no case.

464 00:40:27,000 -> 00:40:27,500 Everyone was running.

465 00:40:27,500 -> 00:40:29,600 There's a wall, beautiful wall.

466 00:40:31,200 -> 00:40:32,600 Nice, wall right there.

467 00:40:32,700 -> 00:40:38,700 Okay, we view that we have got But to answer your question, kind of what we have on our walk you here.

468 00:40:38,700 -> 00:40:40,000 Because Gina and I are both up here.

469 00:40:40,000 -> 00:40:41,400 I am kind of cutting a little bit.

470 00:40:41,400 -> 00:40:43,900 We have got both of our banners on either side of me, right?

471 00:40:43,900 -> 00:40:45,300 Outside of both of those.

472 00:40:45,500 -> 00:40:48,300 We have our screens so that everybody in audience.

473 00:40:48,300 -> 00:40:51,500 Can see chat queue, a, the polls, everything else that's going on.

474 00:40:52,100 -> 00:40:55,600 We have a couple of what we call confidence monitors.

475 00:40:55,600 -> 00:40:57,700 So as I am looking into this camera right here?

476 00:40:58,000 -> 00:41:00,500 I have another TV screen right underneath.

477 00:41:00,500 -> 00:41:03,100 So I See, Gina and be talking directly to her.

478 00:41:04,400 -> 00:41:08,600 I have got a team right here on my left running all of our audio and video needs.

479 00:41:09,000 -> 00:41:15,100 And I have got a bunch of other people walking around making sure that I am staying on time and talking about everything that I need to talk about.

480 00:41:18,700 -> 00:41:18,700 Awesome.

481 00:41:18,700 -> 00:41:26,900 Thank you for describing all that Dylan and just being awesome at walking us through all things hybrid event under the hood.

482 00:41:26,900 -> 00:41:29,800 Please continue to just drop your questions.

483 00:41:29,800 -> 00:41:33,000 We would love to maybe answer some at the end.

484 00:41:33,000 -> 00:41:41,100 I would like to transition now into some five key ingredients of what makes an engaging event.

485 00:41:41,100 -> 00:41:43,100 So, thank you, Dylan.

486 00:41:43,100 -> 00:41:52,900 Dylan walked us through some of the production elements of Together a hybrid event thinking about the in person as well as the virtual.

487 00:41:53,100 -> 00:42:04,700 And so we're going to quickly go through these five ingredients of Engagement that you can consider as your hosting both the virtual and the in-person side of your event.

488 00:42:04,800 -> 00:42:05,400 So, I will go through that.

489 00:42:05,400 -> 00:42:07,800 In the meantime, continue to drop your questions.

490 00:42:07,800 -> 00:42:13,400 We can bring Dylan back up and even Roberto back up to answer any of your questions.

491 00:42:13,600 -> 00:42:14,700 So here we go.

492 00:42:14,700 -> 00:42:17,000 Five ingredients and of Engagement.

493 00:42:17,200 -> 00:42:18,200 Well, they look like this.

494 00:42:18,200 -> 00:42:28,600 It's there's set the tone engagement to be considering that strategically transitions networking and speaker experience.

495 00:42:28,900 -> 00:42:47,000 So going through those elements, you know, when you have engagement you truly have this experience and all of these elements that were describing actually help connect your physical attendees with your virtual and attendees so that you create this one shared experience.

496 00:42:47,400 -> 00:42:51,500 So setting the tone, let us start with that, you know, engagement.

497 00:42:51,800 -> 00:42:53,300 It's not just a chat.

498 00:42:53,400 -> 00:42:56,500 It's not just that networking or any of these other places.

499 00:42:56,500 -> 00:42:58,600 It really starts at the top.

500 00:42:58,600 -> 00:42:59,900 It starts at the beginning.

501 00:43:00,200 -> 00:43:05,100 And so the intro we believe is one of the most important.

502 00:43:05,100 -> 00:43:06,400 It's like no matter what.

503 00:43:06,400 -> 00:43:10,000 Let us say, like, we had some audio glitches earlier, right?

504 00:43:10,700 -> 00:43:12,000 These things happen.

505 00:43:12,000 -> 00:43:16,900 So it's really important to set that positive tone of your event from the very GetGo.

506 00:43:17,100 -> 00:43:24,200 Continue to thread line the same level of energy and excitement through your entire event because you don't know.

507 00:43:24,200 -> 00:43:27,600 There could be some things that go wrong in Virtual and hybrid.

508 00:43:27,700 -> 00:43:34,600 But this is part of the beauty of Live Events and part of the beauty of this is human.

509 00:43:34,800 -> 00:43:35,600 It's real.

510 00:43:35,800 -> 00:43:37,600 So, going into it.

511 00:43:37,600 -> 00:43:50,200 There's some other components that help you set the tone, and we have got here, you know, at the top video countdown clocks were your countdown up until your Event actually starts height videos.

512 00:43:50,200 -> 00:43:53,600 This is where you can use royalty free videos.

513 00:43:53,600 -> 00:44:01,900 If you got a public audience and audio as well, or if it's a journal, then you can use, you know, music of your choice video of your choice.

514 00:44:02,300 -> 00:44:08,300 You want to make sure you have an MC and a facilitator, that's thread, lining your entire event.

515 00:44:08,900 -> 00:44:16,400 We have got sound effects and also housekeeping that we did at the beginning, which was also really important.

516 00:44:16,400 -> 00:44:22,000 Now the Second ingredient is engagement, and this is what everybody's talking about today.

517 00:44:22,100 -> 00:44:24,000 How do we solve for this problem?

518 00:44:24,000 -> 00:44:29,000 But both for our virtual audience, our in-person audience and keep it consistent.

519 00:44:29,100 -> 00:44:34,100 A lot of it is in intentional intentionality and thinking through your run of show.

520 00:44:34,400 -> 00:44:40,400 But there's also some features and welcome that really support engagement in a powerful way.

521 00:44:40,600 -> 00:44:53,600 Now, of course, we have got chat and there and then there's interactive QA where you can actually have people After questions bring him on stage and have a dynamic conversation with those who are asking their questions.

522 00:44:53,700 -> 00:44:55,700 Pulls like we did at the top.

523 00:44:55,700 -> 00:45:00,200 We asked your sentiment on your comfort levels around hybrid.

524 00:45:00,200 -> 00:45:08,000 And so at any given time what's great is, we can make quick adjustments to these questions and put up any kind of pole.

525 00:45:08,200 -> 00:45:11,500 So those elements definitely help.

526 00:45:11,600 -> 00:45:21,000 Now, the third ingredient is transitions, It's can be magical if you're intentional about them.

527 00:45:21,000 -> 00:45:24,500 It's often an overlooked thing to be like, okay.

528 00:45:24,500 -> 00:45:26,900 Well, we know this is the main part of the content.

529 00:45:26,900 -> 00:45:45,000 And here, here, but thread lightning, all of those chunks of content throughout your segment with seamless and the right transitions can really Elevate the engagement and your brand experience virtually and in person in a powerful way.

530 00:45:45,300 -> 00:45:46,400 So how do you do that?

531 00:45:46,400 -> 00:45:54,300 I mean, you have got Obviously your MC facilitator, that's continuing to threaten line, no matter what happens with the event and whichever direction it goes.

532 00:45:54,500 -> 00:45:55,800 They thread line.

533 00:45:55,900 -> 00:46:08,100 That energy the sentiment they provide direction for your audience and you they can the audience can navigate accordingly and this works obviously for in-person or virtual our media and overlays.

534 00:46:08,200 -> 00:46:15,600 So being able to quickly put up videos audio and then put up overlays right now in The Green Room.

535 00:46:15,600 -> 00:46:16,900 I have got our producer.

536 00:46:17,100 -> 00:46:18,600 Linda helping me out.

537 00:46:18,600 -> 00:46:30,000 Just putting up these overlays and this creates for a much more engaging experience and also for transitions from Dylan segment to my segment.

538 00:46:30,000 -> 00:46:31,400 So on and so forth.

539 00:46:31,700 -> 00:46:33,800 And of course the pools feature.

540 00:46:34,000 -> 00:46:40,500 Those can serve as a great tool of transition when you want to go from topic to topic section to section.

541 00:46:41,200 -> 00:46:43,600 The fourth element is networking.

542 00:46:43,700 -> 00:46:45,300 So we hear this.

543 00:46:45,300 -> 00:46:46,900 We see, we see this in person.

544 00:46:47,300 -> 00:46:52,100 We see this virtually as well and you know in welcome, we have got breakouts.

545 00:46:52,100 -> 00:46:55,400 We have also got lounges the differences breakouts.

546 00:46:55,400 -> 00:47:03,900 There is a pull so virtually you can automatically pull people into different breakout rooms or in person.

547 00:47:03,900 -> 00:47:09,900 You have assigned specific workshops or rooms that have topics of discussion.

548 00:47:10,100 -> 00:47:17,000 So breakout serve as a pull, whereas lounges or exhibit Halls, have a push experience.

549 00:47:17,500 -> 00:47:26,000 And so in the in-person experience, that would look like an exhibit hall, where you have got branded Booth space and Banners and swag.

550 00:47:26,200 -> 00:47:30,500 You got your lead generation trackers, and you have got a point of contact, a warm face.

551 00:47:30,500 -> 00:47:35,500 That's willing to walk the, the guests through the brand experience of that.

552 00:47:35,500 -> 00:47:36,000 Boot.

553 00:47:36,000 -> 00:47:38,600 Same thing can happen virtually as well.

554 00:47:38,800 -> 00:47:40,000 In welcome.

555 00:47:40,000 -> 00:47:43,500 We have got a branded sponsored experience.

556 00:47:43,500 -> 00:47:46,900 Where you can have a point of personal point of contact.

557 00:47:47,100 -> 00:48:01,800 Who is actually welcoming every single person coming in have call to action links, you know, any downloadables, any kind of prizes are gifts that, you want to do trivia, all that can be done in our breakout and Lounge experience.

558 00:48:01,800 -> 00:48:09,900 And of course, having a facilitator, I think is really key in any of the networking experiences to be very effective.

559 00:48:09,900 -> 00:48:11,000 You want somebody?

560 00:48:11,200 -> 00:48:18,100 That is the representative of your brand and, you know, I think these are some of the small things That get overlooked.

561 00:48:18,100 -> 00:48:19,200 You want to get the right energy?

562 00:48:19,200 -> 00:48:24,100 The right personality and have your call to actions, your swag.

563 00:48:24,100 -> 00:48:25,400 Whatever it is that you're giving away.

564 00:48:25,400 -> 00:48:28,500 Ready in that networking experience.

565 00:48:28,500 -> 00:48:32,100 Now, finally, it's the speaker experience.

566 00:48:32,100 -> 00:48:37,400 I believe it can make or break a 360 experience of an event.

567 00:48:37,400 -> 00:48:41,300 And so, you know, we have talked a lot about the attendee experience.

568 00:48:41,300 -> 00:48:46,800 We have talked a lot about the producer side of putting a hybrid event together.

569 00:48:47,000 -> 00:48:47,200 Either.

570 00:48:47,300 -> 00:48:58,400 And now when you think about your speaker's, you want them to have just as much of a meaningful experience as your attendees and your producers.

571 00:48:58,700 -> 00:49:04,200 And so, you know, in welcome, we have actually got a green room and it's right beneath the screen.

572 00:49:04,200 -> 00:49:11,200 I can actually see my producer Linda and all the other folks that are within our Green Room.

573 00:49:11,200 -> 00:49:15,900 Hello, and, you know, just like an in-person breeder, right?

574 00:49:16,000 -> 00:49:16,900 As a speaker.

575 00:49:17,300 -> 00:49:19,500 Just about to go onto stage.

576 00:49:20,000 -> 00:49:21,000 I have got nerves.

577 00:49:21,000 -> 00:49:26,600 And so being able to be in a green room environment where I can calm down.

578 00:49:26,600 -> 00:49:29,900 I have got my speaker, check my mic checks right?

579 00:49:29,900 -> 00:49:35,500 Visual checks, and I have got a warm face in the green room from the producer.

580 00:49:35,500 -> 00:49:37,600 That's calming me down as a speaker.

581 00:49:37,800 -> 00:49:51,500 So not only do I have that experience before I go on stage, but there's also a countdown clock that's keeping me on time because for me, I mean, am I countdown clock is giving me the ten minutes signal right now, right?

582 00:49:51,500 -> 00:50:02,900 So it's very helpful for speakers to be able to see those that time check, especially if they have a tendency to go over and then finally, The Green Room chat.

583 00:50:03,100 -> 00:50:05,100 This is an exclusive chat.

584 00:50:05,100 -> 00:50:09,400 That is only between the speakers and the producers.

585 00:50:09,600 -> 00:50:10,900 So those in public.

586 00:50:10,900 -> 00:50:13,400 Cannot see the speaker experience.

587 00:50:13,700 -> 00:50:14,600 So there you go.

588 00:50:14,600 -> 00:50:16,600 Those are the five key elements.

589 00:50:16,600 -> 00:50:17,000 We went.

590 00:50:17,100 -> 00:50:18,100 Then pretty quickly.

591 00:50:18,200 -> 00:50:40,500 It's setting the tone supercritical of making or breaking that event and how the pacing in the feel, the energy goes, and then the engagement transitions networking and a speaker experience, which gives you this 360 experience that you could be considering when you're putting your hybrid events together, both in-person and virtual.

592 00:50:41,000 -> 00:50:41,500 All right.

593 00:50:41,500 -> 00:50:45,900 So we have got about 10 minutes left, and we still have some questions.

594 00:50:45,900 -> 00:50:46,900 Can I invite?

595 00:50:47,000 -> 00:50:53,600 Right, Rob and Dylan to the stage to wrap this up with our final questions here?

596 00:51:01,800 -> 00:51:02,600 All right.

597 00:51:32,800 -> 00:51:33,300 Two, three.

598 00:51:33,700 -> 00:51:34,000 All right.

599 00:51:34,000 -> 00:51:34,800 That's my bad.

600 00:51:35,000 -> 00:51:35,600 Blame it on me.

601 00:51:36,300 -> 00:51:37,500 I am the guy with the mic.

602 00:51:37,700 -> 00:51:38,400 I didn't the button.

603 00:51:38,700 -> 00:51:38,900 There.

604 00:51:38,900 -> 00:51:39,500 It is.

605 00:51:40,300 -> 00:51:44,800 That's part of the stays at, doesn't know how to use a mic.

606 00:51:45,200 -> 00:51:49,000 So that's as part of the challenge, as well as events.

607 00:51:49,400 -> 00:51:52,000 But Gina, thanks so much for 14, it up.

608 00:51:53,500 -> 00:51:55,500 Great questions from the audience already.

609 00:51:56,000 -> 00:51:59,000 One of the things I was talking about is things will go wrong.

610 00:51:59,300 -> 00:52:01,200 You have to be creative, be able to fit it.

611 00:52:01,300 -> 00:52:02,100 Have this technology.

612 00:52:02,700 -> 00:52:04,000 You need to get people on your team.

613 00:52:04,300 -> 00:52:08,300 They're not going to freak out and shut it down.

614 00:52:08,300 -> 00:52:09,900 The mic is not working.

615 00:52:10,200 -> 00:52:14,600 And sometimes, it's as simple as clicking a button on the microphone to make sure that it's on.

616 00:52:15,100 -> 00:52:15,700 So, anyway, dear.

617 00:52:15,700 -> 00:52:16,400 What questions?

618 00:52:16,400 -> 00:52:18,500 Do we have teed up here.

619 00:52:19,000 -> 00:52:20,800 I will do my best here to answer.

620 00:52:21,900 -> 00:52:24,300 All right, we have got a question from Gordon.

621 00:52:25,100 -> 00:52:29,900 Are you going to be showing under the hood with the welcome interface itself?

622 00:52:31,200 -> 00:52:33,400 Okay, Gordon, great question.

623 00:52:33,500 -> 00:52:34,600 Couple things here.

624 00:52:34,600 -> 00:52:35,600 Like, what is the go?

625 00:52:35,600 -> 00:52:37,200 Why do we do this event to begin with?

626 00:52:37,600 -> 00:52:39,300 We did the show you behind the scenes?

627 00:52:39,300 -> 00:52:43,600 We are actually the team has diagrams and follow content.

628 00:52:43,600 -> 00:52:45,300 They will be in touch with you on.

629 00:52:45,500 -> 00:52:53,100 It's going to show you all the things on which plugs and how to do this and which cameras and what bud you have to get and hybrid event on.

630 00:52:53,600 -> 00:52:56,700 And yeah, so we will be opening it up during this event.

631 00:52:56,700 -> 00:52:59,900 We are not going to flip the screen over and show you the Green Room.

632 00:53:00,700 -> 00:53:04,000 Use our website, you start to see some of that book a demo.

633 00:53:04,000 -> 00:53:12,800 If you want to see The Green Room live and in person and see how that works, but we will be following up with more content enables you to understand all the ins and outs.

634 00:53:15,000 -> 00:53:15,300 All right.

635 00:53:15,300 -> 00:53:17,100 Next question from charlena.

636 00:53:17,500 -> 00:53:21,700 How many people do you need to run a hybrid event?

637 00:53:22,000 -> 00:53:24,900 Good question, you know, this is an interesting one.

638 00:53:24,900 -> 00:53:30,500 I think you can get pretty creative with running a slim team.

639 00:53:31,000 -> 00:53:35,200 And empowering them to do a little bit of things in doing really, really well.

640 00:53:35,600 -> 00:53:40,800 I think about hybrid is connecting an in-person audience and a remote audience together.

641 00:53:42,600 -> 00:53:55,400 I think should have on your squad at least three people as I think about using a platform driving moderation of Engagement with in chat and making sure somebody in the producer seat that can keep the show going.

642 00:53:55,700 -> 00:54:01,300 I think one of the things Whitney's is has a ton of experience doing this as well as an Of ours.

643 00:54:01,900 -> 00:54:06,200 She's recommending anywhere from three to five people, depending on that experience.

644 00:54:06,500 -> 00:54:07,400 And I would agree with that.

645 00:54:07,400 -> 00:54:10,700 I think you can get a really Stellar experience with a crew.

646 00:54:10,700 -> 00:54:18,500 That's equipped to be creative and knows, I know how to use technology and know-how to turn on microphones as part of that.

647 00:54:22,000 -> 00:54:24,600 All right, we have got another question here from an.

648 00:54:24,900 -> 00:54:27,900 Is there a live audience at the location?

649 00:54:27,900 -> 00:54:30,300 As it would be an actual hybrid event.

650 00:54:30,900 -> 00:54:32,900 Is there a live audience right here?

651 00:54:32,900 -> 00:54:33,100 Yes.

652 00:54:33,100 -> 00:54:33,900 This hears it up.

653 00:54:34,800 -> 00:54:36,600 Here is a live audience here.

654 00:54:37,300 -> 00:54:38,300 Let us go.

655 00:54:42,500 -> 00:54:43,500 Let us go.

656 00:54:44,800 -> 00:54:45,600 Alright.

657 00:54:45,600 -> 00:54:49,100 Alright guys, there is a live audience here.

658 00:54:49,300 -> 00:54:59,100 One of the things I don't think it was here earlier was there we all equipped with a mobile companion while they're actually engaging live.

659 00:54:59,300 -> 00:55:00,700 Now, sit with that for a second.

660 00:55:00,700 -> 00:55:02,800 One of the things that we have been working on.

661 00:55:02,800 -> 00:55:03,100 Welcome.

662 00:55:03,100 -> 00:55:08,000 It's really understanding like what are the Dynamics of people gathering in person?

663 00:55:08,000 -> 00:55:12,600 And from one of these is a small thing, but it's very important.

664 00:55:12,900 -> 00:55:21,000 It's never somebody sitting in the Location are typically just hearing a one-way communication, hearing the person on stage with a microphone and a message.

665 00:55:21,400 -> 00:55:24,500 And they're Translating that's a perception being received.

666 00:55:25,100 -> 00:55:27,000 When you are in remote environment.

667 00:55:27,500 -> 00:55:28,600 There's a two-way communication.

668 00:55:29,100 -> 00:55:35,900 There's a person on stage but it's also the body of people having a narrative around the information that's being delivered.

669 00:55:36,500 -> 00:55:49,800 And every attendee in that experience is actually walking away with the perception of both the speaker voice and also the Collective voice of the people and that's the perception they walk away with when you're sitting in person.

670 00:55:49,800 -> 00:55:55,000 And you can't connect and here and engage with the other 500, people that are remote.

671 00:55:55,500 -> 00:56:00,000 It misses that rich conversation that you can walk away with.

672 00:56:00,000 -> 00:56:01,100 And so hybrid done.

673 00:56:01,100 -> 00:56:09,900 Well, enables those confirmations those conversations to flow in a way that you walk away with that perspective regardless of your person of your environment.

674 00:56:09,900 -> 00:56:13,100 So, yes, we have real people sitting in seats here in Las Vegas.

675 00:56:15,300 -> 00:56:16,400 Do you have another question?

676 00:56:16,400 -> 00:56:17,200 Yes, we do.

677 00:56:17,300 -> 00:56:17,800 Okay.

678 00:56:17,800 -> 00:56:19,500 Another question from Gordon.

679 00:56:20,000 -> 00:56:24,000 Is there a recording of this event that is able to be shared post-event?

680 00:56:24,400 -> 00:56:24,900 Absolutely.

681 00:56:24,900 -> 00:56:25,700 That's a good question.

682 00:56:25,900 -> 00:56:32,000 I think that yes, we can recordings and Snippets are gone here guys and I will talk to him about this.

683 00:56:33,100 -> 00:56:37,200 Basically open up the hood and Empower you guys to throw hybrid experiences.

684 00:56:37,200 -> 00:56:40,800 So we want to be as open as possible sheer documentation.

685 00:56:40,800 -> 00:56:44,400 Share video, shared diagrams share even like Hardware.

686 00:56:45,100 -> 00:56:45,400 Ends.

687 00:56:45,700 -> 00:56:47,500 So you can go and do these events yourself.

688 00:56:47,700 -> 00:56:53,000 So, yes, look for posts emails from our team that will follow up with these resources.

689 00:56:55,800 -> 00:57:00,100 Awesome, and we have got one last question here from cell.

690 00:57:00,600 -> 00:57:03,900 How does the live audience engaged without a laptop?

691 00:57:04,000 -> 00:57:07,500 Since a platform requires Google Chrome on a machine for these features?

692 00:57:09,000 -> 00:57:10,000 Well, there it is.

693 00:57:10,100 -> 00:57:10,700 It's called.

694 00:57:10,700 -> 00:57:12,000 Welcome, ha.

695 00:57:12,100 -> 00:57:13,300 We are teams working.

696 00:57:13,300 -> 00:57:18,800 Relentlessly around the clock to enable you to tune in from any device that you have.

697 00:57:19,400 -> 00:57:19,600 Right?

698 00:57:19,600 -> 00:57:22,900 So if you're in person and all you have is your phone, that's all you really need.

699 00:57:23,300 -> 00:57:23,700 Typically.

700 00:57:23,700 -> 00:57:25,900 When you host an experience people are on their phones.

701 00:57:25,900 -> 00:57:33,500 Anyway, you might as well use that phone and bring that experience to not just a remote but improve the experience across the board.

702 00:57:33,500 -> 00:57:35,600 So, yeah, all you need is really your phone.

703 00:57:35,900 -> 00:57:38,300 We're working on, it's working today.

704 00:57:38,400 -> 00:57:38,700 We will be reviewing.

705 00:57:38,900 -> 00:57:45,800 And that here, shortly that empowers everybody in the audience, regardless of where they locate it to engage in the equal playing field.

706 00:57:45,800 -> 00:58:00,000 Meaning that if someone has a question in there saying, Alabama, Her voice is heard just as loud as the person jumping behind this room trying to get a hold of the mic and that's the power of hybrid as power of using technology to connect people.

707 00:58:01,400 -> 00:58:02,100 We question.

708 00:58:03,700 -> 00:58:05,000 That's awesome, Rob.

709 00:58:05,400 -> 00:58:09,600 Well, we're coming to our time here, where we're going to wrap up.

710 00:58:09,700 -> 00:58:13,200 Thank you so much, Rob for answering some questions for us.

711 00:58:13,400 -> 00:58:19,600 Thank you, Dylan for your expertise, in everything that you have given us under the hood.

712 00:58:19,900 -> 00:58:25,000 We're going to have those diagrams and some flushed out PDFs and different things for you.

713 00:58:25,000 -> 00:58:26,800 Also, look out for that.

714 00:58:26,800 -> 00:58:37,000 And thank you for joining us as we're here, live, Las Vegas, and we're So excited to have done this with you all.

715 00:58:37,000 -> 00:58:41,400 Please continue to reach out to us, through LinkedIn, email us.

716 00:58:41,600 -> 00:58:47,900 And look at our events section on the website, as there's going to be more events coming up, and we'd love to see you, there.

717 00:58:48,200 -> 00:58:49,400 Have a wonderful day.

718 00:58:49,400 -> 00:58:50,400 We will catch you soon.

1 00:13:55,100 -> 00:13:59,000 Beer, very rose, and welcome to welcome.

2 00:13:59,100 -> 00:14:03,400 We are so happy to be here with you tonight.

3 00:14:03,500 -> 00:14:14,600 I see that we have got people tuning in from San Francisco, Jesse from Connecticut, Bay Area, Amsterdam, potentially our producer, Linda.

4 00:14:14,800 -> 00:14:18,900 Wow, I mean, we have got a range from east coast to West Coast.

5 00:14:19,000 -> 00:14:22,800 Alexis, Douglas, Detroit, Danielle and San Diego.

6 00:14:22,800 -> 00:14:24,200 Wow, this is great.

7 00:14:24,400 -> 00:14:29,100 Nashville, and I am here in hot sunny desert Las Vegas.

8 00:14:29,400 -> 00:14:31,100 So what's so awesome?

9 00:14:31,200 -> 00:14:32,500 Is that all of us?

10 00:14:32,600 -> 00:14:34,100 Oh, there we go.

11 00:14:34,100 -> 00:14:35,400 Got the are horde.

12 00:14:36,400 -> 00:14:43,400 So what would so awesome is that all of us are getting the opportunity to cook together tonight?

13 00:14:43,500 -> 00:14:46,000 We're sharing the same ingredients.

14 00:14:46,000 -> 00:14:49,700 We have got these kits and were all across the world.

15 00:14:49,900 -> 00:14:54,100 And so we're excited to have all of you here.

16 00:14:54,300 -> 00:14:57,600 On the panel to your right, you will see the chat.

17 00:14:57,800 -> 00:15:04,100 And so, feel free to drop any of your thoughts, your feedback, and there's a Q&A tab as well.

18 00:15:04,300 -> 00:15:11,500 So, if you click on it, feel free to drop any questions in the meantime, as we have right there with a fire Moji.

19 00:15:11,500 -> 00:15:13,300 Let us show some love.

20 00:15:13,300 -> 00:15:19,600 If you have got, your laptop in front of you drop an emoji and show us some of your love.

21 00:15:19,600 -> 00:15:20,300 There we go.

22 00:15:20,300 -> 00:15:21,400 What's up, Linda?

23 00:15:21,600 -> 00:15:24,100 Hey, Andrew Dylan in the house.

24 00:15:24,300 -> 00:15:25,500 Um, anybody else?

25 00:15:25,500 -> 00:15:27,700 If you have got some love, just keep dropping it.

26 00:15:27,700 -> 00:15:31,100 Thanks, Sean and Alex, Jesse Lauren McCoy.

27 00:15:31,100 -> 00:15:32,800 Here we go.

28 00:15:33,200 -> 00:15:34,900 All right, let us do this.

29 00:15:35,200 -> 00:15:35,700 Okay.

30 00:15:35,700 -> 00:15:41,500 So before we jump into some tacos and margaritas, let us do a quick poll.

31 00:15:42,000 -> 00:15:45,000 All right, so Linda in our Green Room, I can see her.

32 00:15:45,500 -> 00:15:47,500 Maybe y'all can't see her but I see you.

33 00:15:47,500 -> 00:15:47,900 Linda.

34 00:15:47,900 -> 00:15:49,200 Do you mind putting that pole?

35 00:15:49,200 -> 00:15:50,000 There we go.

36 00:15:50,300 -> 00:15:53,800 Have you cooked with a virtual Chef before?

37 00:15:54,400 -> 00:15:58,100 If yes, today's my first time drop in your votes.

38 00:15:58,100 -> 00:16:01,900 If you haven't already, it looks like for majority of you.

39 00:16:01,900 -> 00:16:07,400 This is your first time, so, oh, we got some other folks who have done this before.

40 00:16:07,500 -> 00:16:08,500 All right.

41 00:16:08,600 -> 00:16:09,200 Okay.

42 00:16:09,600 -> 00:16:10,900 Well great.

43 00:16:11,000 -> 00:16:19,200 We have got a packed out agenda, an amazing Chef that I see in the Green Room Chef Giovanni who I will introduce shortly.

44 00:16:19,800 -> 00:16:21,700 Let us pull up that agenda here.

45 00:16:22,000 -> 00:16:24,100 So today what we're going.

46 00:16:24,200 -> 00:16:26,900 Do is we will also introduce you to the chef.

47 00:16:27,000 -> 00:16:32,000 We will start with our cocktails mocktails, then we will go through the overview of tools.

48 00:16:32,000 -> 00:16:34,000 Protein prep, do a taco.

49 00:16:34,000 -> 00:16:37,900 Check in with one another garnish tortilla prep.

50 00:16:37,900 -> 00:16:39,800 And then we will do the Tocco assembly.

51 00:16:40,000 -> 00:16:42,400 Have the party at the end, final remarks.

52 00:16:42,400 -> 00:16:45,500 And then there's going to be a photo winning up.

53 00:16:45,500 -> 00:16:49,700 So be sure to take those photos, and we're going to share it with one another.

54 00:16:49,800 -> 00:16:51,200 Now with that.

55 00:16:51,400 -> 00:16:58,300 I would love to introduce the chef, he has worked in the Austin restaurant scene for over 10 years.

56 00:16:58,500 -> 00:17:03,700 He's made relationships with some of the most popular restaurant groups in Austin.

57 00:17:03,700 -> 00:17:09,800 On, if you're from Austin, you would know these names Bryce Gilmore, Mark, bewley Sam, Hillman Mass.

58 00:17:09,800 -> 00:17:11,900 These are really big chefs out there.

59 00:17:12,099 -> 00:17:16,099 So Chef Philip Speer who runs assembly.

60 00:17:16,099 -> 00:17:30,900 And he's had four nominations with the James Beard Foundation hired, Chef Giovanni to come to become a key member of the His kitchen management team and their chef Giovanni serves as the sous chef for the Commodore.

61 00:17:31,300 -> 00:17:38,200 And this is allowed him to expand his knowledge and his skills within modern Mexican Cuisine.

62 00:17:38,300 -> 00:17:45,600 And so now, he operates as the executive chef at assembly kitchen leading the team with menu creation and talent screening.

63 00:17:45,600 -> 00:17:47,900 So with that Chef Giovanni.

64 00:17:48,000 -> 00:17:49,400 Join me on stage.

65 00:17:49,400 -> 00:17:50,600 Hello.

66 00:17:51,000 -> 00:17:52,700 Taco Tuesday.

67 00:17:53,800 -> 00:17:54,000 Yeah.

68 00:17:54,100 -> 00:17:55,100 Yes, I am excited.

69 00:17:56,100 -> 00:17:57,500 Hola como estas.

70 00:17:58,200 -> 00:17:58,800 Hi, muy.

71 00:17:58,800 -> 00:17:59,900 Bien, muy Brent.

72 00:18:00,200 -> 00:18:03,300 Yeah, super excited, Taco Tuesday, officially today.

73 00:18:03,900 -> 00:18:05,500 We're going to have a great time.

74 00:18:05,500 -> 00:18:08,500 We're going to eat some really delicious food and enjoy each other's company.

75 00:18:08,500 -> 00:18:09,400 So let us do it.

76 00:18:11,900 -> 00:18:12,500 Perfect.

77 00:18:12,500 -> 00:18:15,100 Well, I think especially the best way to start off.

78 00:18:15,100 -> 00:18:18,800 Taco Tuesday is with a God, dang, Margarita.

79 00:18:19,000 -> 00:18:21,200 So let us get right into it.

80 00:18:21,200 -> 00:18:21,400 Right?

81 00:18:21,400 -> 00:18:23,300 Y'all, I would like to mention.

82 00:18:23,300 -> 00:18:25,100 If you have any questions whatsoever.

83 00:18:25,100 -> 00:18:28,600 Unfortunately, I am not able to see you guys on my end of the screen.

84 00:18:28,600 -> 00:18:31,000 But please throw those questions right in the chat.

85 00:18:31,000 -> 00:18:36,200 I can see it on the right of my monitor, and we can definitely get you, those answers, right?

86 00:18:36,500 -> 00:18:40,200 So, the best thing about this Margarita is that it's going to be ready in 30.

87 00:18:40,300 -> 00:18:40,500 Against.

88 00:18:40,500 -> 00:18:41,100 All right.

89 00:18:41,200 -> 00:18:59,500 So all the items we will need for this Margarita as follows here, when Empty Glass, beautiful lime, our Margarita mixture here and I just have this little plate with my lime salt in it.

90 00:18:59,500 -> 00:19:00,100 Alright.

91 00:19:00,200 -> 00:19:01,200 So here we go, guys.

92 00:19:01,200 -> 00:19:02,500 This is a quick trick.

93 00:19:03,400 -> 00:19:07,700 First thing I am going to do is, let us go ahead and cut this line right down the middle.

94 00:19:07,700 -> 00:19:13,400 Like so, Then we're going to go ahead and grab a little wedge from this lime.

95 00:19:15,800 -> 00:19:16,900 Slice it in the middle.

96 00:19:16,900 -> 00:19:24,500 Just going to score it, allowing us to place it over our glass and really Rim it with this fresh lime juice.

97 00:19:26,200 -> 00:19:28,400 More flavor from here.

98 00:19:28,400 -> 00:19:31,300 We're just going to tip it right onto that glass.

99 00:19:32,100 -> 00:19:35,200 Sorry for the scratchy's sounds not pleasant.

100 00:19:35,200 -> 00:19:36,700 But here we go.

101 00:19:37,700 -> 00:19:39,700 Fill it up with ice like that.

102 00:19:40,200 -> 00:19:40,900 Beautiful.

103 00:19:43,100 -> 00:19:44,200 Good healthy, Shake.

104 00:19:44,200 -> 00:19:46,000 Everybody get that.

105 00:19:46,000 -> 00:19:47,400 Taco dance already started.

106 00:19:47,400 -> 00:19:49,300 This is where we're getting that move-in ready.

107 00:19:49,900 -> 00:19:50,900 Getting ready for it.

108 00:19:52,400 -> 00:19:53,500 Pop, the cap.

109 00:19:53,700 -> 00:19:57,900 Fill her up extra.

110 00:19:57,900 -> 00:19:59,000 Squeeze of lime.

111 00:20:02,600 -> 00:20:04,400 Quick Trick, there we go, guys.

112 00:20:04,800 -> 00:20:05,200 Beautiful.

113 00:20:05,200 -> 00:20:07,100 Margarita right in front of you.

114 00:20:08,800 -> 00:20:09,700 Cheers y'all.

115 00:20:11,600 -> 00:20:12,200 Beautiful.

116 00:20:14,900 -> 00:20:15,800 How's it tasting?

117 00:20:15,800 -> 00:20:17,600 Everyone like the margarita?

118 00:20:19,400 -> 00:20:20,800 Cheers, I love the chairs.

119 00:20:23,400 -> 00:20:23,400 Perfect.

120 00:20:24,700 -> 00:20:28,200 Super Fresh lime juice, is exactly what makes this Margarita, really pop?

121 00:20:29,900 -> 00:20:33,500 I like a little strawberry floater on my margarita.

122 00:20:33,500 -> 00:20:36,600 Someone asked do we like floaters here in Austin, Texas?

123 00:20:36,600 -> 00:20:37,100 That's a hell.

124 00:20:37,100 -> 00:20:37,600 Yes.

125 00:20:38,600 -> 00:20:39,500 So beautiful.

126 00:20:40,400 -> 00:20:42,900 So now that we got our drink settled in front of us.

127 00:20:42,900 -> 00:20:48,500 We can finally get to relax, you know, get our drinking on, it's only makes us better chefs and the end of it.

128 00:20:48,500 -> 00:20:51,400 I think it's also going to make us a little more confident.

129 00:20:51,800 -> 00:20:55,600 So when we are cooking these tacos, everything is pre cooked for you.

130 00:20:55,600 -> 00:20:58,500 We're really just looking to get those garnishes on the plate.

131 00:20:58,500 -> 00:21:02,400 We're looking to heat up this meat or vegetables depending on the kit you get.

132 00:21:02,900 -> 00:21:05,200 And then so it's really simple trick.

133 00:21:05,300 -> 00:21:07,300 We got our super nice tacos.

134 00:21:07,300 -> 00:21:08,300 It's going to feed a lot of people.

135 00:21:08,400 -> 00:21:09,200 Tonight.

136 00:21:09,400 -> 00:21:15,200 So if you have anyone in your house with you, please tag them along and let us get on with the show.

137 00:21:15,800 -> 00:21:17,600 So we got our drink out of the way, right?

138 00:21:17,600 -> 00:21:20,200 Let us go ahead and talk about utensils and tools.

139 00:21:20,200 -> 00:21:23,200 Okay, super, super simple.

140 00:21:23,300 -> 00:21:27,200 The most things we were going to be needing is actually pans, right?

141 00:21:27,200 -> 00:21:28,600 Because we have got three proteins.

142 00:21:28,600 -> 00:21:34,300 We got a Carnitas, we have chicken tinga, and we have our Koji marinated skirt steak.

143 00:21:34,900 -> 00:21:38,200 If you did get the vegetarian, you're going to have our much.

144 00:21:38,400 -> 00:21:44,000 Shroom mixture, some miso carrots, and also a butternut squash to saute.

145 00:21:44,200 -> 00:21:45,400 Super, super simple.

146 00:21:45,600 -> 00:21:48,700 So like I said, it's going to be a majority of pans.

147 00:21:48,900 -> 00:21:50,800 But let us go ahead and talk about utensils.

148 00:21:51,700 -> 00:21:53,000 Got our chef knife, right.

149 00:21:53,300 -> 00:21:59,300 Beautiful cutting board, of course, and then just now near me.

150 00:21:59,400 -> 00:22:02,000 I have a little spatula.

151 00:22:02,300 -> 00:22:04,600 Definitely going to need that for our homemade tortillas.

152 00:22:05,800 -> 00:22:08,000 I love to have these little tongues as well.

153 00:22:09,600 -> 00:22:12,000 And then I just have a small amount of spoons here.

154 00:22:12,100 -> 00:22:23,500 Is it going to help with pulling out any ingredients out of those packaging and just kind of make our life a little easier when we're saucing when we're putting some, you know, Salsas and ramekins, super simple.

155 00:22:24,200 -> 00:22:24,600 Of course.

156 00:22:24,600 -> 00:22:26,800 I have a couple Linens as well.

157 00:22:28,200 -> 00:22:34,200 Now you guys, if you don't have a tortilla holder too warm to keep our tortillas nice and warm.

158 00:22:34,200 -> 00:22:35,600 While we're eating our tacos.

159 00:22:35,700 -> 00:22:38,600 The linen will definitely work as the trick, right?

160 00:22:38,600 -> 00:22:41,700 We're going to use It as a steamer once we have our hot tortillas.

161 00:22:41,900 -> 00:22:44,400 So make sure you at least have an extra clean linen.

162 00:22:45,200 -> 00:22:46,000 Alongside.

163 00:22:46,800 -> 00:22:48,900 I am going to go ahead and bring you over to my stove here.

164 00:22:50,400 -> 00:22:54,100 So you will see, I do have a decent amount of pans right now.

165 00:22:55,000 -> 00:22:57,900 The saucepan in the middle here is going to be for my chicken tinga.

166 00:22:57,900 -> 00:23:10,100 So make sure you guys have a small sauce pot for your chicken tinga and then I have to cast iron pans here just for my other proteins, my Carnitas and also my steak.

167 00:23:10,500 -> 00:23:23,300 So for the vegetarian out there, I just like to go ahead and use a sheet tray with a little bit of foil on it, because we can actually go ahead and just roast our It's alongside our butternut squash.

168 00:23:23,300 -> 00:23:27,400 Okay, alongside that sheet tray for my vegetarian.

169 00:23:27,400 -> 00:23:28,100 Vegan friend.

170 00:23:28,100 -> 00:23:31,000 You will need at least one cast, iron pan.

171 00:23:31,000 -> 00:23:33,200 And that's going to be for your mushrooms.

172 00:23:33,900 -> 00:23:40,400 Now, you will notice I have this really large, kind of flat top attachment on my stove as well.

173 00:23:40,400 -> 00:23:44,700 Now for me, this is the best thing you can possibly use to heat up tortilla.

174 00:23:44,700 -> 00:23:45,000 It's right.

175 00:23:45,000 -> 00:23:47,900 We don't want to go ahead and heat up one towards he at a time.

176 00:23:48,200 -> 00:23:56,200 Letting it get cold in the You know, after we're cooking it, so for me, I love to be able to cook at least six tortillas on this flat top.

177 00:23:56,800 -> 00:23:57,000 Now.

178 00:23:57,000 -> 00:24:03,200 If you guys don't have a flat top like this, just having another large cast, iron pan will definitely do the trick.

179 00:24:03,200 -> 00:24:03,700 All right.

180 00:24:05,100 -> 00:24:05,900 Beautiful.

181 00:24:06,000 -> 00:24:07,100 How's the margarita going?

182 00:24:07,600 -> 00:24:09,400 Hopefully, no one went ahead and chugged it.

183 00:24:09,400 -> 00:24:11,300 It is only Tuesday, but no, shame.

184 00:24:13,400 -> 00:24:14,300 Perfect.

185 00:24:15,200 -> 00:24:26,200 Other than that, guy's if you were had your box in front of you, feel free to go ahead and pull out all the ingredients and just kind of neatly lined them up in front of your cooking station, makes your life a little bit easier.

186 00:24:26,400 -> 00:24:30,400 And other than that, I think we can go ahead and is it is only Tuesday?

187 00:24:30,400 -> 00:24:35,200 I know it looks like Friday outside plus we got it is Wednesday.

188 00:24:35,200 -> 00:24:38,900 Oh my God, you guys are totally, right.

189 00:24:38,900 -> 00:24:42,500 We're going to act like, it's Friday, even though it's Taco Tuesday on this Wednesday.

190 00:24:42,700 -> 00:24:43,500 If that Sounds.

191 00:24:43,500 -> 00:24:45,100 All right, beautiful.

192 00:24:46,300 -> 00:24:48,900 Thank you for keeping me in check over there.

193 00:24:51,000 -> 00:24:51,900 McCoy.

194 00:24:51,900 -> 00:24:54,900 Definitely with the knowledge great.

195 00:24:54,900 -> 00:24:59,300 So we do have a little protein prep just to get started beforehand.

196 00:24:59,400 -> 00:25:08,300 I also would like Zachary that my loan vegetarian not to section you off, but go ahead and pre-heat your oven to 375.

197 00:25:08,300 -> 00:25:10,500 All right, Zachary only for Zachary.

198 00:25:10,500 -> 00:25:13,100 He is a special person in this entire group.

199 00:25:13,200 -> 00:25:14,700 Group, and we all love him for them.

200 00:25:15,000 -> 00:25:15,400 Great.

201 00:25:16,700 -> 00:25:19,800 So back into our small amount of protein prep.

202 00:25:20,300 -> 00:25:21,400 All I am going to do here.

203 00:25:22,000 -> 00:25:31,200 And after the protein prep will go ahead and jump into our side rooms, but just a couple steps before we do that for my protein prep.

204 00:25:31,200 -> 00:25:36,800 I really just want to go ahead and start getting all this meat out and be able to breathe especially the stake here.

205 00:25:36,800 -> 00:25:42,800 Okay, so just getting a steak right out of our compostable packaging here.

206 00:25:43,300 -> 00:25:45,700 I am going to go ahead and just lay it on a linen.

207 00:25:45,700 -> 00:25:48,100 Just to kind of soak up some of that liquid.

208 00:25:49,300 -> 00:25:53,500 If you don't want to use a linen just for this, we can go ahead and just have a paper towel.

209 00:25:53,500 -> 00:25:54,600 Will definitely do the trick.

210 00:25:54,600 -> 00:25:56,900 Okay, I have a thousand of these Linens though.

211 00:25:56,900 -> 00:26:02,300 So I have no shame in using that beautiful one protein prep down.

212 00:26:04,800 -> 00:26:08,700 And as I did mention, these bags are 100% compostable.

213 00:26:08,900 -> 00:26:13,900 So if you guys have little home compost, compost at your house, please, just throw them in there.

214 00:26:13,900 -> 00:26:16,900 They will buy generally degrade.

215 00:26:16,900 -> 00:26:17,500 Next up.

216 00:26:17,500 -> 00:26:22,700 I am going to go ahead and just get my chicken tinga in the sauce pot.

217 00:26:22,800 -> 00:26:23,100 Okay.

218 00:26:23,100 -> 00:26:25,600 Now I don't want to turn on that sauce pot.

219 00:26:25,600 -> 00:26:26,800 I just want to get it in there.

220 00:26:26,800 -> 00:26:33,300 Okay, just like we said this is just a small amount of prep work before the fun really begins.

221 00:26:34,600 -> 00:26:39,900 So right into my pot, make sure you get all of those sauces from this packaging.

222 00:26:39,900 -> 00:26:41,400 They're so delicious.

223 00:26:42,300 -> 00:26:45,400 Just like the squeeze out with your hands, just like that.

224 00:26:47,500 -> 00:26:50,600 Fantastic, and then just going to put the lid back on.

225 00:26:51,100 -> 00:26:53,900 Like I said, we're not turning on that pot just yet.

226 00:26:53,900 -> 00:26:54,900 We're just getting it ready.

227 00:26:54,900 -> 00:26:55,400 All right.

228 00:26:57,400 -> 00:27:03,000 Now that leaves us with our Carnitas, the Carnitas can actually stay in the bag here.

229 00:27:03,000 -> 00:27:05,400 But I am just going to go ahead and open them up.

230 00:27:06,600 -> 00:27:16,900 I like to open the entire packaging up just, so we keep a nice flat surface for the Carnitas, and we will go ahead and show you why that's important a little bit later.

231 00:27:18,000 -> 00:27:21,000 But as you can see, just opening it up like a book.

232 00:27:23,000 -> 00:27:23,700 Beautiful.

233 00:27:24,000 -> 00:27:25,300 That will do the trick.

234 00:27:30,000 -> 00:27:30,700 Here we go.

235 00:27:31,400 -> 00:27:33,800 So now we got all our proteins, nice and prepped.

236 00:27:34,800 -> 00:27:42,600 Chickens in the sauce, pot, steaks, drying out a little bit on a paper towel, Carnitas are opened up getting ready for that cook along.

237 00:27:42,600 -> 00:27:49,500 Okay, so we will go ahead and just make sure you hit except on your break rooms here and I will see you guys back here in about seven minutes or so.

238 00:27:50,200 -> 00:27:51,800 So you guys enjoy that margarita.

239 00:27:58,400 -> 00:27:59,300 I also have a dog.

240 00:27:59,300 -> 00:27:59,700 Yes.

241 00:28:00,900 -> 00:28:01,900 You guys are in my house today.

242 00:28:01,900 -> 00:28:02,500 So welcome.

243 00:28:54,200 -> 00:28:54,600 She knows.

244 00:30:08,900 -> 00:30:15,200 She knows that guy that she ever belong here.

245 00:36:20,100 -> 00:36:20,900 I love that poll.

246 00:36:20,900 -> 00:36:21,600 By the way.

247 00:36:22,000 -> 00:36:23,900 I also voted for whiskey.

248 00:36:23,900 -> 00:36:25,400 So, great job everyone.

249 00:36:25,400 -> 00:36:26,700 You guys got the right answer.

250 00:36:27,200 -> 00:36:27,700 Beautiful.

251 00:36:28,700 -> 00:36:29,100 Love.

252 00:36:29,100 -> 00:36:30,300 Seeing the photos as well.

253 00:36:30,300 -> 00:36:32,300 Everyone holding on gripping.

254 00:36:32,300 -> 00:36:33,800 Tight to that Margarita.

255 00:36:33,800 -> 00:36:34,500 Beautiful.

256 00:36:35,500 -> 00:36:36,100 Love it.

257 00:36:36,800 -> 00:36:40,500 What's I would love to see some of y'all's favorite whiskies in the chat.

258 00:36:40,500 -> 00:36:42,600 I personally love to drink Booker's.

259 00:36:42,600 -> 00:36:47,100 Booker's is my drink for the most part when it comes down to Whiskey.

260 00:36:47,400 -> 00:36:48,100 Sneezy.

261 00:36:48,300 -> 00:36:48,900 Good straight.

262 00:36:48,900 -> 00:36:50,900 Sipping Wild Turkey 101.

263 00:36:50,900 -> 00:36:51,400 Okay.

264 00:36:52,100 -> 00:36:52,500 Hi.

265 00:36:53,100 -> 00:36:54,100 Hi West.

266 00:36:55,200 -> 00:36:56,400 He's just a simple man.

267 00:36:56,600 -> 00:36:57,500 Love it.

268 00:36:57,600 -> 00:36:58,100 Great, guys.

269 00:36:58,100 -> 00:36:58,600 Well tonight.

270 00:36:58,600 -> 00:36:59,800 We are drinking tequila.

271 00:36:59,800 -> 00:37:02,000 So no one should be mad about that.

272 00:37:02,000 -> 00:37:04,100 The Margaritas are really fantastic.

273 00:37:05,000 -> 00:37:10,100 So let us get kind of down into the grittiness of setting up our clatter.

274 00:37:10,100 -> 00:37:10,400 Right?

275 00:37:10,400 -> 00:37:12,700 So this is going to be called armies and place.

276 00:37:12,700 -> 00:37:14,800 Does anyone know what Mason pluses by chance?

277 00:37:14,800 -> 00:37:17,100 Has anyone watched the Food Network and heard that?

278 00:37:17,200 -> 00:37:19,600 Put your answer in the chat really quickly.

279 00:37:19,600 -> 00:37:22,600 Let us see if I get any Put in place.

280 00:37:22,600 -> 00:37:23,800 Yeah, pretty much.

281 00:37:23,800 -> 00:37:24,900 That's exactly it.

282 00:37:25,300 -> 00:37:27,200 So, we're getting everything in its place.

283 00:37:27,200 -> 00:37:28,500 That's mise-en-place.

284 00:37:28,500 -> 00:37:29,100 Right?

285 00:37:29,200 -> 00:37:37,300 So what to means in place for this taco event is going to be, is getting are those little garnishes all those beautiful colors right on the plate first?

286 00:37:37,300 -> 00:37:43,100 Okay, and the very first amazing plus, I think that we can essentially do get our prep ready is.

287 00:37:43,100 -> 00:37:48,600 I have our 2, beautiful Salsas here and all I did was put them right into little ramekins.

288 00:37:48,800 -> 00:37:55,700 Now, this is sounds like a really small step but Actually adds a lot of value to the perceived value of this ditch.

289 00:37:55,700 -> 00:37:56,000 Right?

290 00:37:56,000 -> 00:37:58,900 We took the time to went ahead and separate our Salsas.

291 00:37:59,100 -> 00:38:00,800 We can use them throughout the night.

292 00:38:00,800 -> 00:38:01,700 It looks beautiful.

293 00:38:01,700 -> 00:38:04,100 Just nice off into their ramekins.

294 00:38:04,300 -> 00:38:06,700 So let us go ahead and start by doing soap, right?

295 00:38:08,100 -> 00:38:10,400 I am looking for a nice plate skills tonight.

296 00:38:11,100 -> 00:38:15,000 Okay, and we can actually do that with just using our vision.

297 00:38:15,200 -> 00:38:22,700 Having these beautiful colors that were about to display on our plate, is actually going to be kind of the plate up of this platter at itself.

298 00:38:23,600 -> 00:38:27,700 Other than that, I am going to go ahead and grab my platter for this evening.

299 00:38:27,800 -> 00:38:30,200 This is beautiful, nice white large plate.

300 00:38:30,400 -> 00:38:39,100 It's going to have plenty of surface area for me to work with all my garnishes have all three of my All-Star meats, or All is right in the center.

301 00:38:39,800 -> 00:38:43,000 So go ahead and find yourselves a beautiful, nice platter like this.

302 00:38:44,400 -> 00:38:48,600 Okay, and the first thing I am going to be adding to this platter.

303 00:38:49,200 -> 00:38:51,800 We have those pesky lines from that Margarita.

304 00:38:52,300 -> 00:38:54,600 So I think, let us go ahead and just finish the job.

305 00:38:54,600 -> 00:38:55,100 Right?

306 00:38:55,200 -> 00:38:57,900 We have about three quarters of a margarita.

307 00:38:58,400 -> 00:39:03,500 We have our knife and let us just go ahead and create the rest into wedges here.

308 00:39:05,100 -> 00:39:06,800 Like so beautiful.

309 00:39:07,800 -> 00:39:13,500 No, Taco is complete without a nice fresh Spritz of that line.

310 00:39:14,300 -> 00:39:15,400 It's right there.

311 00:39:19,000 -> 00:39:21,000 And I am just going to start playing with colors here.

312 00:39:21,000 -> 00:39:23,800 I think we should go ahead and do for the most part.

313 00:39:23,800 -> 00:39:25,300 All of our knife work.

314 00:39:25,600 -> 00:39:26,500 Now here.

315 00:39:26,500 -> 00:39:28,300 I have my market vegetables.

316 00:39:28,300 -> 00:39:35,200 These are going to be just fresh seasonal, vegetables, that freshness of the vegetable actually gives a lot of texture to a taco.

317 00:39:35,500 -> 00:39:38,600 I love the little bite of a radish and between some carnitas.

318 00:39:39,000 -> 00:39:40,900 So let us go ahead and attack that.

319 00:39:41,800 -> 00:39:44,400 So just slicing off the top of the package.

320 00:39:44,700 -> 00:39:47,600 These vegetables have already been pre-washed for you.

321 00:39:48,200 -> 00:39:57,700 So you can see I have a little yellow carrot and also this just beautiful cherry bomb of a radish are so using my fingertips here.

322 00:39:58,500 -> 00:40:01,400 I am going to actually claw the item.

323 00:40:01,700 -> 00:40:02,000 Now.

324 00:40:02,000 -> 00:40:03,100 I don't want anyone.

325 00:40:03,100 -> 00:40:09,600 We're going to do a little pre lesson on how to properly cut something as you can see on a professional chef and I have all 10.

326 00:40:09,600 -> 00:40:12,800 And my fingers, still tell you, I know what I am talking about, right?

327 00:40:14,000 -> 00:40:20,200 So when I cut anything, I am always clawing the Mmm, usually, with these three fingers here.

328 00:40:20,200 -> 00:40:22,100 Okay, so I am gripping it.

329 00:40:22,100 -> 00:40:31,700 And as you can tell, when I grip it, my Knuckles kind of protrude out word, which allows me to kind of rest, my knife amongst my Knuckles.

330 00:40:32,100 -> 00:40:39,500 And as you can see, my fingertips will naturally kind of push inward being hidden from my knife blade itself.

331 00:40:40,600 -> 00:40:43,300 So let us think a little smart here as well.

332 00:40:43,600 -> 00:40:45,400 This thing rolls around like crazy.

333 00:40:45,500 -> 00:40:48,000 So let us go ahead and give it some nice.

334 00:40:48,200 -> 00:40:49,200 Flat edges.

335 00:40:49,600 -> 00:40:51,200 Nice flat surface to work on.

336 00:40:51,300 -> 00:40:53,300 This looks like a nice little heart.

337 00:40:53,300 -> 00:40:54,100 Let us hear you guys.

338 00:40:54,200 -> 00:40:56,500 There we go, beautiful.

339 00:40:56,500 -> 00:41:01,200 So now we have a, we have a flat surface radish.

340 00:41:01,200 -> 00:41:02,700 My fingertips are gripping.

341 00:41:02,700 -> 00:41:08,700 The item Knuckles are, protruding outward firm grip on my knife.

342 00:41:09,300 -> 00:41:17,900 And I am just slicing right through and a rocking motion, until I meet an apex in which my reddish is no longer.

343 00:41:18,100 -> 00:41:24,300 A safe kind of on this Edge, so I am a tilted back down and then just attack the other side.

344 00:41:25,500 -> 00:41:27,100 Definitely not a race.

345 00:41:27,100 -> 00:41:31,400 We want nice thin slices a vegetable here, okay.

346 00:41:32,700 -> 00:41:33,200 Beautiful.

347 00:41:34,600 -> 00:41:37,300 Now, we kind of made it a little easier ready for you with the carrot.

348 00:41:37,300 -> 00:41:39,000 It's got a nice flat surface.

349 00:41:39,200 -> 00:41:42,500 And for me, I like these to kind of mimic the size of the taco.

350 00:41:42,700 -> 00:41:46,000 So I am going to go ahead and cut them at a diagonal bias.

351 00:41:46,000 -> 00:41:49,700 So they're a little larger, and they just fit nicely onto my taco.

352 00:41:50,500 -> 00:41:51,900 So just like that.

353 00:41:55,400 -> 00:41:59,200 A nice little sweetness from the carrot, alongside its texture.

354 00:41:59,200 -> 00:42:02,600 And the crunch makes her a really nice little taco garnish.

355 00:42:03,900 -> 00:42:06,100 So here we just have our beautiful little bundle.

356 00:42:06,100 -> 00:42:07,900 Showing off those knife skills.

357 00:42:08,100 -> 00:42:09,600 Everyone's got their finger tips.

358 00:42:09,600 -> 00:42:10,300 I hope.

359 00:42:11,300 -> 00:42:12,200 And we're going to roll.

360 00:42:14,500 -> 00:42:15,400 But look at that already.

361 00:42:15,400 -> 00:42:22,500 The color of these to the grain from the line, the beautiful carrot alongside the radish, makes this look really beautiful.

362 00:42:23,700 -> 00:42:30,000 Now, let us go ahead and finish off a little of this knife work here and I think we're going to do some of this charred onion here.

363 00:42:31,500 -> 00:42:32,600 Slicing it rights?

364 00:42:32,600 -> 00:42:33,700 Open like that.

365 00:42:33,900 -> 00:42:39,400 Now you will notice on this onion itself, the root system is still attached.

366 00:42:39,500 -> 00:42:43,400 So just this little button, has the roots still attached.

367 00:42:44,400 -> 00:42:47,200 All we want to do is slice that off.

368 00:42:47,700 -> 00:42:49,200 Don't want to eat that.

369 00:42:49,700 -> 00:42:51,100 Using that same technique.

370 00:42:51,100 -> 00:43:01,300 I am gripping these onion, this onion here, and I am just going to make small little ribbon, so I can go ahead and put this throughout my taco of my choosing.

371 00:43:04,100 -> 00:43:04,800 Beautiful.

372 00:43:07,700 -> 00:43:08,000 Fun.

373 00:43:08,000 -> 00:43:10,200 This right back to our platter.

374 00:43:12,900 -> 00:43:14,500 Love the translucent color.

375 00:43:18,300 -> 00:43:19,400 Fantastic.

376 00:43:22,600 -> 00:43:25,900 Now I am going to go ahead and reach for my chili Tori.

377 00:43:25,900 -> 00:43:34,400 Ah, do so, anyone know what a chili Tory Auto is Can anyone guess what pepper this is in this package?

378 00:43:37,500 -> 00:43:39,000 I know there're some Californians out there.

379 00:43:39,000 -> 00:43:41,900 So they definitely know what this is here.

380 00:43:41,900 -> 00:43:48,700 I just got a nice, beautiful charred jalapeno and which we then quick pickle with a little lime juice.

381 00:43:48,700 -> 00:43:52,900 Okay, so it's got that dark bite from the grill.

382 00:43:55,300 -> 00:43:58,000 It's got that acidic punch to it from the lime.

383 00:43:59,500 -> 00:44:02,200 And I am just going to strike off the stem.

384 00:44:02,800 -> 00:44:07,300 Now, if you guys don't like the spiciness of this jalapeno, all too much.

385 00:44:08,700 -> 00:44:11,300 We can go ahead and de-seed it from the inside.

386 00:44:11,300 -> 00:44:18,800 So, just slicing the center open, not all the way through, but just enough to expose those seeds, you can use the back of your knife.

387 00:44:20,100 -> 00:44:23,200 To just scrape nice and easily out like so.

388 00:44:25,000 -> 00:44:26,200 For me, I like the chili.

389 00:44:26,200 -> 00:44:34,200 So I am going to go ahead and put them right back in, and I am just going to slice nice, beautiful wedges of this jalapeno.

390 00:44:35,800 -> 00:44:38,000 Fantastic, nice hatch, stick.

391 00:44:39,100 -> 00:44:44,400 And I am going to rest that directly right on top of my onions.

392 00:44:48,000 -> 00:44:49,600 Let us see where you guys are at.

393 00:44:54,000 -> 00:44:56,100 Okay, beautiful head on a swivel.

394 00:44:56,100 -> 00:44:56,700 Love it.

395 00:44:57,400 -> 00:44:58,600 Someone's thinking on their feet.

396 00:44:58,600 -> 00:44:59,100 That's a true.

397 00:44:59,100 -> 00:44:59,700 Chef move.

398 00:44:59,700 -> 00:45:00,300 Great job.

399 00:45:02,200 -> 00:45:07,400 So here, just to show you what I am working with so far, have a couple of my garnishes.

400 00:45:10,000 -> 00:45:10,200 Now.

401 00:45:10,200 -> 00:45:12,700 Let us add a little more brightness to this, right?

402 00:45:12,800 -> 00:45:19,300 It's kind of getting a little mold down with these charred, vegetable garnishes with the onion and the jalapeno.

403 00:45:20,400 -> 00:45:23,100 What I want you guys to go ahead and reach for next is what's called.

404 00:45:23,300 -> 00:45:25,100 Need pack that you need.

405 00:45:25,100 -> 00:45:28,600 Peck is a very traditional Yucatan style garnish.

406 00:45:28,800 -> 00:45:41,400 You often find these on tostadas and Tacos, but the thing that's so special about SHINee, Peck is the pickling liquid, which usually tends to be vinegar, has been swapped out for citrus juices.

407 00:45:41,400 -> 00:45:52,900 So, in this, we have pickled it with orange juice, lime juice, and a little habanero pieces, just to give it a nice kick and it's got some good sweetness from those juices themselves.

408 00:45:54,200 -> 00:45:57,000 And you can just see the color of it is just absolutely stunning.

409 00:45:58,600 -> 00:46:00,900 So, just using your fingertips, we're here to get messy.

410 00:46:02,100 -> 00:46:02,800 Kind of drain.

411 00:46:02,800 -> 00:46:03,500 These onions?

412 00:46:03,500 -> 00:46:04,600 Right out.

413 00:46:06,100 -> 00:46:09,900 These are some of my favorite garnishes for a steak taco.

414 00:46:12,800 -> 00:46:13,600 So beautiful.

415 00:46:17,100 -> 00:46:18,100 It's like that.

416 00:46:18,600 -> 00:46:25,200 So you can see how I am actually using the rim of my plate, to really set the boundary for all of our garnishes.

417 00:46:25,200 -> 00:46:26,000 Right?

418 00:46:26,100 -> 00:46:29,900 So we're thinking the little smart here and then next up.

419 00:46:29,900 -> 00:46:33,000 I am going to go ahead and reach for some fresh cilantro.

420 00:46:33,000 -> 00:46:36,900 Let us live in this thing up with a little more fresh herbs here, okay.

421 00:46:38,600 -> 00:46:43,500 Now just a couple more steps before we do break off into your breakout rooms once more.

422 00:46:43,600 -> 00:46:47,000 So really take the time to set off these garnishes really beautifully.

423 00:46:47,200 -> 00:46:52,900 Feel free to take a couple of those photos once you guys are in there, but just grabbing the cilantro.

424 00:46:52,900 -> 00:46:54,200 It's already been picked for you.

425 00:46:54,200 -> 00:46:55,200 We did the hard stuff.

426 00:46:55,200 -> 00:46:56,600 It's already been washed.

427 00:46:56,600 -> 00:46:59,000 So just give it a little volume, right?

428 00:46:59,300 -> 00:47:02,200 But something's nice and Tall on a play.

429 00:47:02,200 -> 00:47:04,900 It just speaks so much louder.

430 00:47:05,200 -> 00:47:06,500 Look so much more beautiful.

431 00:47:07,500 -> 00:47:10,400 And now, pair them with our house bar herbs.

432 00:47:10,400 -> 00:47:14,900 This is just from a local hyper local Farm here in Austin Texas.

433 00:47:14,900 -> 00:47:19,000 That grows these beautiful little field herbs.

434 00:47:19,800 -> 00:47:21,800 Now, not only do they just look gorgeous.

435 00:47:21,800 -> 00:47:24,200 They really do add a lot of different flavors.

436 00:47:24,600 -> 00:47:34,100 Now if you have any large pieces like this, Malabar spinach here, feel free to just pick it with your fingers, tear it up into some bite-sized pieces.

437 00:47:35,900 -> 00:47:37,500 Those flowers are edible.

438 00:47:38,500 -> 00:47:40,000 They just give a nice little beautiful.

439 00:47:40,000 -> 00:47:41,500 Look to your plate.

440 00:47:43,300 -> 00:47:44,000 Here we go.

441 00:47:46,900 -> 00:47:49,300 Now, I am starting to get a little more green on my plate.

442 00:47:49,300 -> 00:47:51,500 So, let us go ahead and lighten up the mood.

443 00:47:51,800 -> 00:47:53,800 We have this beautiful quesillo.

444 00:47:53,900 -> 00:47:54,200 They will.

445 00:47:54,200 -> 00:47:56,900 Haka that we get imported at the restaurant.

446 00:47:56,900 -> 00:47:59,600 Every single Friday, from Oaxaca.

447 00:47:59,900 -> 00:48:13,400 This is the most insanely delicious cheese you have ever had the way that it's made is that it's stretched and continuously stretched and balled up into a nice large ball.

448 00:48:13,400 -> 00:48:16,900 So here we have those Strands of it.

449 00:48:16,900 -> 00:48:24,000 So just pick it with your fingers, definitely snag a little piece for the enjoyment, pre taco.

450 00:48:25,700 -> 00:48:29,900 But this on top of the chicken tinga just makes it so delicious.

451 00:48:32,300 -> 00:48:33,200 So here we go.

452 00:48:34,500 -> 00:48:39,500 And then that leaves me with our last garnish here, which is this avocado.

453 00:48:40,300 -> 00:48:49,800 So, the avocado is bagged because we went ahead and just slice the avocado down the middle, just to make sure you guys are getting a nice, beautiful, non bruised, avocado.

454 00:48:49,900 -> 00:48:57,400 So once we slice it, we sealed it right back up as if it was brand-new and it is absolutely fantastic.

455 00:48:57,400 -> 00:49:01,400 You will notice the seed is still in the avocado that helps.

456 00:49:02,100 -> 00:49:04,200 The my stay oxidation of it.

457 00:49:04,800 -> 00:49:06,700 So for the last kind of knife work prep.

458 00:49:06,700 -> 00:49:08,700 We have we just have to deep it.

459 00:49:08,700 -> 00:49:11,400 This avocado seed.

460 00:49:12,100 -> 00:49:17,200 Gently striking the center of the avocado with your middle of your knife.

461 00:49:17,700 -> 00:49:18,500 Get in there.

462 00:49:18,500 -> 00:49:21,000 Counter twist both hands.

463 00:49:22,000 -> 00:49:22,600 Beautiful.

464 00:49:24,900 -> 00:49:26,500 Thing is right out.

465 00:49:29,200 -> 00:49:29,700 Now.

466 00:49:29,700 -> 00:49:32,500 I love to cut this on The Cutting Board.

467 00:49:33,300 -> 00:49:33,500 Now.

468 00:49:33,500 -> 00:49:37,300 You don't ever need to buy an avocado Spooner right?

469 00:49:37,300 -> 00:49:37,700 Or what?

470 00:49:37,700 -> 00:49:38,900 I don't even know what it's called.

471 00:49:39,000 -> 00:49:43,700 I just have this nice antique spoon here that I found perfect for my avocados.

472 00:49:45,400 -> 00:49:49,900 So I am just going to use the spoon to scoop out that beautiful flesh.

473 00:49:50,800 -> 00:49:52,300 Bright and vibrant green.

474 00:49:52,300 -> 00:49:53,400 This avocado.

475 00:49:54,300 -> 00:49:55,800 It's one of my favorite garnishes.

476 00:49:58,300 -> 00:50:12,500 Fantastic, and I am just going to go ahead and cut little wedges on a bias like so, For Allah, you can press down, give it that nice fan.

477 00:50:12,500 -> 00:50:19,100 Look at that beautiful green eggs, just like that.

478 00:50:21,000 -> 00:50:23,300 Clean up the station, just a little bit.

479 00:50:28,100 -> 00:50:28,500 I know.

480 00:50:28,600 -> 00:50:32,000 Hey, we're here to prove you guys wrong on that shipping of avocados.

481 00:50:32,000 -> 00:50:33,100 It is possible.

482 00:50:33,400 -> 00:50:34,600 We have the technology.

483 00:50:34,600 -> 00:50:37,900 We can ship avocados, worldwide, love it.

484 00:50:38,400 -> 00:50:49,600 So hopefully your platter looks just as bright and vibrant as mine, take a quick look, definitely can get this done and I will see you guys here in a minute.

485 00:50:49,600 -> 00:50:52,400 So go ahead and accept those breakout rooms one more time.

486 00:50:53,000 -> 00:50:57,800 Show us your beautiful platters and let us go Ready to fill them up with some great taco fill-ins.

487 00:50:58,200 -> 00:50:58,900 See you guys soon.

488 01:00:10,000 -> 01:00:11,000 Welcome back, guys.

489 01:00:11,400 -> 01:00:15,500 Hopefully, you will have a little Margarita by the end of this cooking experience.

490 01:00:15,700 -> 01:00:18,700 Definitely encourage drinking while we're eating these tacos.

491 01:00:18,700 -> 01:00:21,000 It really sets off the mood, right?

492 01:00:21,000 -> 01:00:24,100 But with that, welcome back, let us do a quick cheers.

493 01:00:25,500 -> 01:00:29,100 Last confidence booster because we're about to get into the actual fire of things.

494 01:00:29,100 -> 01:00:34,200 Alright, so here we have our garnish tray set up, right?

495 01:00:34,200 -> 01:00:35,000 It's beautiful.

496 01:00:35,200 -> 01:00:36,900 Hopefully you guys, I definitely piqued.

497 01:00:37,100 -> 01:00:39,600 A couple of these breakout rooms and look stunning.

498 01:00:41,100 -> 01:00:46,100 Shouts out to cheffy boy, Zachary Smith with the wood board.

499 01:00:46,500 -> 01:00:48,900 Platter looks freaking fantastic.

500 01:00:48,900 -> 01:00:49,400 Absolutely.

501 01:00:49,400 -> 01:00:49,700 Love it.

502 01:00:49,700 -> 01:00:51,000 Follow him on Instagram.

503 01:00:51,600 -> 01:00:56,500 He went ahead and put we're trying to post up his Chef Instagram here.

504 01:00:57,100 -> 01:00:57,900 It's going to be great.

505 01:00:58,600 -> 01:00:59,700 So we have our platter here.

506 01:00:59,700 -> 01:01:00,700 It looks beautiful.

507 01:01:00,700 -> 01:01:04,600 I saw everyone's super amazing job now.

508 01:01:04,600 -> 01:01:06,200 It's on to the cooking part, right?

509 01:01:06,500 -> 01:01:10,300 The very most important thing about cooking is proper.

510 01:01:10,700 -> 01:01:13,300 On our pans or oven, right?

511 01:01:13,300 -> 01:01:16,500 So we need to make sure these pans are nice and hot.

512 01:01:16,700 -> 01:01:18,700 This is why I love to use cast iron.

513 01:01:18,900 -> 01:01:24,900 It retains its heat much, much better than most pans, and it's also really simple to clean out.

514 01:01:24,900 -> 01:01:26,400 You rinse it, wipe it out.

515 01:01:26,400 -> 01:01:27,500 With a paper towel.

516 01:01:27,600 -> 01:01:29,100 It just keeps on getting better.

517 01:01:29,400 -> 01:01:33,400 The seasoning on the pan itself grows with you while you're kind of cooking.

518 01:01:34,100 -> 01:01:37,300 So the first thing I want to do come with me to my range here.

519 01:01:38,100 -> 01:01:39,700 Zachary, you got your oven on?

520 01:01:40,000 -> 01:01:40,700 Yes, sir.

521 01:01:40,800 -> 01:01:41,400 Great.

522 01:01:41,900 -> 01:01:45,500 So our oven on is for our vegetarian option.

523 01:01:45,600 -> 01:01:46,400 Mr. Exact.

524 01:01:47,200 -> 01:01:49,000 Everyone else should be working with this.

525 01:01:49,500 -> 01:01:50,300 These pans here.

526 01:01:50,300 -> 01:01:50,800 Okay.

527 01:01:51,100 -> 01:01:55,600 So for me, the very first thing, we have our chicken tinga in our sauce pot.

528 01:01:56,600 -> 01:02:01,300 I am going to go ahead and start that first, and I am going to turn it on very low.

529 01:02:01,700 -> 01:02:04,900 I just want a nice simmer on my chicken tinga.

530 01:02:04,900 -> 01:02:07,700 I don't want to reduce my sauce.

531 01:02:07,900 -> 01:02:09,400 In there all that much.

532 01:02:09,400 -> 01:02:11,300 I just really want to warm up this chicken.

533 01:02:11,300 -> 01:02:11,800 Okay.

534 01:02:12,700 -> 01:02:22,000 So the very first thing we're going kind of reverse, little Seer here, chicken tinga on low heat with my other pans.

535 01:02:22,000 -> 01:02:25,300 I am going to go ahead and turn on my tortilla pan.

536 01:02:25,300 -> 01:02:27,900 So this will be your largest pan.

537 01:02:28,000 -> 01:02:30,000 And I also want this on low.

538 01:02:30,500 -> 01:02:32,800 So by time or mates are nice and Cooked.

539 01:02:34,000 -> 01:02:44,300 Our tortilla pan will be nice and ready just to warm up these House made Tortillas, okay, and that leaves me with my two solo pants here.

540 01:02:44,900 -> 01:02:51,900 One for my carnitas, one, for my steak, now, Zachary with a vegetarian option.

541 01:02:52,100 -> 01:02:55,400 One of these pans will go ahead and be for our mushrooms.

542 01:02:55,400 -> 01:02:55,900 Okay.

543 01:02:56,900 -> 01:02:58,400 So here we have the mon.

544 01:02:58,500 -> 01:03:00,200 I am going to go ahead and start preheating.

545 01:03:00,200 -> 01:03:04,200 My pans to just under medium heat.

546 01:03:04,200 -> 01:03:05,800 I want a nice and hot.

547 01:03:06,500 -> 01:03:08,900 But I don't want to really burn down the place, right?

548 01:03:09,500 -> 01:03:12,000 So let us just get that going, beautiful.

549 01:03:13,700 -> 01:03:15,800 This is a nice little Pro tip as well.

550 01:03:16,100 -> 01:03:18,800 As you can see that, I have a bunch of items cooking.

551 01:03:18,800 -> 01:03:19,300 Now.

552 01:03:19,600 -> 01:03:25,700 I am always very cautious that I have my handles of my pans, kind of facing the same way.

553 01:03:25,700 -> 01:03:26,200 Right?

554 01:03:26,300 -> 01:03:29,700 And I never want those handles to be in front of the stove.

555 01:03:29,800 -> 01:03:32,200 Just in case you got a kid running around that dog.

556 01:03:32,200 -> 01:03:33,500 Is maybe pulling up here.

557 01:03:33,700 -> 01:03:35,100 They're going to knock this thing.

558 01:03:35,100 -> 01:03:40,600 I am always having my pans, just consciously in a single Direction, okay.

559 01:03:42,000 -> 01:03:44,700 So now that our pans are starting to warm up.

560 01:03:44,700 -> 01:03:46,100 Once again on that Medium.

561 01:03:46,400 -> 01:03:55,100 I am going to grab that neutral oil that we sent you and I want half of that neutral oil and to each of your pants.

562 01:03:55,100 -> 01:03:57,600 Okay, just like that.

563 01:03:57,700 -> 01:04:01,800 Now, this neutral oil has a higher smoke point.

564 01:04:01,800 -> 01:04:12,200 That smoke point is going to allow us to get a hotter temperature on her oil which is going to have us have a better texture on our Carnitas are Steak, right?

565 01:04:13,100 -> 01:04:16,900 So I want you guys to keep a close eye on your pans.

566 01:04:17,200 -> 01:04:23,000 Not looking for a billowing of smoke, but just a small little faint hint of smoke.

567 01:04:23,000 -> 01:04:25,000 That's the pan saying hey, I am here to party.

568 01:04:25,000 -> 01:04:25,700 Let us get it going.

569 01:04:25,700 -> 01:04:33,500 Okay, now for Zach with our vegetarian, I am going to go ahead and jump on that for a moment.

570 01:04:33,600 -> 01:04:36,700 I am going to go ahead and open up our me so grilled carrots.

571 01:04:37,900 -> 01:04:38,500 Right here.

572 01:04:38,500 -> 01:04:42,300 We have that and then I have our sweet potato.

573 01:04:42,700 -> 01:04:44,000 That's been part roasted.

574 01:04:44,000 -> 01:04:48,100 Okay, both of these packages are now open.

575 01:04:48,400 -> 01:04:51,100 We're going to go ahead and grab my sheet tray.

576 01:04:52,600 -> 01:05:03,900 Now Zach feel free to go ahead and salt Tay these vegetables instead if you want a little more live action, but for me, I just like to kind of continue to roast them.

577 01:05:04,700 -> 01:05:06,700 So one side is going to have my beautiful.

578 01:05:07,300 -> 01:05:07,900 It's on there.

579 01:05:07,900 -> 01:05:10,600 The other my sweet potato.

580 01:05:12,200 -> 01:05:19,200 And now that neutral oil, instead of using it on the pan, Zachary go ahead and just sprinkle a little bit directly on top.

581 01:05:21,900 -> 01:05:26,100 Beautiful, and I am going to go straight into the oven with these vegetables.

582 01:05:27,600 -> 01:05:28,400 It's like that.

583 01:05:29,400 -> 01:05:32,800 And on that last three minute cook for these vegetables.

584 01:05:32,800 -> 01:05:38,100 I am going to actually switch the oven to the broil setting which is going to cook from the above.

585 01:05:38,800 -> 01:05:40,100 Point of the stove.

586 01:05:40,300 -> 01:05:44,300 It's going to give a nice color to those carrots and those sweet potatoes in there.

587 01:05:44,300 -> 01:05:44,600 Okay?

588 01:05:46,200 -> 01:05:51,500 Back to my mate folk garnishes on our plate, polish off to the side.

589 01:05:52,300 -> 01:05:58,300 I am going to probably start with my stake here because it's going to need to rest after we cook it.

590 01:05:58,700 -> 01:06:00,600 So we have the oil in the pan.

591 01:06:00,800 -> 01:06:02,500 It's on medium Heat.

592 01:06:02,600 -> 01:06:05,000 Going to be there in about 20 seconds, for sure.

593 01:06:05,900 -> 01:06:11,200 Now, when I grab my piece of steak, And this is the pan.

594 01:06:11,200 -> 01:06:11,600 Imagine.

595 01:06:11,600 -> 01:06:12,700 This is the pan here.

596 01:06:13,400 -> 01:06:16,300 I am going to lay the steak, just the tip of it.

597 01:06:16,300 -> 01:06:19,000 In the pan must hear the sizzle.

598 01:06:19,900 -> 01:06:22,600 And if you're not hearing the sizzle, pull it right out.

599 01:06:22,700 -> 01:06:23,800 Just wait a little bit.

600 01:06:25,600 -> 01:06:26,000 Let us see.

601 01:06:26,000 -> 01:06:27,700 Let me answer a question really quick.

602 01:06:27,700 -> 01:06:29,700 That grape seed is not olive oil.

603 01:06:29,700 -> 01:06:35,500 Olive oil is not actually the best oil to use for sauteing items because it has a really low smoke point.

604 01:06:35,600 -> 01:06:40,000 So when you're sautéing something really hot and olive oil, you're burning the olive oil.

605 01:06:40,400 -> 01:06:44,700 And we have all probably seen, how all of oil can get \$25 a bottle.

606 01:06:44,900 -> 01:06:47,700 You're kind of just wasting money when you're sautéing and olive oil.

607 01:06:47,800 -> 01:06:53,600 Now, Italian recipes, I am Italian, do call for sweating things and olive oil.

608 01:06:53,800 -> 01:06:57,200 And that's just a really shallow kind of low heat.

609 01:06:57,900 -> 01:06:59,600 So this is actually grapeseed oil.

610 01:07:00,600 -> 01:07:07,200 But what we got going on with the steak, want to hear the sizzle, and then we're going to drop away from us.

611 01:07:07,400 -> 01:07:10,000 So that oil doesn't potentially splatter on.

612 01:07:10,200 -> 01:07:10,600 To us.

613 01:07:11,500 -> 01:07:13,400 Do you recommend turning on the vent Hood?

614 01:07:13,400 -> 01:07:14,900 It might get a little hot in here.

615 01:07:16,800 -> 01:07:19,600 And my pan looks nice and ready.

616 01:07:19,800 -> 01:07:27,400 So, starting with that steak can see the oil, the viscosity is, it has totally changed?

617 01:07:28,500 -> 01:07:31,700 Great Sizzle, definitely get that mic in their beautiful.

618 01:07:32,200 -> 01:07:34,000 And I am setting it away from me.

619 01:07:34,900 -> 01:07:35,100 Now.

620 01:07:35,100 -> 01:07:41,200 We're going to cook that steak for about a minute to two minutes on this side and flip it.

621 01:07:41,200 -> 01:07:43,400 Okay, so get those tongues ready.

622 01:07:45,200 -> 01:07:52,300 Now, this steak is to be prepared, kind of medium rare, which is the best way to enjoy it in my opinion.

623 01:07:52,500 -> 01:07:52,700 Now.

624 01:07:52,700 -> 01:08:00,400 If you do want to have a medium to, well, steak go ahead and add a minute, to a minute, and a half on that cook time on each of these sides.

625 01:08:00,400 -> 01:08:00,800 Okay.

626 01:08:02,300 -> 01:08:03,600 So, our steak is rolling.

627 01:08:05,700 -> 01:08:08,600 Which means we're about ready for our Carnitas.

628 01:08:08,600 -> 01:08:21,399 Now, we left our Carnitas in this nice Flat state because we want all this surface area to caramelize this layer of Carnitas before we really begin to represent Italians.

629 01:08:21,399 -> 01:08:24,899 Yeah, then, you know, sorry reading the chat.

630 01:08:25,500 -> 01:08:30,200 We want this surface area to carmelites and really fry in its own fat.

631 01:08:30,200 -> 01:08:32,100 So going to remove that plastic.

632 01:08:33,700 -> 01:08:37,300 Back to my pan, viscosity of the oil is beautiful.

633 01:08:37,800 -> 01:08:41,100 It's going to lay it in there, and I am not even going to touch it.

634 01:08:41,300 -> 01:08:48,000 We're going to cook that for about two minutes and allow it to really fry and its own rendered fat, okay.

635 01:08:50,000 -> 01:08:50,600 Beautiful.

636 01:08:52,800 -> 01:08:55,500 Now Zachary with your mushrooms.

637 01:08:55,500 -> 01:08:56,000 Here.

638 01:08:56,700 -> 01:08:59,899 We can do the same with the pan and getting it, nice and hot.

639 01:09:01,000 -> 01:09:04,300 And then we're really simply just going to saute these bad boys, okay.

640 01:09:07,300 -> 01:09:10,100 So sauteing them should hear the sizzle.

641 01:09:10,200 -> 01:09:18,300 Once the oil is nice and hot, add the mushrooms and then kind of just let them cool out and cook for about a minute before we really begin to stir them.

642 01:09:18,300 -> 01:09:18,600 Right?

643 01:09:18,600 -> 01:09:20,100 Because we want that caramelization.

644 01:09:20,100 -> 01:09:22,300 We want that color on those mushrooms.

645 01:09:27,700 -> 01:09:31,300 Let us see, any other questions about neutral oil.

646 01:09:31,300 -> 01:09:31,700 Nope.

647 01:09:31,700 -> 01:09:33,000 Neutral oil is just really cheap.

648 01:09:33,000 -> 01:09:34,399 Honestly, for me personally.

649 01:09:34,600 -> 01:09:39,100 I use neutral oil for every cooking, pretty much procedure.

650 01:09:39,700 -> 01:09:49,200 And that's like I said, it's for like a specific recipe and which I am using olive oil to kind of sweat and embed those onions and baby carrots with some of that olive oil flavor.

651 01:09:49,500 -> 01:09:52,100 But yeah grapeseed oil which is the neutral Oil.

652 01:09:52,100 -> 01:09:56,600 We're using super cheap and it gets better product out of it.

653 01:09:56,700 -> 01:09:57,000 Yep.

654 01:09:57,000 -> 01:09:58,000 High Point.

655 01:09:58,000 -> 01:10:00,800 So, smart used avocado as well.

656 01:10:00,800 -> 01:10:03,200 That's also a great neutral oil.

657 01:10:04,300 -> 01:10:04,900 Beautiful.

658 01:10:06,200 -> 01:10:08,300 So just showing you guys my stake here.

659 01:10:08,800 -> 01:10:10,000 It's been about 2 minutes.

660 01:10:10,000 -> 01:10:12,100 I am going to go ahead and flip it over.

661 01:10:12,100 -> 01:10:18,200 It's got this nice dark caramelization on it that dark Amber red.

662 01:10:19,100 -> 01:10:22,600 And so another 2 minutes on this side should do the trick.

663 01:10:24,100 -> 01:10:27,900 And then once that two minutes is up directly from my pan.

664 01:10:27,900 -> 01:10:32,400 I am just going to come and rest my steak on my cutting board, right?

665 01:10:33,200 -> 01:10:35,300 Fantastic, so it's been a couple of minutes.

666 01:10:35,700 -> 01:10:40,800 My Carnitas are quite literally popping off right now, which is a great, great sign.

667 01:10:42,000 -> 01:10:49,600 If they're popping a little bit too much, you can go ahead and turn down the heat, but let us look at some of this great color.

668 01:10:49,600 -> 01:10:50,300 We got.

669 01:10:51,000 -> 01:10:53,500 Yeah, the caramelization definitely happening.

670 01:10:55,500 -> 01:10:56,200 Beautiful.

671 01:10:58,100 -> 01:11:00,500 Going to go ahead and mix in that kind of fried.

672 01:11:00,500 -> 01:11:04,000 Consistent Carnitas.

673 01:11:04,400 -> 01:11:07,700 Let us take a look at our chicken tinga, beautiful.

674 01:11:09,000 -> 01:11:13,100 Small reduce just give it a good stir.

675 01:11:16,200 -> 01:11:19,100 So that's been another minute or two on my steak.

676 01:11:19,100 -> 01:11:26,000 So I am going to go ahead and turn off the heat on my steak going to bring that over to my cutting board.

677 01:11:27,700 -> 01:11:29,300 Let that thing, rest.

678 01:11:33,700 -> 01:11:35,200 For exact Curry's pleasure.

679 01:11:35,200 -> 01:11:39,900 I am going to go ahead and just saute my mushrooms in that cast iron pan.

680 01:11:41,800 -> 01:11:43,100 It's got some great color.

681 01:11:47,000 -> 01:11:47,600 Beautiful.

682 01:11:49,100 -> 01:11:51,700 So, the mmm does anyone know the importance of letting?

683 01:11:52,900 -> 01:11:54,100 The steak rests.

684 01:11:54,300 -> 01:11:58,100 What do you guys think is happening, you know, cooking is so much for me.

685 01:11:58,100 -> 01:12:05,000 I really begun to excel in my career when I began to really observe quite literally what's just happening.

686 01:12:05,000 -> 01:12:10,200 This is an applied science in my opinion, which makes this entire, you know, room of your house.

687 01:12:10,200 -> 01:12:14,600 A living laboratory, which makes it so much more fun to really get in the kitchen.

688 01:12:15,000 -> 01:12:17,800 Get your hands on some ingredients and cook.

689 01:12:20,600 -> 01:12:22,700 So let us say yeah, the juices.

690 01:12:23,000 -> 01:12:23,700 Exactly.

691 01:12:23,700 -> 01:12:24,700 So think about it, right.

692 01:12:24,700 -> 01:12:29,600 We just expose this meat a lot of heat, which is opening up pores, right?

693 01:12:29,600 -> 01:12:30,100 Ladies.

694 01:12:30,400 -> 01:12:33,800 And I mean my skin routine at nighttime jump out of the shower.

695 01:12:33,800 -> 01:12:39,100 My pores are freaking size of pepperonis that heat is just expanding them open.

696 01:12:39,200 -> 01:12:42,000 So all that poor in the stake.

697 01:12:42,000 -> 01:12:47,500 Here is expanding, once we take it back to that cold State outside of the pan.

698 01:12:47,600 -> 01:12:48,200 It's going to shrivel.

699 01:12:48,400 -> 01:12:50,900 Back up sucking in all those juices, right?

700 01:12:53,000 -> 01:12:53,600 Beautiful.

701 01:12:55,000 -> 01:12:58,100 So sauteing some mushrooms, getting some great color.

702 01:12:59,500 -> 01:13:03,800 These pork carnitas definitely popping, which is great.

703 01:13:03,800 -> 01:13:05,300 Got some great caramelization.

704 01:13:05,300 -> 01:13:10,300 You can see all the extra fat that's just been rendered from the pork itself.

705 01:13:10,500 -> 01:13:19,300 I am actually going to go ahead and turn my pan off just because they look nice and golden, but I want these Carnitas to go ahead and just remain in the pan.

706 01:13:21,000 -> 01:13:25,400 My chicken tinga looks nice and hot thoroughly all throughout.

707 01:13:26,400 -> 01:13:28,500 So, I as well, we will turn that off.

708 01:13:29,700 -> 01:13:36,000 And at this point Zach, let us go ahead and probably turn that oven to that broil State just for about a minute or two.

709 01:13:36,200 -> 01:13:42,800 Just to give it a final color on our, our mushroom or excuse me, our carrots, and our sweet potatoes.

710 01:13:45,200 -> 01:13:47,100 So let us do that real quick.

711 01:13:49,000 -> 01:13:50,000 Perfect.

712 01:13:51,800 -> 01:13:53,700 Do a little wipe down at the station.

713 01:13:55,600 -> 01:13:58,400 Now, our meats are nice and hot.

714 01:13:58,400 -> 01:14:00,100 They're beautifully caramelized.

715 01:14:00,100 -> 01:14:01,700 Our steak is resting.

716 01:14:02,700 -> 01:14:09,500 The last thing we need to be doing our next thing, we should be doing preparing our tortillas.

717 01:14:10,200 -> 01:14:12,500 So through the company to MOA.

718 01:14:12,800 -> 01:14:23,100 We buy literally about two tons of dried corn every 6 months and this corn comes from different areas, all throughout Mexico.

719 01:14:24,400 -> 01:14:25,600 Absolutely, beautiful.

720 01:14:25,900 -> 01:14:26,800 You will notice here.

721 01:14:26,800 -> 01:14:30,000 I have these Pink House made Tortillas.

722 01:14:30,300 -> 01:14:34,400 Now the elevation that all of these different pieces of corn.

723 01:14:34,400 -> 01:14:40,200 Growing really alter the change in the way you cook these tortillas in general.

724 01:14:41,100 -> 01:14:43,000 So just taking them out of the bag.

725 01:14:43,100 -> 01:14:48,300 I am going to separate the tortillas from the paper recyclable.

726 01:14:51,100 -> 01:14:52,000 Just like that.

727 01:14:52,000 -> 01:14:53,200 We're letting them breathe.

728 01:14:55,600 -> 01:15:00,800 And we already was smart enough to go ahead and turn on our tortilla pan.

729 01:15:01,100 -> 01:15:05,300 Some really warming these things up, should take no time at all.

730 01:15:09,200 -> 01:15:22,300 Beautiful, and just want to mention, I did turn off all of my heat sources on my pans, and I am letting those items stay in the pan just to stay warm until we really hit the plate with them.

731 01:15:22,300 -> 01:15:22,700 Okay.

732 01:15:23,900 -> 01:15:25,800 So I have my clean linen here.

733 01:15:26,400 -> 01:15:27,200 Wrong one here.

734 01:15:27,200 -> 01:15:29,300 It is beautiful.

735 01:15:29,600 -> 01:15:34,000 So I am just going to take this over to my workstation are my Kamal.

736 01:15:35,200 -> 01:15:38,100 I have this beautiful little tiny spatula.

737 01:15:38,100 -> 01:15:38,700 Absolutely.

738 01:15:38,700 -> 01:15:39,100 Love it.

739 01:15:39,100 -> 01:15:40,400 Thank you, Central Market.

740 01:15:41,300 -> 01:15:45,500 And nice and hot pan already just nice and warm.

741 01:15:45,800 -> 01:15:48,000 No oil is needed whatsoever.

742 01:15:48,000 -> 01:15:51,700 There's plenty of natural oil in this tortilla.

743 01:15:51,800 -> 01:15:52,000 Now.

744 01:15:52,000 -> 01:15:54,700 The only thing that should ever be in your corn.

745 01:15:54,700 -> 01:16:00,200 Tortilla is dried corn, obviously, water and salt.

746 01:16:00,200 -> 01:16:10,800 So this is a natural gluten-free, you know, vegan option for tacos and it makes the best tacos in the world must be made from fresh.

747 01:16:10,900 -> 01:16:19,400 Massa, I am just going to go ahead and cook these for 30 seconds on each side.

748 01:16:22,600 -> 01:16:23,300 Beautiful.

749 01:16:26,400 -> 01:16:30,400 Definitely have my dog started to come and circle around like a shark.

750 01:16:30,400 -> 01:16:32,100 She's psycho.

751 01:16:32,500 -> 01:16:34,300 She definitely her favorite.

752 01:16:34,300 -> 01:16:37,600 Taco is probably the steak carnitas.

753 01:16:38,000 -> 01:16:38,400 Yeah.

754 01:16:39,500 -> 01:16:44,600 She's looking at me like she said and hasn't eaten dinner, but she got well-fed beforehand.

755 01:16:46,500 -> 01:16:46,900 Beautiful.

756 01:16:46,900 -> 01:16:55,200 So as you can see my tortillas 30 seconds on each side, this is Master Level Kemal work.

757 01:16:55,200 -> 01:16:57,100 When you can do it with your fingertips here.

758 01:16:58,600 -> 01:17:01,500 And like I said, these are already totally cooked for you.

759 01:17:01,700 -> 01:17:04,200 So all we got to do is really warm them up.

760 01:17:11,500 -> 01:17:17,600 So right into my Fresh Linen, it's going to act as a steamer, right?

761 01:17:17,700 -> 01:17:22,000 So here just going to place my Fresh Tortillas.

762 01:17:22,700 -> 01:17:24,300 If they inflate on you.

763 01:17:24,300 -> 01:17:27,500 That's just a really amazing great sign that it's a Fresh Tortilla.

764 01:17:30,600 -> 01:17:33,200 And then redo the steps here.

765 01:17:33,900 -> 01:17:35,700 Make sure you close that linen.

766 01:17:35,900 -> 01:17:39,700 We want to keep that heat Source inside, right?

767 01:17:41,200 -> 01:17:47,100 Do you guys smell the natural kind of oils being released from these tortillas, as we're cooking?

768 01:17:48,200 -> 01:17:49,800 It's kind of like toasting bread, right?

769 01:17:49,800 -> 01:17:52,000 We don't necessarily so proud.

770 01:17:52,100 -> 01:17:52,400 Jesse.

771 01:17:52,400 -> 01:17:53,200 I am proud of you.

772 01:17:54,600 -> 01:17:57,000 It should be smelling amazing and everyone's house right now.

773 01:17:58,500 -> 01:18:00,200 Take a look at my vegetable Zack.

774 01:18:00,200 -> 01:18:01,800 We don't want to forget about that.

775 01:18:02,600 -> 01:18:04,800 That Broiler does work fast.

776 01:18:06,000 -> 01:18:11,600 Just a small amount of color tortillas or coming too long.

777 01:18:14,300 -> 01:18:14,900 Beautiful.

778 01:18:17,600 -> 01:18:23,000 So add to our pile here, people are start to be coming out of y'all's house.

779 01:18:23,000 -> 01:18:25,200 Like y'all didn't even know was there right?

780 01:18:25,200 -> 01:18:30,600 Y'all guess this past weekend watching, some footballs guarantee at they're still over waiting for some tacos.

781 01:18:33,000 -> 01:18:42,600 So right into my stack, some more hot tortillas going to just fold over my tortillas and put them on a nice plate.

782 01:18:42,600 -> 01:18:44,700 Remember this presentation is everything.

783 01:18:46,400 -> 01:18:52,100 I mean, how beautiful is it when we just have a nice little blanket of sleeping tortillas like that.

784 01:18:54,500 -> 01:19:02,500 Fantastic guys, so close to that final and first bite of heaven.

785 01:19:03,700 -> 01:19:05,600 So now we have our station, right?

786 01:19:05,600 -> 01:19:07,700 All our Foods hot here.

787 01:19:07,700 -> 01:19:09,800 We are getting ready to Plate.

788 01:19:10,200 -> 01:19:10,500 Now.

789 01:19:10,500 -> 01:19:16,800 We have our code, you steak on the counter, aren't on our cutting board here.

790 01:19:17,700 -> 01:19:20,600 Looks nice and delicious.

791 01:19:20,800 -> 01:19:23,700 You can see all those beautiful juices being sucked back in.

792 01:19:24,600 -> 01:19:27,400 Now, you can see the striation of the meat, right?

793 01:19:27,400 -> 01:19:28,800 And here's a pro tip for you guys.

794 01:19:28,800 -> 01:19:32,200 We always want to cut our meat against the grain.

795 01:19:32,200 -> 01:19:34,200 We don't want to chew with the grain.

796 01:19:34,400 -> 01:19:38,900 We want our mouth to, you know, cut through the meat itself.

797 01:19:39,600 -> 01:19:47,000 So find where those long strands of kind of caramelized meat go, and we're going to cut opposite of it.

798 01:19:47,200 -> 01:19:53,600 So here, I am just cutting nice, beautiful, traditional little fajita ribbons.

799 01:19:55,900 -> 01:19:59,700 This will be the first item to hit our plate here.

800 01:20:00,200 -> 01:20:02,400 Like I said, beautiful medium rare.

801 01:20:03,600 -> 01:20:05,100 Absolutely beautiful for me.

802 01:20:05,900 -> 01:20:08,900 I like to just use my knife and kind of hatch.

803 01:20:08,900 -> 01:20:10,100 Stick them like that.

804 01:20:10,500 -> 01:20:12,200 We're going to go right in the center.

805 01:20:14,600 -> 01:20:15,400 Our platter.

806 01:20:19,200 -> 01:20:20,000 Maybe for you.

807 01:20:20,000 -> 01:20:20,400 Zach.

808 01:20:20,400 -> 01:20:26,700 This is the carrots to match kind of the length, beautiful already.

809 01:20:27,700 -> 01:20:28,500 And then next up.

810 01:20:28,500 -> 01:20:31,400 I am going to go ahead and divide it with my chicken tinga.

811 01:20:33,400 -> 01:20:35,000 For having one of these spoons here.

812 01:20:38,400 -> 01:20:39,600 Super Saucy.

813 01:20:41,100 -> 01:20:44,800 This adobo Chipotle blend.

814 01:20:44,800 -> 01:20:46,000 That just coats.

815 01:20:46,000 -> 01:20:47,800 All of this chicken just makes it.

816 01:20:47,800 -> 01:20:52,200 Absolutely amazing smells so good.

817 01:20:52,800 -> 01:20:55,100 Make sure you get all that sauce from that pan.

818 01:20:59,100 -> 01:21:03,100 And I am just going to finish with my absolutely beautiful Carnitas.

819 01:21:03,600 -> 01:21:04,200 Now, for me.

820 01:21:04,200 -> 01:21:11,200 The best tool is going to be the tongs because there is a decent amount of that rendered fat still.

821 01:21:11,500 -> 01:21:14,700 So just give a nice dripping on top of your plate.

822 01:21:17,000 -> 01:21:17,600 Oh, yeah.

823 01:21:19,700 -> 01:21:22,200 Guys, I am salivating so bad right now.

824 01:21:22,300 -> 01:21:23,600 It's hard for me to talk.

825 01:21:26,700 -> 01:21:27,500 Oh Lord.

826 01:21:28,700 -> 01:21:30,800 This is unfair that we get to eat this way.

827 01:21:33,400 -> 01:21:34,200 Seriously guys.

828 01:21:34,200 -> 01:21:36,000 Fluff up some of those herbs.

829 01:21:36,800 -> 01:21:40,900 Let us get our beautiful platter coming back together.

830 01:21:40,900 -> 01:21:41,600 Strong.

831 01:21:43,000 -> 01:21:47,400 Introduce these beautiful Salsas.

832 01:21:48,100 -> 01:21:50,400 Look at this spread, good Lord.

833 01:21:54,300 -> 01:21:55,300 Here we have it.

834 01:21:55,800 -> 01:21:57,900 He will even get a little Margarita left.

835 01:21:59,900 -> 01:22:00,700 Look at that.

836 01:22:01,300 -> 01:22:01,700 So guys.

837 01:22:01,700 -> 01:22:05,600 Once you're at this point, we're going to jump again into another breakout room.

838 01:22:05,600 -> 01:22:06,100 Of course.

839 01:22:06,100 -> 01:22:07,000 I want to hear.

840 01:22:07,400 -> 01:22:09,100 I am going to eat a taco with you guys.

841 01:22:10,300 -> 01:22:11,300 I want to hear any questions.

842 01:22:11,300 -> 01:22:11,900 You guys have.

843 01:22:11,900 -> 01:22:13,000 Oh my God, Emily.

844 01:22:15,000 -> 01:22:17,500 Can we get Emily hired for assembly here?

845 01:22:18,300 -> 01:22:19,900 I need some help on these events.

846 01:22:19,900 -> 01:22:22,600 All right, that looks freaking amazing.

847 01:22:25,000 -> 01:22:26,000 She's got my vote.

848 01:22:26,000 -> 01:22:29,000 By the way, if there's a winner for this, I am sorry, everyone else.

849 01:22:29,000 -> 01:22:30,000 She beat ya will to it.

850 01:22:30,000 -> 01:22:33,100 Emily seems to have won this contest.

851 01:22:36,700 -> 01:22:37,900 Are you food?

852 01:22:38,200 -> 01:22:41,800 Are you actually like a food stylist on Instagram or something or no?

853 01:22:41,800 -> 01:22:46,300 But you missed and we all did beyond that.

854 01:22:50,200 -> 01:22:57,300 It's giving you guys a hard time for not having all the like plating, but I think it turned out.

855 01:22:57,600 -> 01:22:58,600 I love The Cutting Board.

856 01:22:58,600 -> 01:23:01,700 It looks amazing for that Final Touch.

857 01:23:01,700 -> 01:23:02,500 No, Emily here.

858 01:23:02,500 -> 01:23:04,500 I want you to do this live with me, right?

859 01:23:04,500 -> 01:23:05,400 Go ahead and grab them.

860 01:23:05,400 -> 01:23:06,400 Maldon salt.

861 01:23:06,600 -> 01:23:08,400 We sent you yet.

862 01:23:08,600 -> 01:23:10,500 We got to get our salt day on.

863 01:23:11,000 -> 01:23:11,800 All right.

864 01:23:12,100 -> 01:23:15,600 So maldon, salt is going to be a larger flake salt.

865 01:23:15,600 -> 01:23:16,200 Right?

866 01:23:16,300 -> 01:23:24,900 So, the reason we put this on at the very end is because we want to tie in all these intense flavors at the very top-level, right?

867 01:23:24,900 -> 01:23:27,000 So when we get that salt just on top.

868 01:23:27,000 -> 01:23:28,400 Oh wait, use your hands.

869 01:23:28,400 -> 01:23:29,000 There we go.

870 01:23:29,000 -> 01:23:30,300 Yeah, beautiful.

871 01:23:30,800 -> 01:23:36,400 So we're always seasoning from above because we want to capture as much surface.

872 01:23:36,500 -> 01:23:38,600 This area right as possible.

873 01:23:38,600 -> 01:23:42,800 We don't want real small pinches of salt, all over the place.

874 01:23:42,900 -> 01:23:46,000 We want to sporadic almost like a shotgun blast, right?

875 01:23:46,100 -> 01:23:48,200 All of that, seasoning, right onto the plate.

876 01:23:49,400 -> 01:23:52,000 Fantastic, everyone do yourself a, get it going on.

877 01:23:52,000 -> 01:23:52,400 All right.

878 01:23:56,300 -> 01:23:57,000 Amazing.

879 01:24:00,000 -> 01:24:01,600 Hopefully, it smells great.

880 01:24:01,600 -> 01:24:03,700 All these plates are looking fabulous.

881 01:24:06,800 -> 01:24:13,000 Fantastic, we're definitely going to have to post some of these on our Instagram and my Instagram is well, I would love that.

882 01:24:17,600 -> 01:24:20,100 Producer throwing on Instagram in the chat.

883 01:24:20,700 -> 01:24:27,200 Hopefully everyone's coming to the fruition of their platter being assembled Zachary house.

884 01:24:27,200 -> 01:24:30,800 The house the vegetarian coming along.

885 01:24:32,400 -> 01:24:41,900 Should get some nice color on the butternut squash or excuse me in this, sweet potatoes as carrots should have a nice Grill touch to them as well.

886 01:24:45,300 -> 01:24:47,900 Perfect out.

887 01:24:47,900 -> 01:24:49,000 He's already finished.

888 01:24:51,800 -> 01:24:54,800 Those mushrooms are, I wish everyone could have those mushrooms.

889 01:24:54,800 -> 01:24:59,100 So, in the mushroom mixture, we add with called wila coche.

890 01:24:59,300 -> 01:25:04,600 Now, we get this also weekly and this is going to be a raw corn truffle.

891 01:25:04,600 -> 01:25:05,300 Unfortunately.

892 01:25:05,300 -> 01:25:13,700 We don't get this raw beautiful product in the States because of our corn being so genetically modified, which is a whole other issue.

893 01:25:13,700 -> 01:25:17,900 That's the whole thing, but you're able to enjoy that real authentic.

894 01:25:18,300 -> 01:25:22,000 Fresh probably a new ingredient that you have been having fourth, which is amazing.

895 01:25:24,700 -> 01:25:25,700 Man, all right.

896 01:25:25,700 -> 01:25:26,900 I am a dive in on a Taco.

897 01:25:26,900 -> 01:25:29,300 This is been staring at me too much.

898 01:25:31,100 -> 01:25:32,000 What's the consensus?

899 01:25:32,000 -> 01:25:32,600 What is everyone?

900 01:25:32,600 -> 01:25:35,500 Starting with carnitas steak Tanga?

901 01:25:37,900 -> 01:25:39,200 Let us see what they got going on.

902 01:25:39,200 -> 01:25:42,300 I think I might I am just it's probably eating right now.

903 01:25:42,300 -> 01:25:44,700 So they can't take things in, right?

904 01:25:44,800 -> 01:25:45,400 That's fair.

905 01:25:45,400 -> 01:25:47,500 Everyone's Max are going to be all greased up.

906 01:25:47,600 -> 01:25:49,100 Yeah, right.

907 01:25:49,500 -> 01:25:50,800 Wow, Lee.

908 01:25:50,800 -> 01:25:52,600 That's a gorgeous plate.

909 01:25:52,600 -> 01:25:53,300 Look at that.

910 01:25:53,300 -> 01:25:54,100 Andrew.

911 01:25:54,400 -> 01:25:55,700 Very nice.

912 01:25:56,400 -> 01:26:00,600 Jesse beautiful, man.

913 01:26:00,600 -> 01:26:02,600 These plates are gorgeous.

914 01:26:03,800 -> 01:26:06,700 So let us start dropping in some questions.

915 01:26:07,200 -> 01:26:12,400 We have got a few questions here in QA with Linda's.

916 01:26:12,400 -> 01:26:13,500 First question.

917 01:26:14,100 -> 01:26:18,700 Okay, Chef, what is neutral oil?

918 01:26:20,700 -> 01:26:26,600 Yeah, so neutral oil, as we said before, is a neutral oil.

919 01:26:26,800 -> 01:26:30,600 It doesn't have a very Bold Flavor like olive oil does, right?

920 01:26:30,600 -> 01:26:32,800 Because olive oil is made of Olives.

921 01:26:32,800 -> 01:26:45,100 It tastes like all this neutral oil is just kind of plain Bland Flavor now, I don't want to say Bland and a negative term because to me, it does technically have a flavor for instance.

922 01:26:45,100 -> 01:26:50,400 I use it to pop popcorn and I really love the flavor of grapeseed on my popcorn.

923 01:26:50,600 -> 01:26:52,300 Which I guess I am just weird about that.

924 01:26:52,300 -> 01:27:12,900 I am not sure but this oil allows you to heat up your pan a little higher than other oils, like olive oil allowing you to get a better texture on your food without burning that oil which could potentially, you know contaminate and make your food taste a little bitter, you know an onslaught of things.

925 01:27:13,200 -> 01:27:14,000 Good question though.

926 01:27:14,500 -> 01:27:14,900 Gotcha.

927 01:27:14,900 -> 01:27:20,300 So is are there particular oils that are considered neutral?

928 01:27:20,900 -> 01:27:44,900 Yeah, so I use grape seed oil, grapeseed oil is my favorite oil to use for cooking when it comes to sauteing our, you know, like shallow frying, something olive oil more, so for salad dressings, or finishing a pasta, so you're not, you know, really abusing the oil on its temperature, but we're actually using it for the flavor of the oil itself.

929 01:27:45,500 -> 01:27:58,900 And then of course, like shortening for frying, even higher smoke point, so, Able to you know, fry things at 400 degrees getting that super text crispy texture on wings, you know, tater tots things like that.

930 01:28:00,200 -> 01:28:03,700 Is canola oil, considered neutral and was Askin?

931 01:28:05,200 -> 01:28:08,300 Yes, technically I use canola more.

932 01:28:08,300 -> 01:28:12,500 So for frying, just because it does have a higher caloric intake, right?

933 01:28:12,500 -> 01:28:16,700 And if you're frying, something like might as well just take it all.

934 01:28:16,700 -> 01:28:17,100 Anyway.

935 01:28:17,100 -> 01:28:23,200 So yeah, I use canola a little bit more for frying, really, really love grape seed.

936 01:28:23,200 -> 01:28:26,900 Oil for my main use of personal cooking.

937 01:28:27,800 -> 01:28:28,700 Good to note.

938 01:28:28,700 -> 01:28:30,400 All right, we got a question from Ali.

939 01:28:30,400 -> 01:28:36,000 Could you remind us which toppings are supposed to pair with, which proteins?

940 01:28:37,500 -> 01:28:44,700 Every year, every topping goes with all of these proteins, honestly, we're inviting you to kind of figure out your own blend, right?

941 01:28:44,900 -> 01:28:58,700 So for me, as you can see, I really love the salsa verde with the Carnitas and just avocado, but that's not to say that you shouldn't try the salsa verde with the chicken and, you know, carrots.

942 01:28:59,700 -> 01:29:01,900 It's all really just for you to explore.

943 01:29:02,900 -> 01:29:05,000 We give you a decent amount of these tortillas.

944 01:29:05,000 -> 01:29:07,100 So you're really having a full deck to play.

945 01:29:08,200 -> 01:29:10,500 But yeah, just figure out what your favorite combination.

946 01:29:11,200 -> 01:29:11,400 Like.

947 01:29:11,400 -> 01:29:17,300 I love the steak and the SHINee Peck together, but that's not technically the exact way.

948 01:29:17,300 -> 01:29:18,900 We encourage you guys to eat it.

949 01:29:18,900 -> 01:29:25,000 So play along, feel free to dive in on different garnishes until you figure out your favorite.

950 01:29:27,300 -> 01:29:28,800 Another question here from Danielle.

951 01:29:28,800 -> 01:29:32,800 Do you prefer a flavored Marg or a classic?

952 01:29:35,000 -> 01:29:35,900 A flavored.

953 01:29:35,900 -> 01:29:36,300 Yeah.

954 01:29:37,500 -> 01:29:38,800 Here in Austin, Texas.

955 01:29:38,800 -> 01:29:42,900 I feel like I live on that Tex-Mex aisle off South First Street here.

956 01:29:43,300 -> 01:29:45,900 So for me mango frozen.

957 01:29:45,900 -> 01:29:56,700 Margarita is just like, you know, just hits it a different spot than a, just a traditional line, but I really love just a nice traditional one on the Rocks.

958 01:29:56,700 -> 01:29:57,000 Yeah.

959 01:29:57,600 -> 01:29:58,000 Nice.

960 01:29:58,100 -> 01:29:59,900 Emily's all about the spicy bars.

961 01:29:59,900 -> 01:30:03,600 Honestly, that's the thing for me is, I don't necessarily like The Salt Room.

962 01:30:04,800 -> 01:30:05,600 Interesting.

963 01:30:05,900 -> 01:30:07,600 Alright, well, we're opening it up.

964 01:30:07,600 -> 01:30:16,900 If anyone wants to jump on stage and show us your plate or your empty playing or just come on up and ask a question to Chef.

965 01:30:16,900 -> 01:30:19,500 You're welcome to Joey.

966 01:30:19,500 -> 01:30:20,300 Yes.

967 01:30:20,400 -> 01:30:21,400 I agreed Sean.

968 01:30:21,400 -> 01:30:23,500 That plate, looks amazing.

969 01:30:23,500 -> 01:30:33,900 I hope half of that is gone already, but this is a video to delicious everyone's off chowing down there.

970 01:30:34,000 -> 01:30:38,900 Down anyone who wanted to shout down with us on stage?

971 01:30:40,600 -> 01:30:42,100 I am only a taco by tense.

972 01:30:42,100 -> 01:30:42,500 Okay.

973 01:30:42,500 -> 01:30:45,100 If not, oh, here we go.

974 01:30:45,600 -> 01:30:45,900 Andrews.

975 01:30:46,800 -> 01:30:47,700 He's intrigued.

976 01:30:49,200 -> 01:30:51,300 Alexis is getting right off the stove.

977 01:30:51,300 -> 01:30:51,900 Got it.

978 01:30:51,900 -> 01:30:54,100 That is the my, a professional chef move.

979 01:30:54,100 -> 01:30:55,100 You can possibly do.

980 01:30:55,100 -> 01:31:00,100 I do that twice a day, three days on our three times on Sunday.

981 01:31:00,100 -> 01:31:02,200 I guarantee it like that is such a chef thing.

982 01:31:02,700 -> 01:31:05,000 So wait and be right in line with me.

983 01:31:05,100 -> 01:31:05,600 Good job.

984 01:31:06,800 -> 01:31:08,300 Alexis you want to come on stage?

985 01:31:08,300 -> 01:31:11,300 He said you're confused about how people were plating.

986 01:31:12,800 -> 01:31:15,200 Well, we will invite you with totally up to you.

987 01:31:15,200 -> 01:31:16,900 If you want to join us.

988 01:31:17,500 -> 01:31:18,300 I in the meantime.

989 01:31:18,300 -> 01:31:21,400 Andrew, is down to jump on up.

990 01:31:21,400 -> 01:31:23,200 Hello, Andrew.

991 01:31:23,200 -> 01:31:24,400 Hey, how's it going?

992 01:31:24,500 -> 01:31:25,600 I have got my tortilla.

993 01:31:26,400 -> 01:31:27,300 Nice.

994 01:31:27,500 -> 01:31:29,000 I am gonna get this one.

995 01:31:29,400 -> 01:31:29,800 Is this?

996 01:31:29,800 -> 01:31:32,100 This is the Andrew song special here.

997 01:31:32,400 -> 01:31:35,900 Yeah, so I am going to try to make a Korean.

998 01:31:36,000 -> 01:31:39,500 Taco, because I am Korean love it, ingredients.

999 01:31:39,800 -> 01:31:49,700 Little bit of a talk.

1000 01:31:50,100 -> 01:31:50,300 Okay.

1001 01:31:50,300 -> 01:31:53,900 Talk to your right.

1002 01:31:57,400 -> 01:31:58,700 What are these leaves again?

1003 01:31:58,700 -> 01:32:06,000 Yeah, so that in particular the bundle that we do send you is just a field medley of herbs.

1004 01:32:06,000 -> 01:32:14,400 But that one in your hand was a Malabar spinach leaf lettuce.

1005 01:32:16,500 -> 01:32:18,300 Got more kids coming on my side.

1006 01:32:18,300 -> 01:32:23,100 So you will start hearing some kids screaming, but I am going to top this off with some salsa.

1007 01:32:24,100 -> 01:32:24,900 Love it.

1008 01:32:25,200 -> 01:32:26,000 Nice.

1009 01:32:26,700 -> 01:32:28,100 That sounds like my taco.

1010 01:32:28,400 -> 01:32:29,100 Cheers.

1011 01:32:30,400 -> 01:32:34,800 Cheers Alexis, so how's it going with plating?

1012 01:32:34,800 -> 01:32:40,100 I mean, you're just diving right in the drink.

1013 01:32:48,000 -> 01:32:50,200 I didn't know the artistic plate was part of it.

1014 01:32:50,200 -> 01:32:55,700 I was like very much building, right into a taco in my mouth, kudos to all providers out there.

1015 01:32:56,100 -> 01:32:56,800 That wasn't me.

1016 01:32:59,600 -> 01:33:01,100 What's yours do you Alexis?

1017 01:33:01,300 -> 01:33:03,800 It looks like Zachary Smith is down.

1018 01:33:03,800 -> 01:33:05,300 Eat on stage with us.

1019 01:33:05,300 -> 01:33:06,400 Yeah, take me off.

1020 01:33:06,400 -> 01:33:07,900 I don't want to see me anymore.

1021 01:33:09,400 -> 01:33:09,900 You're welcome.

1022 01:33:10,000 -> 01:33:10,500 Today.

1023 01:33:10,700 -> 01:33:13,600 We're all just hang it right through Andrew.

1024 01:33:14,200 -> 01:33:15,000 Thank you Chef.

1025 01:33:15,100 -> 01:33:15,800 That was wonderful.

1026 01:33:16,800 -> 01:33:17,300 Thank you.

1027 01:33:19,200 -> 01:33:20,200 I would love to ask.

1028 01:33:20,600 -> 01:33:21,800 What's everyone's favorite.

1029 01:33:21,800 -> 01:33:22,200 Salsa.

1030 01:33:22,200 -> 01:33:27,400 You guys lean towards the Verde like myself, or do you like this month pregnancy or bit more?

1031 01:33:30,000 -> 01:33:31,400 The answer is yes, Emily.

1032 01:33:31,400 -> 01:33:32,600 You have a fourth Taco.

1033 01:33:32,600 -> 01:33:33,700 Maybe even if it.

1034 01:33:36,600 -> 01:33:38,100 All right, I gotta say, my favorite.

1035 01:33:38,100 -> 01:33:45,900 I think out of the three meats, I have here, the fork with the soft rubber dogs.

1036 01:33:46,800 -> 01:33:49,700 Yeah, it's clutch.

1037 01:33:49,900 -> 01:33:51,300 Shelby boy, gets it.

1038 01:33:52,300 -> 01:33:53,400 I really eat.

1039 01:33:53,400 -> 01:33:54,800 One of the meat straight up.

1040 01:33:55,100 -> 01:33:56,400 Probably go for the steak.

1041 01:33:56,400 -> 01:34:03,300 But when you put the toppings with the Carnitas, that's the best.

1042 01:34:04,800 -> 01:34:06,000 It's a magical feeling.

1043 01:34:06,000 -> 01:34:07,200 It's a Magical pair.

1044 01:34:08,900 -> 01:34:10,300 That's what we're here for, right?

1045 01:34:10,700 -> 01:34:13,800 I felt all my good brain controls released.

1046 01:34:13,800 -> 01:34:22,600 Once I get into that when we got to feed the Sous chefs to, so make sure you feed your for making some shots.

1047 01:34:31,900 -> 01:34:42,600 Swallows it, they do the sweeping, you know, they have come through and especially my line in my kitchen is always nice and clean my little Hoover vacuum suit sous-chef over here.

1048 01:34:42,600 -> 01:34:44,300 Keeps it tight.

1049 01:34:45,500 -> 01:34:49,100 Yeah, whenever she's not around, they drop something on the floor.

1050 01:34:50,500 -> 01:34:51,400 What do I do now?

1051 01:34:52,000 -> 01:34:54,100 I know it's like, so I do I have to pick this up?

1052 01:34:54,100 -> 01:34:54,900 This is not fair.

1053 01:34:56,700 -> 01:34:58,000 Starting work, Chef.

1054 01:34:58,300 -> 01:34:59,000 Great job.

1055 01:34:59,200 -> 01:35:00,200 Great job.

1056 01:35:03,100 -> 01:35:13,800 All right, so we're going to move to lounge and Continue the remainder of this time together and lounges are there.

1057 01:35:13,800 -> 01:35:15,200 Any final thoughts?

1058 01:35:15,200 -> 01:35:28,100 Chef that you have for us any like tips, best practices, a Twitter, quote, anything, keep those fingertips tucked in?

1059 01:35:28,100 -> 01:35:28,700 All right.

1060 01:35:28,900 -> 01:35:30,200 Next time I see you guys.

1061 01:35:30,200 -> 01:35:33,000 I better see all everyone with 10 fingers.

1062 01:35:33,300 -> 01:35:34,300 Keep on cooking.

1063 01:35:34,700 -> 01:35:39,100 It's, you know your own expression, and we're here to eat.

1064 01:35:39,100 -> 01:35:40,400 So Enjoy the food, guys.

1065 01:35:40,400 -> 01:35:42,600 It was really such a pleasure cooking with all of you.

1066 01:35:43,300 -> 01:35:44,700 I am looking forward to the next one.

1067 01:35:44,800 -> 01:35:45,700 So I will see you then.

1068 01:35:46,500 -> 01:35:47,800 Thank you, everyone.

1069 01:35:47,900 -> 01:35:49,200 Enjoy your food idea.

1070 01:35:56,600 -> 01:36:09,600 We grow primarily Greens on here and I wanted to have more land because gardening was a hobby that got out of control.

1071 01:36:09,600 -> 01:36:12,200 So we practice permaculture principles out here.

1072 01:36:12,500 -> 01:36:21,100 The way you can Define permaculture is that get is a way to design an ecosystem that is beneficial to plan.

1073 01:36:21,600 -> 01:36:23,700 Soil and humans.

1074 01:36:24,200 -> 01:36:28,100 One of our primary missions is to lead the land in better shape than when we found it.

1075 01:36:28,500 -> 01:36:30,800 A lot of farms, don't practice that we have these tunnels.

1076 01:36:30,800 -> 01:36:32,100 We have hundred-foot tunnels.

1077 01:36:32,100 -> 01:36:36,600 We have five of them on our farm right now, and they are great.

1078 01:36:36,600 -> 01:36:41,200 Protectors from extreme weather star Greenhouse.

1079 01:36:44,500 -> 01:36:50,100 And then we transplant by hand, all of these letters, heads that we have grown in our Greenhouse from seed.

1080 01:36:50,800 -> 01:36:53,500 So, everything we grow here, we have grown ourselves.

1081 01:36:54,500 -> 01:36:57,200 I love, love, love growing lettuce.

1082 01:36:58,800 -> 01:37:07,900 What you'd be enjoying at your event or lettuce is from this bed and most likely this bed for the folks who are going to be part of this event.

1083 01:37:11,700 -> 01:37:13,100 I think you're going to really like this lettuce.

1084 01:37:13,500 -> 01:37:18,300 One of the things that I really love about Austin is how food-centric it is.

1085 01:37:18,500 -> 01:37:22,900 So many great restaurants in Austin by local and local farms.

1086 01:37:23,000 -> 01:37:27,900 There's a really nice healthy diversity of farms.

1087 01:37:27,900 -> 01:37:34,800 And that wouldn't exist if restaurants and school districts, grocery stores, weren't supporting those local farms.

1088 01:37:35,400 -> 01:37:41,300 The more you keep your money local, the more you're growing the economy and the more you're Growing the future health of your own community.

1089 01:37:41,700 -> 01:37:44,500 And that's, it's great to see, Austin.

1090 01:37:45,000 -> 01:37:46,300 Not only talk that talk.

1091 01:37:46,300 -> 01:37:47,400 I really walk that walk.

1092 01:38:43,000 -> 01:38:46,500 She knows what's coming.

1 00:00:00,000 -> 00:00:02,500 Put it in all caps so that I hear it better.

2 00:00:04,800 -> 00:00:06,000 That's that doesn't make any sense.

3 00:00:06,300 -> 00:00:07,600 Anyways, that's what we're going to do.

4 00:00:07,600 -> 00:00:09,600 We're going to use the chat for any questions.

5 00:00:09,600 -> 00:00:13,400 If I need to slow down, please let me know.

6 00:00:13,800 -> 00:00:17,700 I am going to go ahead and try to like, slow it down.

7 00:00:17,700 -> 00:00:21,300 Come back checking on everyone and give everyone a break to make sure we're all caught up.

8 00:00:22,600 -> 00:00:26,100 I do want to go ahead and let you all check in with each other.

9 00:00:26,100 -> 00:00:27,200 A little bit of connection.

10 00:00:27,400 -> 00:00:28,100 Just a moment.

11 00:00:28,100 -> 00:00:29,400 We're going to see that pop up.

12 00:00:30,000 -> 00:00:32,200 That Linda was telling us about appear on your screen.

13 00:00:32,200 -> 00:00:33,900 Inviting you to the breakout room.

14 00:00:34,400 -> 00:00:39,400 Just hit except and I will see you back here in about seven minutes for the plant-based kit.

15 00:00:39,400 -> 00:00:40,500 Remember before you go on that.

16 00:00:40,500 -> 00:00:41,500 Breakout Ro room.

17 00:00:41,500 -> 00:00:44,400 Turn your oven up to 400°.

18 00:00:44,400 -> 00:00:47,300 Now do that now so that way we're not playing catch-up.

19 00:00:47,300 -> 00:00:49,600 All right, get your plates ready.

20 00:00:49,700 -> 00:00:50,800 Get your knives ready.

21 00:00:50,800 -> 00:00:52,200 Sharpen those knives up.

22 00:00:52,500 -> 00:00:54,000 We're not going in the microwave tonight.

23 00:00:54,000 -> 00:00:56,000 We're going on the stove or using fire.

24 00:00:56,000 -> 00:00:58,000 Okay, okay.

25 00:07:34,200 -> 00:07:52,400 Owner of Olden, Food, Forest a sustainable Farm in Rogers, Texas, we grow primarily Greens on here, 2016 started, Urban farming in South Austin, and I wanted to have more land because gardening was a hobby that got out of control.

26 00:07:52,400 -> 00:07:55,000 So we practice permaculture principles out here.

27 00:07:55,400 -> 00:08:06,200 The way you can Define permaculture is that it is a way to design an ecosystem that is beneficial to Plants soil, and humans.

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41 00:09:09,900 -> 00:09:16,700 And that wouldn't exist if restaurants and school districts, grocery stores, weren't supporting those local farms.

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43 00:09:23,700 -> 00:09:26,400 And that's, it's great to see Austin.

44 00:09:26,900 -> 00:09:29,300 Not only talk that talk, don't really walk that walk.

45 00:09:34,500 -> 00:09:38,100 Awesome, and that's Austin or whatever Community you're in.

46 00:09:38,400 -> 00:09:53,200 We have truly believed to support your local food community and to keep the food economy, booming that you must put your dollars back into that and enjoy the freshest, most delicious foods because I guarantee you wherever you are.

47 00:09:53,600 -> 00:09:55,100 I saw some cities, you're in San Diego.

48 00:09:55,100 -> 00:09:58,400 Has one of the best farmers markets in the world.

49 00:09:59,700 -> 00:10:04,900 You're going to find these great products and it really great that we can bring this Central Texas.

50 00:10:05,000 -> 00:10:11,100 Mostly Austin Centric, But Central Texas ingredients to you.

51 00:10:11,100 -> 00:10:12,300 Now, you don't have salads out.

52 00:10:12,300 -> 00:10:13,200 You don't have that lettuce.

53 00:10:13,200 -> 00:10:15,600 That lettuce is out of season until early next year.

54 00:10:15,800 -> 00:10:23,900 However, and that there's a small part of the video where the onions are sticking up and those onions, take about eight months to grow.

55 00:10:23,900 -> 00:10:28,400 And we're actually using those sweet Texas onions today that were growing.

56 00:10:28,400 -> 00:10:29,800 When that video was filmed pretty cool.

57 00:10:30,000 -> 00:10:34,300 Alright, so at a certain point, too, Two or a few points this evening.

58 00:10:34,300 -> 00:10:39,400 I am going to break away and say, okay plant-based kit standard kit.

59 00:10:40,300 -> 00:10:41,400 This is one of those moments.

60 00:10:41,400 -> 00:10:42,900 I want to be really clear about that.

61 00:10:42,900 -> 00:10:43,500 Alrighty.

62 00:10:43,600 -> 00:10:44,900 So here we go.

63 00:10:46,200 -> 00:10:47,200 Plant-based kit.

64 00:10:47,400 -> 00:10:52,400 I had said earlier to go ahead and heat up your oven a little preheated 400 degrees.

65 00:10:52,700 -> 00:11:00,900 One thing I like to do just for cleanliness sake because I always like to kind of line my baking dishes casserole, pan, cookie pan with foil.

66 00:11:01,100 -> 00:11:03,800 When I am cooking these Foods, you Savory Foods.

67 00:11:04,200 -> 00:11:07,300 So that when I am done with this, I can use my agrees.

68 00:11:07,300 -> 00:11:12,600 I can just pull that foil off, give it a quick rinse, and my pot is now clean.

69 00:11:13,100 -> 00:11:14,700 I am going to go ahead and put this in the oven.

70 00:11:14,700 -> 00:11:15,900 I have combined.

71 00:11:16,100 -> 00:11:20,400 Both the sweet potato and the carrot.

72 00:11:22,600 -> 00:11:24,300 But I have not put those mushrooms in there.

73 00:11:24,300 -> 00:11:24,600 Again.

74 00:11:24,600 -> 00:11:26,200 This is for the plant-based kit.

75 00:11:26,300 -> 00:11:34,100 There's about 10 or 12 of you who have that kit, the carrots and the sweet potatoes are in the oven.

76 00:11:34,300 -> 00:11:36,300 Your mushrooms are sitting next to your stove.

77 00:11:36,700 -> 00:11:38,900 All right, you are taken care of for a minute.

78 00:11:38,900 -> 00:11:47,300 I am now going to go over to the standard kit and talk about the proteins that we are going to cook in those pans that I told you earlier to have on the stove.

79 00:11:47,300 -> 00:11:48,800 I have already heated them up.

80 00:11:49,700 -> 00:11:51,900 Because I like to get a little bit of a jump start.

81 00:11:52,200 -> 00:11:54,800 So go ahead and start heating your pans up at this point.

82 00:11:56,100 -> 00:11:59,400 And for the plan base, we are also going to do a little sauteing.

83 00:11:59,400 -> 00:12:01,900 So you two will have a saute pan for your mushrooms.

84 00:12:02,600 -> 00:12:05,000 But let us get your pan heated up.

85 00:12:05,100 -> 00:12:05,200 Now.

86 00:12:05,200 -> 00:12:08,700 One thing I like to do is I like to take my three proteins back to the standard kit.

87 00:12:08,700 -> 00:12:09,000 Now.

88 00:12:09,700 -> 00:12:10,900 I am going to take my three proteins.

89 00:12:10,900 -> 00:12:12,300 I have a chicken tinga.

90 00:12:13,400 -> 00:12:19,100 I have a pork carnitas and then I have some carne asada made with this delicious pea, Loretta.

91 00:12:20,000 -> 00:12:20,600 Strip steak.

92 00:12:20,600 -> 00:12:22,200 So I have those three proteins.

93 00:12:22,800 -> 00:12:27,100 I have taken my knife, and I am cutting this almost like a book.

94 00:12:28,300 -> 00:12:31,800 So that I can open my compostable packaging up all the way.

95 00:12:34,300 -> 00:12:43,600 I am going to use this packaging, not only as a tool, but when I am finished with it, I am going to put it in my compost, and I am going to use it to go back into the Earth.

96 00:12:43,600 -> 00:12:47,600 Okay, we're very proud of the fact that we have figure out a way to Source.

97 00:12:47,600 -> 00:12:50,000 All compostable, packaging.

98 00:12:50,200 -> 00:12:51,900 I am moving to the stovetop now.

99 00:12:53,700 -> 00:12:55,800 All right, I have my chicken team.

100 00:12:55,800 -> 00:13:02,400 You're going right into the pot for the little lid on it.

101 00:13:02,400 -> 00:13:03,300 Would put this on low heat.

102 00:13:04,600 -> 00:13:09,700 This is my Kamala talking about earlier, or my flat top or griddle top.

103 00:13:09,800 -> 00:13:11,400 Sometimes it's called a Plancha.

104 00:13:11,900 -> 00:13:13,400 I have this on a very low heat.

105 00:13:13,400 -> 00:13:14,900 I am going to cook some tortillas here.

106 00:13:15,000 -> 00:13:16,400 I am also going to heat up my chicken.

107 00:13:17,200 -> 00:13:18,200 Get I have chicken in there.

108 00:13:18,200 -> 00:13:19,200 My sauce pots.

109 00:13:20,300 -> 00:13:27,900 Now, I have started my cast iron and then for those who have the plant base, I have a saute pan here.

110 00:13:29,500 -> 00:13:33,200 I am just going to put a little bit of fat and you have a package it says new.

111 00:13:33,400 -> 00:13:40,700 True loyal in your kit, and we're going to put some of that neutral oil onto our heating up pans.

112 00:13:41,900 -> 00:13:47,500 Well, hands aren't super hot yet because I just asked you to turn them on, but they're going to get there in a minute.

113 00:13:47,500 -> 00:13:50,600 You're going to start to see some of this oil start to smoke.

114 00:13:50,800 -> 00:13:51,600 That is good.

115 00:13:51,600 -> 00:13:53,300 We're at that smoking point.

116 00:13:53,300 -> 00:13:57,500 A little bit of white or gray smoke or light colored gray.

117 00:13:57,500 -> 00:13:58,600 Smoke is great.

118 00:13:59,500 -> 00:14:01,600 We're scared of black smoke, but we like gray smoke.

119 00:14:01,600 -> 00:14:02,000 Okay.

120 00:14:05,200 -> 00:14:09,100 First, I am going to eat see here, my carne asada.

121 00:14:10,700 -> 00:14:12,400 Am I pants since I saw that smoke?

122 00:14:12,400 -> 00:14:16,300 I know it's hot enough to do what I needed to do here.

123 00:14:17,000 -> 00:14:17,500 All righty.

124 00:14:19,300 -> 00:14:30,100 Now my other saute pan, I am just sort of waiting for that when that oil, when the viscosity of, it turns into more like a water texture, will know where they are.

125 00:14:31,300 -> 00:14:32,100 All right.

126 00:14:39,400 -> 00:14:41,600 After the sear on this.

127 00:14:42,900 -> 00:14:46,100 I am going to use the same pan to heat up my carnitas.

128 00:14:49,100 -> 00:14:50,400 So that's just going to go for a minute.

129 00:14:50,400 -> 00:14:53,800 I have that at about a medium to medium-high heat.

130 00:14:57,600 -> 00:14:59,700 Yes, you can.

131 00:15:00,100 -> 00:15:02,800 It's a home packaging compostable it.

132 00:15:02,800 -> 00:15:06,700 Is it takes a little longer, right?

133 00:15:08,300 -> 00:15:12,200 I wouldn't like, lying here rose with it, but you can put it straight into your compost.

134 00:15:12,700 -> 00:15:17,600 I am going to go ahead and open up my tortilla packaging because I like to get a little bit of air in those tortillas.

135 00:15:20,100 -> 00:15:22,900 All right, I am starting to smell the aroma of that steak.

136 00:15:24,300 -> 00:15:25,900 I am going to come back over here.

137 00:15:26,000 -> 00:15:27,100 Let me grab my tongs.

138 00:15:29,500 -> 00:15:31,800 Now remember, this steak is already fully cooked.

139 00:15:31,800 -> 00:15:33,900 All we're doing is we're getting a sear on it.

140 00:15:35,200 -> 00:15:37,800 For a little bit of texture and flavor, and we're heating it through.

141 00:15:39,000 -> 00:15:42,700 I also see that my own oil now is this shimmering around the pan?

142 00:15:43,300 -> 00:15:53,800 So I am going to put plant-based kit, my mushrooms in here and start to saute these Now, these are mushrooms with a mixture of aromatic.

143 00:15:53,800 -> 00:15:59,700 Some of those delicious onions from Bolton Food, Forest and Wheeler coche.

144 00:16:01,700 -> 00:16:03,500 Does anybody know what we look on chairs?

145 00:16:13,400 -> 00:16:15,300 No, takers on the wheelchair.

146 00:16:17,600 -> 00:16:23,900 Will it talk to an is a fungus that grows on the outside of corner?

147 00:16:23,900 -> 00:16:24,600 So that is correct.

148 00:16:24,600 -> 00:16:24,900 Chris.

149 00:16:24,900 -> 00:16:32,200 It is a corn fungus and it is a delicacy in many parts of the world, especially in Mexico.

150 00:16:32,200 -> 00:16:34,500 And some of the other Latin American countries.

151 00:16:35,100 -> 00:16:37,600 All right, when we come back over here and give this a flip.

152 00:16:38,500 -> 00:16:41,500 If you see, I have some nice caramelization on my steak.

153 00:16:41,900 -> 00:16:44,900 When we go ahead and lower my heat down to medium-low.

154 00:16:44,900 -> 00:16:46,100 Let that heat through.

155 00:16:47,200 -> 00:16:49,600 I am also checking my mushrooms here.

156 00:16:51,900 -> 00:16:54,700 Giving them saute with your cooking.

157 00:16:54,700 -> 00:16:58,600 Those mushrooms are going to get also very aromatic or going to start to smell.

158 00:16:58,800 -> 00:17:00,000 This is not a pepper in there.

159 00:17:00,000 -> 00:17:01,000 The garlic, the onion.

160 00:17:01,500 -> 00:17:05,099 Now, there is a little bit of chili in there, some salt and pepper, but it's not too spicy.

161 00:17:05,099 -> 00:17:05,700 I promise.

162 00:17:06,300 -> 00:17:09,900 We're probably at about a two or three on a 1 to 10 scale.

163 00:17:09,900 -> 00:17:10,300 Okay.

164 00:17:12,000 -> 00:17:14,500 Now I am going to check my chicken.

165 00:17:15,900 -> 00:17:16,800 Give it a little stir.

166 00:17:16,800 -> 00:17:18,000 Make sure that's heating up.

167 00:17:18,000 -> 00:17:19,500 I see some steam coming out of there.

168 00:17:19,500 -> 00:17:21,599 So I know it's doing what it's supposed to do.

169 00:17:22,300 -> 00:17:24,099 Again, that chicken is fully cooked.

170 00:17:25,400 -> 00:17:29,900 So I know that all I have to do is get it warm.

171 00:17:31,000 -> 00:17:31,700 All right.

172 00:17:33,400 -> 00:17:35,400 I am going to go ahead and pull my Stakeout.

173 00:17:35,900 -> 00:17:36,200 Looks.

174 00:17:36,200 -> 00:17:36,700 I love good.

175 00:17:36,700 -> 00:17:38,100 Caramelization on both sides.

176 00:17:38,100 -> 00:17:39,400 I am gonna let that rest.

177 00:17:40,200 -> 00:17:42,900 We nearly didn't need to cook it for long since fully cooked.

178 00:17:43,600 -> 00:17:46,500 And now I am going to put my pork carnitas in that same pan.

179 00:17:47,500 -> 00:17:58,200 There's already enough residual fat from the stake, plus the Carnitas themselves are cooked and a delicious aromatic flat.

180 00:17:58,200 -> 00:18:01,000 So we don't, we don't need to add anymore.

181 00:18:01,000 -> 00:18:02,800 It's going to do what it needs to do in this pan.

182 00:18:03,700 -> 00:18:05,400 Give another saute on these.

183 00:18:06,800 -> 00:18:09,000 Flip of the saute pan on these mushrooms.

184 00:18:10,600 -> 00:18:12,000 Got my steak resting.

185 00:18:13,500 -> 00:18:15,900 My Carnitas a pop in here.

186 00:18:17,100 -> 00:18:24,500 I have my chicken tinga heating up, and if I am a plant-based, I have carrots and squash in the oven.

187 00:18:25,200 -> 00:18:25,400 Now.

188 00:18:25,400 -> 00:18:26,500 I am going to slow her down.

189 00:18:26,700 -> 00:18:28,600 Let my Carnitas pop and cook.

190 00:18:28,900 -> 00:18:34,600 I am gonna put my mushroom pan on very low, and I am going to check in and make sure everyone.

191 00:18:36,900 -> 00:18:41,100 MK, would you not put the Carnitas in the pan?

192 00:18:41,100 -> 00:18:44,900 The mushrooms were in because you should not have both.

193 00:18:49,700 -> 00:18:50,300 Yes.

194 00:18:50,500 -> 00:18:51,700 The one that steak was in.

195 00:18:52,600 -> 00:18:54,200 So pull out that stage.

196 00:18:54,200 -> 00:18:56,200 Let it rest Carnitas go into that pan.

197 00:18:56,300 -> 00:18:56,900 That is correct.

198 00:18:56,900 -> 00:18:57,300 Rachel.

199 00:18:57,300 -> 00:18:57,900 That is correct.

200 00:18:57,900 -> 00:18:58,500 M'Kay.

201 00:18:58,800 -> 00:19:01,600 You are good MK.

202 00:19:01,600 -> 00:19:02,200 I am curious.

203 00:19:02,200 -> 00:19:04,400 You have mushrooms in your kit.

204 00:19:09,500 -> 00:19:10,100 Okay, good.

205 00:19:10,100 -> 00:19:11,900 So that's why I would have been confused too.

206 00:19:12,100 -> 00:19:12,500 Okay.

207 00:19:12,500 -> 00:19:17,300 So the next thing I am going to do is I am going to start to grab my tortillas, and we have sent you a lot of tortillas.

208 00:19:17,300 -> 00:19:26,500 This Taco kit makes 12 different tacos for of three different kinds of finding out how you want to build them.

209 00:19:27,300 -> 00:19:36,500 Now, if you aren't going to eat 12 tacos tonight, what I would do, little Pro tip, the save about half of your tortillas and eat them maybe with breakfast.

210 00:19:36,600 -> 00:19:46,100 Bones, some of you, especially the Texans may know what breakfast tacos are you, you few people in California.

211 00:19:46,200 -> 00:19:51,700 There are a lot like breakfast burritos, but smaller the burritos aren't really a real thing.

212 00:19:51,700 -> 00:19:54,600 So yeah, 12 Spencer.

213 00:19:54,600 -> 00:19:56,900 I am eating 12 to, I am right there with you.

214 00:19:58,200 -> 00:19:58,400 All right.

215 00:19:58,400 -> 00:20:01,300 I am going back to my stovetop.

216 00:20:02,000 -> 00:20:04,000 My Carnitas have been going for about 2 minutes.

217 00:20:04,000 -> 00:20:05,300 I am going to give them a flip.

218 00:20:06,000 -> 00:20:06,500 Look at that.

219 00:20:06,700 -> 00:20:07,800 Have caramelization.

220 00:20:07,800 -> 00:20:09,100 I have crispiness.

221 00:20:10,000 -> 00:20:11,900 That is exactly what we want.

222 00:20:12,600 -> 00:20:17,000 I am going to drop for tortillas on my flat top or my go Mal.

223 00:20:25,000 -> 00:20:26,300 I am going to check my oven.

224 00:20:26,300 -> 00:20:29,300 You know, I am going to turn my oven off because I know.

225 00:20:32,400 -> 00:20:37,200 That my veggies are done and they look awesome.

226 00:20:37,200 -> 00:20:38,300 I see some delicious.

227 00:20:39,200 -> 00:20:40,600 I have a delicious Aroma.

228 00:20:40,600 -> 00:20:44,300 There's some steam coming off of them, and I am now heating up tortillas.

229 00:20:44,600 -> 00:20:51,400 Alright, the next thing I am going to do is I am going to lower my heat of my Carnitas to a very low.

230 00:20:51,700 -> 00:20:59,300 Now, I have everything on low heat except for my tortilla and my chicken, which I have on a medium heat.

231 00:20:59,300 -> 00:21:00,400 I have turned off my oven.

232 00:21:01,200 -> 00:21:03,600 Okay, we have gotten through the hard part.

233 00:21:03,600 -> 00:21:05,300 We have gotten through the cooking part.

234 00:21:07,500 -> 00:21:10,400 Let me heat up a few more tortillas, and we're going to start doing the garnishes.

235 00:21:10,400 -> 00:21:13,000 I am going to slow down, just slow it down just a bit.

236 00:21:13,600 -> 00:21:14,800 See where everyone is.

237 00:21:15,600 -> 00:21:18,000 There're any questions that need to be answered Eileen.

238 00:21:18,000 -> 00:21:18,500 Look at that.

239 00:21:18,500 -> 00:21:19,800 That looks amazing.

240 00:21:21,400 -> 00:21:21,800 Breakfast.

241 00:21:21,800 -> 00:21:22,500 Tacos on the bottom.

242 00:21:22,500 -> 00:21:23,300 That is correct.

243 00:21:23,300 -> 00:21:23,700 And okay.

244 00:21:23,700 -> 00:21:28,600 Where do you live now?

245 00:21:28,600 -> 00:21:35,100 Actually, if you have your sous chef working for you, smart, that's what we do to.

246 00:21:39,100 -> 00:21:39,700 Wow.

247 00:21:40,300 -> 00:21:41,800 You just went for it.

248 00:21:42,900 -> 00:21:48,800 Andrew from Dallas, okay, in case oh, you know, you know about breakfast tacos.

249 00:21:51,700 -> 00:21:54,200 Okay, I am going to bring my steak over got my chicken over.

250 00:21:54,200 -> 00:21:54,600 I am flipping.

251 00:21:54,600 -> 00:21:56,400 Tortillas that's going.

252 00:21:56,400 -> 00:21:57,000 Well.

253 00:21:57,800 -> 00:21:58,800 I have got my veggies.

254 00:21:58,800 -> 00:22:00,200 I have got my mushrooms, right?

255 00:22:00,200 -> 00:22:01,600 We're on the same page.

256 00:22:03,800 -> 00:22:10,500 I am going to go ahead, and we have my tortillas this first round of tortillas is hot, which is awesome.

257 00:22:10,500 -> 00:22:12,100 I am gonna put them in my tortilla warmer.

258 00:22:12,800 -> 00:22:17,400 Remember if you don't have a tortilla warmer and you just have some linen, that works very well.

259 00:22:20,000 -> 00:22:21,600 What's happened is that linen?

260 00:22:21,600 -> 00:22:24,400 The steaming of that is going to continue to cook the tortillas.

261 00:22:25,300 -> 00:22:26,100 Alright.

262 00:22:26,900 -> 00:22:30,400 Now, we're going to build our Taco plate.

263 00:22:30,500 -> 00:22:35,700 Does anybody have any questions before we start going on this mise en place?

264 00:22:36,400 -> 00:22:37,000 Yes.

265 00:22:40,100 -> 00:22:42,000 How do we save the tortillas?

266 00:22:42,000 -> 00:22:43,300 Good question.

267 00:22:43,800 -> 00:22:55,800 I would keep some of this parchment paper that we have between them and if we're just going to save him for a day or two just put them into like a nice pork side, zip lock bag and kind of just try to get most of the air out of there.

268 00:22:55,800 -> 00:22:58,200 The less air or oxygen in the packaging, the better.

269 00:22:58,500 -> 00:23:02,600 If you don't have a Ziploc bag that these will fit in, it's best to keep them flat.

270 00:23:02,900 -> 00:23:06,700 Just use some plastic wrap and wrap them very tightly, then put them in the refrigerator.

271 00:23:06,700 -> 00:23:08,300 You want to save them in the refrigerator.

272 00:23:09,100 -> 00:23:09,700 All right.

273 00:23:09,700 -> 00:23:12,800 So before this meat or veggies get cold.

274 00:23:12,800 -> 00:23:14,700 I want to start building out my taco plate.

275 00:23:15,100 -> 00:23:16,100 First things first.

276 00:23:16,100 -> 00:23:24,600 We have this oaxacan Cassio, this cheese that is made for us, in Oaxaca by a family that's been making the cheese for generations.

277 00:23:24,900 -> 00:23:29,700 And you may see a hawk and queso in the grocery store and the markets.

278 00:23:29,800 -> 00:23:35,200 But I guarantee you, when I can say this with complete certainty, none of it tastes like this.

279 00:23:35,500 -> 00:23:37,500 Mrs. The most delicious.

280 00:23:37,500 -> 00:23:47,000 Well, how can Castle you Had I promise next, I am going to open up our chili Diablo, which is a grilled.

281 00:23:47,000 -> 00:23:47,700 Jalapeño.

282 00:23:49,500 -> 00:23:50,800 I am going to leave mine.

283 00:23:51,400 -> 00:24:03,000 Well, you may leave your toll because I like to do is take a bite of my taco and then take a bite of my pepper, but you can also cut it into an aha, which is the shape of roasted peppers like this.

284 00:24:03,000 -> 00:24:06,400 When you come this way, put that right in the middle.

285 00:24:09,700 -> 00:24:10,000 Next.

286 00:24:10,000 -> 00:24:14,500 I am gonna open up my schnee pack which are these pickled onions.

287 00:24:15,500 -> 00:24:18,600 These are pickled, the red onions that are pickled with habanero.

288 00:24:19,200 -> 00:24:22,600 So there's a little more heat to this element.

289 00:24:23,500 -> 00:24:27,100 There's some fresh garlic and Mexican oregano in there.

290 00:24:27,200 -> 00:24:28,100 These are delicious.

291 00:24:28,100 -> 00:24:28,700 Addition.

292 00:24:30,100 -> 00:24:31,800 Next, I am going to open up my avocado.

293 00:24:33,100 -> 00:24:33,900 Texans.

294 00:24:34,300 -> 00:24:36,100 The avocados and Texas are out of season.

295 00:24:36,400 -> 00:24:38,400 So these are California, avocados.

296 00:24:38,600 -> 00:24:39,700 Thank you, California.

297 00:24:40,100 -> 00:24:42,600 I don't know what you would do with avocado without avocados.

298 00:24:44,400 -> 00:24:46,100 I don't know what I would do without our kados.

299 00:24:49,000 -> 00:24:49,800 You're welcome.

300 00:24:50,600 -> 00:25:00,900 All right, I am gonna put take a spoon, and I am going to just four separate this from the skin like to do that and kind of flip it over, and we will show you a fun little trick here.

301 00:25:00,900 -> 00:25:03,900 So you do that, do the same with the next avocado.

302 00:25:03,900 -> 00:25:06,800 Just take your spoon kind of scoop it out.

303 00:25:06,800 -> 00:25:08,700 Like so, flip it over.

304 00:25:08,900 -> 00:25:09,100 Now.

305 00:25:09,100 -> 00:25:12,100 You have two nice habit, avocados, right?

306 00:25:13,600 -> 00:25:15,600 I am going to take my chef knife.

307 00:25:18,600 -> 00:25:26,500 And I am just going to slice them like this if your knife sharp and you can move your knife pretty quickly on this go in and out like that.

308 00:25:27,100 -> 00:25:38,100 And then I am going to take my hand and go like this and create this little avocado spread here, which looks really beautiful on the plate like this.

309 00:25:42,600 -> 00:25:44,400 And that is a trick that's pretty easy to do.

310 00:25:44,400 -> 00:25:46,100 If you try a few times.

311 00:25:46,500 -> 00:25:51,000 I am only going to do half my avocado to start, getting to the next piece later.

312 00:25:51,300 -> 00:25:52,600 I have some of that charred onion.

313 00:25:52,600 -> 00:25:55,600 We were talking about earlier from the farm.

314 00:25:55,900 -> 00:25:58,600 I like to put that right next to my grilled.

315 00:25:59,000 -> 00:25:59,800 Jalapeño.

316 00:26:01,900 -> 00:26:03,500 I will take my fresh cilantro.

317 00:26:06,500 -> 00:26:09,300 If you see, I am kind of building everything on one side of the plate right now.

318 00:26:09,900 -> 00:26:10,800 That's intentional.

319 00:26:12,800 -> 00:26:22,000 We will take some of my mold own salt, give it a little sprinkle of the over the avocado because we love salty avocado, and we cut some lime wedges.

320 00:26:23,300 -> 00:26:23,800 Just cut them.

321 00:26:23,800 -> 00:26:30,800 However, you want the build some more of the plate with my line, like so right?

322 00:26:33,100 -> 00:26:33,500 Okay.

323 00:26:33,500 -> 00:26:34,600 My steak is rested.

324 00:26:34,600 -> 00:26:35,700 It's still warm.

325 00:26:36,200 -> 00:26:38,100 My chicken is still in the pot on the stove.

326 00:26:38,100 -> 00:26:44,700 So I know that's warm by Carnitas are on very low heat, then their cast iron pan getting nice and crispy.

327 00:26:44,800 -> 00:26:52,400 So I know those are warm if you have, if you have veggies, and they were still in your hot cookie tray.

328 00:26:52,900 -> 00:26:56,800 We can go ahead and start placing your veggies here like to do is the mush mushrooms here.

329 00:26:57,400 -> 00:26:59,300 Maybe the squash, the carrots.

330 00:27:00,200 -> 00:27:01,800 Okay, let us go back to the stake.

331 00:27:02,500 -> 00:27:05,500 If you see here, I am slicing Against the Grain.

332 00:27:06,200 -> 00:27:10,200 You can see that national natural thread Asian of grain of the meat.

333 00:27:10,500 -> 00:27:19,200 If you slice against it, you will get a month, tender much more tender bite of meat and if you see this should be cooked.

334 00:27:19,200 -> 00:27:23,900 It's nice and crispy on the outside and cook to a perfect medium-rare medium.

335 00:27:27,800 -> 00:27:29,600 Say that again.

336 00:27:29,600 -> 00:27:31,000 I was fully cooked when you got it.

337 00:27:31,000 -> 00:27:31,600 We're just heating.

338 00:27:31,600 -> 00:27:32,300 It's Ruth.

339 00:27:36,200 -> 00:27:42,700 I am gonna grab some carnitas when we put these on the plate as well.

340 00:27:43,700 -> 00:27:46,900 These have gotten crispy textured.

341 00:27:47,700 -> 00:27:50,000 They're so anxious and flavor.

342 00:27:50,500 -> 00:27:52,600 You see little pockets of fattiness.

343 00:27:56,800 -> 00:27:58,600 And then I am going to take my chicken tinga.

344 00:27:59,900 -> 00:28:02,600 Because with an adobo Pepper marinade that will put that right here.

345 00:28:03,300 -> 00:28:03,700 Now.

346 00:28:03,700 -> 00:28:06,800 I have all my proteins.

347 00:28:07,800 -> 00:28:14,900 Maybe you have all your veggies on your plate like, so I would go ahead and stick your finger in there and get a little case because it's so delicious.

348 00:28:16,800 -> 00:28:19,500 I am gonna go to my last few ingredients.

349 00:28:20,600 -> 00:28:29,200 All right, I have some of these Market vegetables, which are also grown in a local Farm, not the food force that you saw on the video.

350 00:28:29,200 -> 00:28:31,300 These are grown at government Acres.

351 00:28:32,600 -> 00:28:34,900 Then I am going to slice my radish.

352 00:28:35,700 -> 00:28:38,800 You may have radish, you might have turnips.

353 00:28:39,100 -> 00:28:40,000 Maybe Abby.

354 00:28:40,000 -> 00:28:41,300 It's all seasonal.

355 00:28:41,300 -> 00:28:43,400 All depends on which Farm.

356 00:28:43,400 -> 00:28:45,100 It's coming from might have carrots.

357 00:28:45,100 -> 00:28:45,900 They might be yellow.

358 00:28:45,900 -> 00:28:52,700 The might be, or I am just going to use these to garnish here because I know when I built my tacos.

359 00:28:53,200 -> 00:28:56,800 I like to have this fresh peppery crunch of radish.

360 00:29:00,100 -> 00:29:04,200 Maybe this fresh crisp, textured of carrot.

361 00:29:04,400 -> 00:29:06,200 So I am going to slice these really thin.

362 00:29:07,400 -> 00:29:18,400 On a bias like, so, If these Cuts aren't available to totally cool, you can do a die, you can do a julienne.

363 00:29:18,400 -> 00:29:20,800 You can take a mandolin and slice them really thin.

364 00:29:20,800 -> 00:29:24,200 If you have one of those at home, let me again, I am just building.

365 00:29:25,200 -> 00:29:26,500 I am building the taco plate.

366 00:29:26,500 -> 00:29:27,100 I want to eat.

367 00:29:27,100 -> 00:29:30,400 I am thinking about putting meat in my tortilla or vegetables.

368 00:29:30,700 -> 00:29:33,100 Maybe some cheese, some jalapeno, some avocado.

369 00:29:33,400 -> 00:29:36,400 Some of these, nice fresh crisp vegetables.

370 00:29:39,600 -> 00:29:50,700 I am gonna take I was might have my lime wedge that have this package of fresh beautiful herbs, and we're just going to garnish more of our plate with these.

371 00:29:51,400 -> 00:29:59,200 You may have some chrysanthemums flower, maybe some diaphanous.

372 00:30:02,300 -> 00:30:04,100 I have here some kale Leaf.

373 00:30:06,500 -> 00:30:07,700 You might have mirror gold.

374 00:30:07,700 -> 00:30:14,100 Everyone has something a little bit different, and I am just putting those beautiful garnishes on my plate.

375 00:30:15,000 -> 00:30:16,100 I have already put my smoke.

376 00:30:16,100 -> 00:30:17,700 Fresno, salsa into one.

377 00:30:18,800 -> 00:30:20,700 My Verde sauce into another.

378 00:30:22,500 -> 00:30:24,700 Your avocado didn't go like that actually.

379 00:30:26,300 -> 00:30:27,100 That's alright.

380 00:30:27,100 -> 00:30:27,700 You will do it again.

381 00:30:30,900 -> 00:30:32,000 Your avocado money Bells.

382 00:30:32,000 -> 00:30:32,600 Perfect.

383 00:30:32,600 -> 00:30:33,300 Awesome.

384 00:30:36,300 -> 00:30:36,900 Cool.

385 00:30:38,000 -> 00:30:42,100 I have my tortillas my salsa verde, which is made with tomatillo.

386 00:30:42,900 -> 00:30:52,100 It's also made with some aromatics and garlic and onions, how the final, sodano then we have our smoked Fresno.

387 00:30:52,100 -> 00:30:52,500 Salsa.

388 00:30:52,500 -> 00:30:53,900 Make the to Fresno pepper.

389 00:30:55,900 -> 00:30:57,100 Grilled tomatoes.

390 00:31:00,800 -> 00:31:02,500 How's everyone else deal with their taco place?

391 00:31:02,500 -> 00:31:03,500 Are they coming along?

392 00:31:12,000 -> 00:31:14,500 If so, I would love to build a taco with you.

393 00:31:29,100 -> 00:31:30,800 Anyone want to build a taco with me?

394 00:31:36,000 -> 00:31:38,000 All right, I am gonna grab one tortilla.

395 00:31:39,600 -> 00:31:43,600 We're going to build a taco then we're going to go into our taco party lounges, right?

396 00:31:46,000 -> 00:31:49,400 All right, Elizabeth looking hyped up.

397 00:31:49,900 -> 00:31:51,200 Danielle Ashley.

398 00:31:51,200 -> 00:31:52,000 Hello.

399 00:31:54,100 -> 00:31:56,000 Actually, your avocado didn't go this way.

400 00:31:57,600 -> 00:32:00,000 Yeah, so my avocado doesn't look anything like that.

401 00:32:00,800 -> 00:32:02,200 I will give you some footage here.

402 00:32:02,200 -> 00:32:06,100 You can 300 pretty close.

403 00:32:08,300 -> 00:32:10,700 That's what do you think?

404 00:32:10,700 -> 00:32:11,400 It's close?

405 00:32:12,700 -> 00:32:22,900 You did a much better job, but I definitely don't think it has some work to disclosure.

406 00:32:22,900 -> 00:32:25,900 I browser working on a sushi restaurant.

407 00:32:25,900 -> 00:32:28,600 So we have done a lot of that I did too.

408 00:32:28,600 -> 00:32:32,700 So that's even more embarrassing like with the plastic wrap on the top of the Dragon Roll.

409 00:32:32,900 -> 00:32:33,100 Yeah.

410 00:32:33,200 -> 00:32:34,600 Yeah, right.

411 00:32:34,600 -> 00:32:36,500 Never for me is what we're learning.

412 00:32:37,900 -> 00:32:40,600 Thoughts of well, I like the effort.

413 00:32:41,200 -> 00:32:41,700 How's yours?

414 00:32:41,700 -> 00:32:42,800 Come out Elizabeth.

415 00:32:43,300 -> 00:32:45,200 Hey my avocados.

416 00:32:45,200 -> 00:32:48,200 This Con Neal not slide.

417 00:32:51,400 -> 00:32:52,100 You know.

418 00:32:53,700 -> 00:32:56,300 This stays just came off.

419 00:32:56,300 -> 00:33:05,400 So I am running a little behind but this is awesome.

420 00:33:05,600 -> 00:33:09,400 Maybe you're going a little fast, but you have everything hot.

421 00:33:09,400 -> 00:33:10,900 It looks like your everything ready to go.

422 00:33:10,900 -> 00:33:15,000 It's all going to come together and have been a delicious Taco hard to you.

423 00:33:18,600 -> 00:33:21,700 All right, I am gonna go out and have my first taco from then.

424 00:33:21,700 -> 00:33:28,000 We're going to go into our taco party lounges, but anybody who's available to make their Taco now as well.

425 00:33:28,400 -> 00:33:33,000 Let us go ahead and have a bite a toast, a taco toast, if you will.

426 00:33:50,800 -> 00:33:52,600 Oh, yes material, that looks awesome.

427 00:33:53,400 -> 00:33:53,700 Aaron.

428 00:33:53,700 -> 00:33:54,700 That was great.

429 00:33:57,000 -> 00:33:57,500 What's up, bro?

430 00:33:57,500 -> 00:33:58,300 Stock of you build.

431 00:33:58,300 -> 00:33:59,500 I built carnitas.

432 00:34:04,300 -> 00:34:09,000 Did you guys build the charger Carnitas and somebody build their veggie tacos, or they love those?

433 00:34:09,900 -> 00:34:11,800 What's a salsa that you like on that?

434 00:34:11,800 -> 00:34:12,500 I like to smoke.

435 00:34:12,500 -> 00:34:21,900 Fresno with my car meet this, the red one, put in the chat, your favorite salsa, red or green?

436 00:34:25,800 -> 00:34:27,000 That's a very good point.

437 00:34:27,000 -> 00:34:27,500 Spencer.

438 00:34:27,500 -> 00:34:28,600 You don't need this first.

439 00:34:28,600 -> 00:34:30,000 You're not going to anything else.

440 00:34:30,300 -> 00:34:31,900 We got green red all day.

441 00:34:32,199 -> 00:34:33,900 Verde green.

442 00:34:33,900 -> 00:34:34,199 Yes.

443 00:34:34,199 -> 00:34:34,800 Yes.

444 00:34:36,699 -> 00:34:38,500 Yeah, the red is so Smoky, right?

445 00:34:38,500 -> 00:34:39,000 That smokes.

446 00:34:39,000 -> 00:34:39,600 Fresno.

447 00:34:44,500 -> 00:34:45,000 Hmm.

448 00:34:54,600 -> 00:34:57,300 Save some tortillas for your breakfast tacos.

449 00:34:58,800 -> 00:35:01,800 That red salsa goes so good with eggs.

450 00:35:05,200 -> 00:35:07,600 All right, so we're going to move to the taco party Lounge.

451 00:35:11,400 -> 00:35:15,000 If you look at the top of your window at Taco party, will be opening momentarily.

452 00:35:15,000 -> 00:35:16,900 Click on the tab and join the party.

453 00:35:18,400 -> 00:35:22,300 See you back here by clicking kids to the top of your window in about 10 minutes ago.

454 00:41:12,100 -> 00:41:12,600 She knows.

455 00:47:03,500 -> 00:47:04,600 Hello.

1 00:07:21,100 -> 00:07:22,400 Hey friends, welcome.

2 00:07:22,400 -> 00:07:22,800 Welcome.

3 00:07:22,800 -> 00:07:23,600 Welcome.

4 00:07:23,800 -> 00:07:25,500 Thank you for being here.

5 00:07:25,500 -> 00:07:29,400 We're gonna have a phenomenal conversation and a conversation.

6 00:07:29,400 -> 00:07:31,800 That's super relevant.

7 00:07:32,400 -> 00:07:33,100 Before we kick off.

8 00:07:33,100 -> 00:07:36,900 My name is Roberto Ortiz, co-founder and CEO of welcome.

9 00:07:36,900 -> 00:07:38,800 The platform that we're on here today.

10 00:07:39,300 -> 00:07:48,700 Thanks for joining us, you know, there's a lot of things you can be doing, but you're showing up here to learn about driving employee experiences and engagement in a hybrid and remote work.

11 00:07:48,800 -> 00:07:57,200 Ace, you know, we're all to figuring it out as we go including ourselves, but we're fortunate enough to have somebody who spends a lot of time thinking about this.

12 00:07:57,200 -> 00:08:00,800 And Dave car is going to be joining us here on stage in a moment.

13 00:08:00,900 -> 00:08:04,000 VP of people at lattice before we do that.

14 00:08:04,000 -> 00:08:07,700 Just a couple housekeeping rules and just notes on the right-hand side.

15 00:08:07,700 -> 00:08:11,900 You have chat looks like you guys know how to use it knows there're an emojis in there.

16 00:08:11,900 -> 00:08:23,000 There're gifts into engaged throughout this experience, but also ask questions go ahead and type By the Q&A panel on the right-hand side, and drop a question as it comes up.

17 00:08:23,100 -> 00:08:28,000 We're going to dive into a lot of these questions towards the end of our time for today.

18 00:08:28,400 -> 00:08:33,500 Now, I saw a poll that we threw up here in a moment.

19 00:08:33,500 -> 00:08:38,299 And before we bring up that pole, let me introduce Dave because I need to find out from Dave.

20 00:08:38,299 -> 00:08:40,299 What is his favorite holiday drink?

21 00:08:40,400 -> 00:08:44,500 Because I have my favorite and I didn't see it when and I will tell you guys here in a minute.

22 00:08:44,500 -> 00:08:47,400 But before we do that, help me welcome.

23 00:08:47,400 -> 00:08:58,600 Dave car to the He's vice president people at lattice is a people management platform that helps companies, develop and engage High performing teams prior to his current role.

24 00:08:58,800 -> 00:09:02,400 He's LED people team at Branch metrics and mule soft.

25 00:09:02,800 -> 00:09:05,000 And we joined a to the stage, Dave, get up here.

26 00:09:07,200 -> 00:09:07,700 Hey, thanks.

27 00:09:07,700 -> 00:09:08,100 Roberto.

28 00:09:08,100 -> 00:09:09,400 Excited to be here.

29 00:09:10,900 -> 00:09:12,300 Excited to chat with you.

30 00:09:14,000 -> 00:09:15,300 Great, great to have you here.

31 00:09:16,000 -> 00:09:17,100 We're bringing all the stuff.

32 00:09:18,300 -> 00:09:29,400 It's such a timely topic, is what I have been spending so much my own time thinking about both internally at lattice and then you're also working with our customers and folks, in the industry.

33 00:09:30,800 -> 00:09:31,300 Yeah.

34 00:09:31,300 -> 00:09:31,600 Yeah.

35 00:09:31,600 -> 00:09:32,600 Well, thank you for making time.

36 00:09:32,600 -> 00:09:39,000 I know that we linked up a couple weeks ago about this event and you were like, right on, let us get after it.

37 00:09:39,000 -> 00:09:40,900 And we were just riffing.

38 00:09:40,900 -> 00:09:43,600 And so this is going to be a lot of that, that conversation.

39 00:09:45,100 -> 00:09:47,600 We're going to be pulling out like, what are we learning?

40 00:09:47,700 -> 00:09:53,500 You know, in the space and you guys being on the front lines of driving Employee Engagement as a company.

41 00:09:53,700 -> 00:09:55,900 I know that you guys are investing a lot of work.

42 00:09:55,900 -> 00:10:03,300 Not just to enable and equipped the industry and leaders, but also internally, right for your organization.

43 00:10:03,300 -> 00:10:06,200 And so would love to cover both of those sides.

44 00:10:06,700 -> 00:10:07,800 I will before we do that though.

45 00:10:07,800 -> 00:10:14,400 Let us go ahead and bring that pole on stage about the favorite holiday, drink looks like hot.

46 00:10:14,400 -> 00:10:17,400 Chocolate is the winner here.

47 00:10:17,400 -> 00:10:18,000 Dave.

48 00:10:18,000 -> 00:10:19,400 What would you have voted here?

49 00:10:20,000 -> 00:10:21,300 I voted for eggnog.

50 00:10:21,300 -> 00:10:23,400 I am for me.

51 00:10:23,400 -> 00:10:24,000 It's like not.

52 00:10:24,000 -> 00:10:25,300 I feel like I can get hot chocolate.

53 00:10:25,300 -> 00:10:27,700 Any time of the year, but eggnog.

54 00:10:27,700 -> 00:10:28,300 That's right.

55 00:10:30,800 -> 00:10:32,100 This is true.

56 00:10:32,100 -> 00:10:34,400 This is true is funny because I have my warm drink here.

57 00:10:34,400 -> 00:10:35,700 It looks like Starbucks.

58 00:10:35,900 -> 00:10:41,800 Skip Thanksgiving and went straight to Christmas, but my vote here and it looks like it's starting to Trend up go.

59 00:10:41,800 -> 00:10:44,500 Keitel is coming right behind egg.

60 00:10:44,500 -> 00:10:46,400 Not I am in Puerto Rico right now.

61 00:10:46,400 -> 00:10:49,700 Uncle Keitel is a Puerto Rican, coconut.

62 00:10:49,700 -> 00:10:54,900 Nog, and it's fantastic and it has a little bit of spice in it.

63 00:10:54,900 -> 00:10:57,900 That gets you sort of ready for the holiday conversations as well.

64 00:10:58,100 -> 00:11:00,300 So if you haven't tried that, go ahead and give that a shot.

65 00:11:01,000 -> 00:11:05,800 My team was laughing at me because I have never had hot toddy.

66 00:11:06,400 -> 00:11:09,400 Now is s in my alone in that Dave.

67 00:11:09,400 -> 00:11:11,100 Do you know what hot toddy is?

68 00:11:11,900 -> 00:11:13,500 I feel like I have had it.

69 00:11:13,500 -> 00:11:15,500 I can't remember.

70 00:11:16,300 -> 00:11:20,600 Where is it sort of like a mulled wine or like a mule or something?

71 00:11:20,600 -> 00:11:27,000 I have, I have no idea, but folks would have to educate Us in chat at some point, but it's not.

72 00:11:27,100 -> 00:11:28,000 I am gonna have to try it.

73 00:11:28,000 -> 00:11:28,500 I am at the try.

74 00:11:28,500 -> 00:11:30,000 So, I will try hot toddy.

75 00:11:30,400 -> 00:11:34,500 You guys try coquito this holiday season, and I think we will be good to go.

76 00:11:35,900 -> 00:11:38,800 Alright, alright, so now, pull number two.

77 00:11:38,800 -> 00:11:40,500 Let us bring phone number two on stage.

78 00:11:40,600 -> 00:11:43,200 This one's actually going to help us drive conversation here.

79 00:11:43,200 -> 00:11:44,900 So what is for the audience?

80 00:11:44,900 -> 00:11:51,300 What is your biggest priority right now, when it comes to employees and there's a lot of different things here, right?

81 00:11:51,300 -> 00:11:53,200 Employee Engagement is a retention.

82 00:11:53,200 -> 00:11:54,700 Is it Talent acquisition?

83 00:11:54,900 -> 00:11:55,500 Is it d?

84 00:11:55,500 -> 00:11:57,000 E and I am belonging.

85 00:11:57,200 -> 00:12:04,800 Is it Learning and Development go ahead and place your vote by clicking directly on the stage because this is going to help guide the conversation, right?

86 00:12:05,100 -> 00:12:14,300 Dave you and I can go into a lot of these different Pockets, but it's important that we actually speak to what people are looking for here as well.

87 00:12:15,500 -> 00:12:16,100 Okay.

88 00:12:16,700 -> 00:12:17,300 All right.

89 00:12:17,300 -> 00:12:21,600 Looks like Employee Engagement is the front-runner here?

90 00:12:21,900 -> 00:12:24,700 And, you know, under Employee Engagement like Dave.

91 00:12:24,700 -> 00:12:26,100 Okay, you help us understand that, right?

92 00:12:26,100 -> 00:12:34,600 From a lattice perspective, Employee Engagement seems to have its, there's a lot of things that go underneath that.

93 00:12:34,600 -> 00:12:39,700 How would you, how do you define Employee Engagement from a lattice perspective just to level set the conversation?

94 00:12:40,300 -> 00:12:40,600 Yeah.

95 00:12:40,600 -> 00:12:54,100 I mean, I think fundamentally I think about engagement as Being defined our, how much are people committed to staying at the company and really willing to give everything.

96 00:12:54,100 -> 00:12:56,700 They have to the group effort.

97 00:12:56,800 -> 00:13:01,200 But how does that created through a whole range of things?

98 00:13:01,200 -> 00:13:06,400 I think belonging is at the center of it, and we have seen that in the data over time.

99 00:13:06,400 -> 00:13:13,500 I have seen it both at the companies that I have worked at, and we look at customers and work with them.

100 00:13:13,700 -> 00:13:24,000 Someone's, like, Just fundamental understanding of hey, is this a place where I am part of the team where I have a future is just core driver of that.

101 00:13:25,700 -> 00:13:26,300 Yeah.

102 00:13:26,500 -> 00:13:31,900 Yeah, you know, I resonate with so much of that, you know, leading the charge here.

103 00:13:31,900 -> 00:13:44,700 Welcome top of mind for me is, you know, our people, we treat our people, good to help us, hit the milestones, we need as an organization, but it's a hard thing to do to really know the heartbeat of your people.

104 00:13:44,800 -> 00:13:44,900 Whoa.

105 00:13:47,200 -> 00:13:53,900 Quarter by quarter week by week, especially in this, in this current sort of situation that were in today.

106 00:13:53,900 -> 00:13:58,500 Where, you know, like we're all like from a society perspective.

107 00:13:58,500 -> 00:14:03,800 We have been hit hard over the last two years, and we're learning new ways of working.

108 00:14:03,800 -> 00:14:06,700 We're trying to navigate, you know, all these different things.

109 00:14:07,000 -> 00:14:16,700 And, so I would imagine even lattice as a company is supporting companies in very tangible Ways by the tools and such that you offer.

110 00:14:17,000 -> 00:14:23,600 You know, not, I don't want to make this infomercial, but I do know the power behind the platform because it's amazing.

111 00:14:23,600 -> 00:14:26,600 So, yeah, thank you for leading the charge there, on that front.

112 00:14:26,600 -> 00:14:35,000 But yeah, what's your when you think about the conditions of Employee Engagement given to certain landscape that were in today?

113 00:14:35,000 -> 00:14:46,500 However, you saw the shift and leaders before covet and now during and going to post, covid-19 been the shift there on the investment, on employee engagement.

114 00:14:47,000 -> 00:14:47,800 Ain't ya.

115 00:14:47,800 -> 00:14:54,900 So it's I think definitely really top of mind and I think we have seen it in our own recent surveys.

116 00:14:54,900 -> 00:15:03,200 How much it shot up the priority, you know stack ranking of for HR leaders.

117 00:15:03,500 -> 00:15:06,800 I think you know, you go back obviously to a year ago.

118 00:15:06,800 -> 00:15:16,900 Everyone was thinking about just even job stability and how do I how to whether through this downturn and recession and it's obviously changed.

119 00:15:17,000 -> 00:15:18,100 Changed huge amount.

120 00:15:18,100 -> 00:15:26,000 I think we have seen things shift from pre covid environment, which is also really pretty hot labor market.

121 00:15:26,000 -> 00:15:42,600 One is that everyone is figuring out their hybrid model and as much as we're to all talking about attrition right now and the risk of it, like there's a lot of companies that when they have their final actual.

122 00:15:42,600 -> 00:15:43,100 Okay.

123 00:15:43,100 -> 00:15:50,800 Now you're supposed to return to the office date whether that's At the end of this year or, you know, various companies have kept pushing it out.

124 00:15:51,300 -> 00:16:01,000 It's La, I think a real Reckoning as some of those approaches that are lower on the flexibility Spectrum.

125 00:16:01,000 -> 00:16:02,500 We're going to are going to run into reality.

126 00:16:02,500 -> 00:16:11,600 And so there's going to be also a whole I think wave of attrition that comes out of that for companies to yeah, no doubt.

127 00:16:11,600 -> 00:16:15,100 No doubt, you know, this was interesting and it's just a fascinating time.

128 00:16:15,100 -> 00:16:17,400 We're in, we're from Work.

129 00:16:17,400 -> 00:16:24,800 It's been normalized over the last 18 months because we have seen the world continue and still give people the flexibility.

130 00:16:24,800 -> 00:16:30,400 They were looking for to live where they love and love where they live and vice versa and still get the job done.

131 00:16:30,700 -> 00:16:39,100 And, so I agree is going to be really interesting to see, you know, the next couple of years as companies are grappling with the right policy, the right flexibility.

132 00:16:39,100 -> 00:16:51,400 And we're going to get into that because I know that you guys have are going through that yourself, and we have our own perspective as well, and we will Dive In Before we do that, let us go ahead and talk about the state of people report.

133 00:16:51,400 -> 00:16:57,900 You know, you guys put together a survey and you serve it over 700 HR professionals, right?

134 00:16:57,900 -> 00:17:03,900 Click at 2021 Rapport and it offers a lot of different insights what?

135 00:17:03,900 -> 00:17:08,900 We're going to be pulling some of those insights on to the stage to help anchor and inform Us in the conversation.

136 00:17:08,900 -> 00:17:09,700 Me included.

137 00:17:09,700 -> 00:17:12,700 I selfishly in love these conversations guy.

138 00:17:12,700 -> 00:17:15,400 Get to learn from some of the best people, right?

139 00:17:15,400 -> 00:17:16,800 And the findings that they have.

140 00:17:17,000 -> 00:17:20,300 So let us go ahead and bring one of those stats on stage.

141 00:17:20,300 -> 00:17:20,900 It's shows.

142 00:17:20,900 -> 00:17:21,500 Absolutely.

143 00:17:22,700 -> 00:17:31,000 Yeah, one of the biggest perks of becoming a lattice employee for me was getting early access to the results coming out of these surveys.

144 00:17:31,000 -> 00:17:36,000 It's been so helpful communion and doing my own 2020 planning, 2022 planning.

145 00:17:36,100 -> 00:17:36,900 Yeah, no doubt.

146 00:17:36,900 -> 00:17:42,100 So let us bring some of those insights to the stage, so we can actually have a conversation around it.

147 00:17:42,200 -> 00:17:52,400 You know, it seems like more than half of respondents saw an it's in the poori departures over the last few months and it's tea and up a little bit of what you're saying.

148 00:17:52,400 -> 00:17:53,100 Right.

149 00:17:53,100 -> 00:17:56,000 Which is policies are starting to be rolled out.

150 00:17:56,000 -> 00:18:01,100 People have changed human behavior change the way they do things.

151 00:18:01,100 -> 00:18:01,800 Like for me personally.

152 00:18:01,800 -> 00:18:03,800 I have a little girl.

153 00:18:03,800 -> 00:18:05,600 She's she just turned to.

154 00:18:05,600 -> 00:18:08,200 I saw her grow up throughout this pandemic.

155 00:18:08,200 -> 00:18:11,700 Like I am here in the office and then I can go and see her first step.

156 00:18:11,700 -> 00:18:12,700 Those things.

157 00:18:12,700 -> 00:18:16,800 You can't put a value on and it's going to be interesting to see how these things continue to.

158 00:18:16,900 -> 00:18:18,700 You to drive forward now.

159 00:18:20,100 -> 00:18:28,000 What do you think is the main cause for folksy and his level of quote-unquote?

160 00:18:28,000 -> 00:18:33,300 Greg's resignation now as opposed, to when the formal policies come out?

161 00:18:33,300 -> 00:18:38,000 Do you feel like some of these policies are starting to hit some of these companies now, and people are reacting to that?

162 00:18:39,000 -> 00:18:42,000 I think that's one aspect of it for sure.

163 00:18:42,000 -> 00:18:50,400 I think that there's an interesting mix, both of some like, real enduring factors.

164 00:18:50,500 -> 00:18:58,200 Like we look at it and a lot of the drivers come back down to things that we know are really important.

165 00:18:58,200 -> 00:18:59,400 What's my career development?

166 00:18:59,400 -> 00:19:01,100 Like whose my manager?

167 00:19:01,400 -> 00:19:04,700 What sort of connections do I have with, with my co-workers?

168 00:19:04,700 -> 00:19:08,700 So there's a whole range of things that are actually.

169 00:19:08,800 -> 00:19:17,400 We really consistent from what we would have seen 12 or call, you know, 24 months ago.

170 00:19:17,800 -> 00:19:22,600 I think what's new is and I think you spoke to it there.

171 00:19:22,600 -> 00:19:22,900 Right?

172 00:19:22,900 -> 00:19:32,800 Like you have had this like really personal experience with your family and how that's affected you.

173 00:19:33,300 -> 00:19:35,500 I have gone through some things like that.

174 00:19:35,500 -> 00:19:43,900 Myself just being able to spend some time with a couple of parents who are getting older that you know, maybe pre covid.

175 00:19:43,900 -> 00:19:51,300 I wouldn't have been able to spend so much time with people are we considering a lot of Life priorities?

176 00:19:51,300 -> 00:20:01,900 And so that's shifting how much Focus people are putting on sort of holistic wellness, and how am I feeling supported and how companies that respond that?

177 00:20:03,600 -> 00:20:06,100 No doubt, no doubt and just being remote.

178 00:20:06,300 -> 00:20:10,400 It makes things a little bit more complicated, right?

179 00:20:10,400 -> 00:20:11,300 As a leader.

180 00:20:11,300 -> 00:20:22,200 You're not really getting the face of face, the walk around the office, and kind of see that this person that was always eating in this area is no longer there.

181 00:20:22,200 -> 00:20:24,500 So you want to just check up on that individual.

182 00:20:24,700 -> 00:20:30,700 A lot of that goes unseen, which means that we have to be even more intentional, right?

183 00:20:30,700 -> 00:20:31,300 As leaders.

184 00:20:31,300 -> 00:20:36,100 And as companies to Car people write the perks of, you know what?

185 00:20:36,100 -> 00:20:36,900 I was back at Google.

186 00:20:36,900 -> 00:20:43,700 The Perks of like the massage table or the snacks and the micro kitchen, or the scooters to like, get around.

187 00:20:43,700 -> 00:20:50,600 The campus are no longer going to be the things that keep your people hooked into the company.

188 00:20:50,900 -> 00:20:59,900 What are you seeing, like, even in the early stages of companies and what they're trying to do to invest and their culture remotely.

189 00:21:00,700 -> 00:21:01,000 Yeah.

190 00:21:01,000 -> 00:21:05,100 It's been something that we have fermented with a lot.

191 00:21:05,100 -> 00:21:13,600 I think that it's impossible to go into this and just know exactly how it's supposed to be done and how it will work best in your own company.

192 00:21:13,900 -> 00:21:24,700 I think the thing is that I am seeing one is just getting away from just really generic virtual happy hour, big, big group and figuring out.

193 00:21:24,700 -> 00:21:27,400 How do you get participation?

194 00:21:27,800 -> 00:21:32,100 Either it in that larger setting internally.

195 00:21:32,100 -> 00:21:37,100 We are all about the chat and being really Lively and active.

196 00:21:37,100 -> 00:21:43,600 They're breaking out in small groups, mixing, different ways of engaging and then how do you break it down?

197 00:21:43,600 -> 00:21:57,600 So at one point you just said, I look, we are done with virtual happy hours, just basically like ban them and let us to take all of that energy and invest it in creating.

198 00:21:57,800 -> 00:22:00,900 Small group events for teams and cross-functional partners.

199 00:22:00,900 -> 00:22:08,000 And let us get 5 or 10 people together and do a really cool event for them, where they can, they can engage with, with each other.

200 00:22:08,000 -> 00:22:08,400 Mmm.

201 00:22:08,400 -> 00:22:16,300 So, I think those are the, those are the things that we have had great reaction on and get people dancing.

202 00:22:16,700 -> 00:22:16,800 Yeah.

203 00:22:16,800 -> 00:22:19,700 That she has to, like, actually build a connection with each other.

204 00:22:20,900 -> 00:22:22,600 Yeah, now, I love that.

205 00:22:22,600 -> 00:22:23,500 I love that and date.

206 00:22:23,500 -> 00:22:24,400 I promise, guys.

207 00:22:24,400 -> 00:22:36,400 I did not pay Dave to say that we are, you know, for us, that's what we drive, you know, welcome drives these different type of experiences vary, whether its high production like this or small groups who are wood and what have you.

208 00:22:36,800 -> 00:22:49,900 And what we're seeing just to speak on, like the patterns that we're seeing on our side, we're seeing exactly that right companies are saying that, you know, the things that we're first, first of all, we have taken this approach.

209 00:22:50,000 -> 00:22:54,200 Where will use to do in the room like, in office in person environment?

210 00:22:54,200 -> 00:22:57,300 We're trying to replicate that in the virtual environment.

211 00:22:57,300 -> 00:23:06,200 And that's where we get in trouble versus saying, you know what, we're going to take a remote first approach and say what is really an engaging experience.

212 00:23:06,200 -> 00:23:13,100 Is it really just bringing people into a gallery of all of our faces from meeting to meeting immediately meeting?

213 00:23:13,100 -> 00:23:19,700 And then we're going to try to inject an experience or do we take a remote first approach and say You know what?

214 00:23:19,700 -> 00:23:33,100 We're going to actually change it up quite a bit and do things that were not even possible to do in the real world because now we're in the, in the remote world, and we can do things that were not possible.

215 00:23:34,500 -> 00:23:39,800 Easy for some companies to get you, get caught on the wrong side of this, to where it was getting me.

216 00:23:39,800 -> 00:23:49,000 A lot of companies who are trying to add in a little bit of flexibility and one or two days a week from home or a couple of remote people and our understanding.

217 00:23:49,100 -> 00:24:15,500 Are estimating, still what that means when you put it all together, when you have 10% remote and a bunch of other people that you will still need to be operating with much at different norms, and communication Styles and ways of engaging because you will come into the office, even though you think that you're mostly in office and you're going to have half the people dialing in.

218 00:24:15,700 -> 00:24:18,800 And so it's just going to drive a lot of different engagement there.

219 00:24:19,900 -> 00:24:27,400 No doubt and that's sort of like drives a good segue into like a remote and hybrid work challenges, right?

220 00:24:27,400 -> 00:24:28,400 I think that.

221 00:24:28,400 -> 00:24:29,900 I mean, you're starting to peel back.

222 00:24:29,900 -> 00:24:36,900 What could be like an entire for our conversations, and we can make turned it into a conference to talk about the learnings.

223 00:24:36,900 -> 00:24:45,900 But really, that's what it is, is really learning and iterating, you know, in our conversation before we came on stage.

224 00:24:45,900 -> 00:24:54,600 We're talking about how lattice had a plan and say, you know what, After certain amount of months, we're going to bring people back to the office and then this and then Delta came.

225 00:24:54,600 -> 00:24:57,700 And then what were some of those learnings for you?

226 00:24:57,700 -> 00:25:02,900 I mean, you're sitting, you're sitting with leaders at ladders, you're saying, okay, like let us figure this out.

227 00:25:03,100 -> 00:25:04,500 Let us roll it out.

228 00:25:04,600 -> 00:25:07,600 But what's the power of iteration and learning in that?

229 00:25:07,600 -> 00:25:08,500 Oh, yeah.

230 00:25:09,100 -> 00:25:10,500 We had the perfect plan.

231 00:25:10,600 -> 00:25:24,500 It was, it was all, it was all baked out, and we had the, we had the five-page FAQ Dock, and it was all very Like well organized, it was all going to be our people come in on these days.

232 00:25:24,500 -> 00:25:26,900 And this is what it's going to look like.

233 00:25:28,100 -> 00:25:32,600 We rolled it out before any of us actually set foot in the office again.

234 00:25:33,600 -> 00:25:39,200 And as soon as we did, I mean, even all of us who debated it and written it up.

235 00:25:39,200 -> 00:25:40,200 Like, I don't know.

236 00:25:40,200 -> 00:25:42,500 I feel different about some of this stuff than I thought.

237 00:25:42,500 -> 00:25:42,900 I would.

238 00:25:42,900 -> 00:25:49,400 Like, I thought I was a really want this person and actually turns out I want more flexibility or these challenges.

239 00:25:49,500 -> 00:26:00,700 We thought that the one that always comes to mind is we have no meeting Wednesdays and yeah, so we And this out and Wednesday, we're going to do two days at home.

240 00:26:00,900 -> 00:26:02,500 Wednesday was going to be one of those days.

241 00:26:02,500 -> 00:26:04,600 So everyone could do the focus work.

242 00:26:04,800 -> 00:26:05,600 It turned out.

243 00:26:05,600 -> 00:26:18,500 It was the complete opposite as soon as we opened up the office, optimally, everyone came in Wednesday's because they didn't have meetings, and they wanted to actually be able to engage with each other and that made total sense expensive.

244 00:26:19,200 -> 00:26:28,300 But It was the come on, what we thought and then Delta came and the combination of those things.

245 00:26:28,500 -> 00:26:38,400 I think we have been doing a lot of real-time surveying like rolling pulse engagement surveys and Delta hit the next week on.

246 00:26:38,500 -> 00:26:42,400 We had a question around like I agree with my company's approach.

247 00:26:42,900 -> 00:26:45,400 On, on some hybrid related things.

248 00:26:45,400 -> 00:26:55,300 We saw it felt fall 30 points in a week after Delta really, really took shape there and wow.

249 00:26:55,300 -> 00:26:56,700 It was the dinner for us to say.

250 00:26:57,300 -> 00:27:00,800 All right, we gotta do this over.

251 00:27:00,800 -> 00:27:04,100 We came our and said, hey, we did this too early.

252 00:27:04,300 -> 00:27:10,000 So we're going to put everything back on the table, and we're gonna, we're going to bring you along on the journey with us.

253 00:27:10,700 -> 00:27:14,400 We're not going to, we won't have the 10-page, FAQ doc, ready.

254 00:27:15,400 -> 00:27:20,000 And so know that there's going to be uncertainty but it's not.

255 00:27:20,200 -> 00:27:23,600 Is right now hiding it like there're just things we don't know yet.

256 00:27:23,600 -> 00:27:31,200 And here's how we're going to go through this Wireless together and that really, I think you built those with people and helped us help.

257 00:27:31,200 -> 00:27:34,100 Just kind of bring people Along on that on the journey with us.

258 00:27:35,400 -> 00:27:42,400 Now Dave what do you think like lattice folks in general?

259 00:27:42,400 -> 00:27:44,300 Are you guys going to see folks?

260 00:27:44,300 -> 00:27:50,300 I stay remote or you guys always going to require two days or where's the current thinking that way right now?

261 00:27:51,000 -> 00:28:04,900 Yeah, and I think everyone says they're you know, doing or so many people say they're doing hybrid and the no never defines what that is and you really do have to break it down to in the what's hybrid.

262 00:28:05,100 -> 00:28:15,500 Of your in commuting distance of the office and you're coming in sometimes and not coming in sometimes and then what's remote.

263 00:28:15,600 -> 00:28:20,500 And you know, and your part of a bigger organization that isn't necessarily all remote.

264 00:28:20,600 -> 00:28:34,800 The way we are approaching it now is really trying to get often down more to the team by team level and allowing for a fair amount of flexibility in individual.

265 00:28:35,000 -> 00:28:46,300 Um, so take like our engineering organization and our Tech teams, they will have a pod that is focused on this part of the product that will be default.

266 00:28:46,300 -> 00:29:02,800 Remote, people know if the joining that pod that team operates with total like remote first, mindset and norms, and they will be another pod that, hey, it's people, that actually like that, that office collaboration, and they will come in one or two days a week and be within commuting distance.

267 00:29:03,000 -> 00:29:04,900 The thing that we were figuring out now.

268 00:29:05,100 -> 00:29:15,100 Next is when and how do we do the virtual events in a way that's engaging for a hybrid team?

269 00:29:15,500 -> 00:29:18,000 And when and how do we bring people together in person?

270 00:29:18,400 -> 00:29:28,700 We're talking about both a like january/february big virtual kickoff and then also possibly bring all of the company together.

271 00:29:28,800 -> 00:29:34,900 Like once in person later in the yeah really, you know, some of the in-person connection.

272 00:29:35,000 -> 00:29:57,300 It's, you know, was mind-boggling day is that, who would have thought 24 months ago that every company across the world is thinking about these things and that remote is normalized and that people can work from home and companies are like, yeah, maybe you can just come to the office once a week.

273 00:29:57,400 -> 00:30:00,100 Like, it's a complete s***, 24 months later.

274 00:30:00,100 -> 00:30:04,900 We're living in a place where we're putting employees first, and we're saying that.

275 00:30:05,300 -> 00:30:09,500 You know what, we can still get the job done, and we want to have flexibility.

276 00:30:09,500 -> 00:30:11,900 But we also want these kind of things.

277 00:30:11,900 -> 00:30:16,400 Now, these kind of things are the things that feel that are still evolving.

278 00:30:16,400 -> 00:30:22,300 And we're learning from a business perspective, what they are and the example that you had, which was fantastic.

279 00:30:22,400 -> 00:30:29,400 People came into to actually build connection with other peers on that Wednesday as opposed to a no meeting.

280 00:30:29,700 -> 00:30:34,800 And it seems like that's a pattern that companies are taking where when folks do come together.

281 00:30:35,900 -> 00:30:40,900 We want them to connect in ways that you can't do over screen.

282 00:30:41,000 -> 00:30:49,300 And so for us, for instance, we gathered our entire company in person, and we focused on doing no screen time.

283 00:30:49,300 -> 00:30:51,500 It was a couple days, and we said no screen time.

284 00:30:52,000 -> 00:30:57,900 We're actually going to do things that are almost impossible to do remotely and build that relational Equity.

285 00:30:58,100 -> 00:31:01,400 So that when we jump back on here, I am connected to date.

286 00:31:01,500 -> 00:31:04,900 Because Dave and I we broke bread and I got to know him his story.

287 00:31:05,100 -> 00:31:14,600 Re and we went on a walk and talk and it felt right and I think that's a pattern that we're seeing also company sake is that resonate with what you're seeing?

288 00:31:15,600 -> 00:31:19,500 Definitely that I think getting much more intentional around?

289 00:31:19,500 -> 00:31:22,500 What do we want to use this time?

290 00:31:22,500 -> 00:31:25,600 Whether that's the in-person time or the virtual time?

291 00:31:26,200 -> 00:31:27,400 What do we want to use it for?

292 00:31:27,600 -> 00:31:31,800 And there is actually there's really good research that backs up exactly what you're saying.

293 00:31:31,800 -> 00:31:34,900 A virtual team actually perform.

294 00:31:35,100 -> 00:31:36,300 Much more highly.

295 00:31:37,000 -> 00:31:47,000 If they have been able to meet even once in person and been able to go through some of that relationship building that they might not have been able to.

296 00:31:47,000 -> 00:31:56,500 Otherwise, the other thing we're seeing and I spawned the chat, someone mentioned across functional scavenger hunt that they set up the cross.

297 00:31:56,500 -> 00:31:59,100 Functional piece is really interesting.

298 00:31:59,100 -> 00:32:30,000 There was actually there was a study that Microsoft actually just did and released in nature, they analyzed all of the like Communications and meetings that were happening when people went into a remote or hybrid in environment, what they found is that the total amount of communication stayed the same but it tended towards being much more within the team with a decline of lots of cross functional connections and communication.

299 00:32:30,000 -> 00:32:36,600 It was something that we saw internally or even myself when I joined I am boarded in June.

300 00:32:37,500 -> 00:32:55,800 So I was onboarding remotely as we're all still figuring it out now, and I am actually surprised how easily I could connect with other execs with, with my team with folks that I had the opportunity to work with a lot and repeatedly.

301 00:32:56,600 -> 00:33:04,400 And when I realized I was missing is like hey that person that I don't have a specific reason to talk to, but maybe I would admit it.

302 00:33:05,100 -> 00:33:06,300 The lunch table, right?

303 00:33:06,400 -> 00:33:12,900 And like that's our bill is sort of cross-functional empathy, you know, somewhere else in the organization.

304 00:33:13,200 -> 00:33:14,400 That's what's breaking down.

305 00:33:15,500 -> 00:33:16,900 Yeah, and that's it.

306 00:33:17,400 -> 00:33:18,900 I think, I think that's right.

307 00:33:18,900 -> 00:33:38,000 I think that's a challenge even for us right at, welcome to we're 100% remote food to distribute it and I think it's those opportunities to see a new employee that, you know, joined two weeks ago and See him her walking down the hall and you're like, hey, you know what?

308 00:33:38,000 -> 00:33:39,800 Let us have five minutes right now.

309 00:33:39,900 -> 00:33:42,700 Let us just catch up and I want to hear your story.

310 00:33:42,700 -> 00:33:43,800 And how was your week going?

311 00:33:43,800 -> 00:33:46,300 And let us go for a coffee.

312 00:33:46,500 -> 00:33:46,800 Right?

313 00:33:46,800 -> 00:33:50,300 I think that those are the things that we have to figure out pretty quickly.

314 00:33:50,500 -> 00:33:51,800 To continue to build that.

315 00:33:51,800 -> 00:33:59,600 Every lease from Equity, that drives us segueing into creating a culture of belonging, right?

316 00:33:59,600 -> 00:34:03,400 You T that up how important that is on the retention side?

317 00:34:03,400 -> 00:34:19,400 How people would have feel Connected to not just a company but their co-workers we have a stat here from the report that says 43% of HR professionals here at that Employee Engagement was the number one top priority over the next 12 months.

318 00:34:19,900 -> 00:34:24,800 It's true with like the folks that we surveyed here at this event as well.

319 00:34:25,100 -> 00:34:27,100 It's like the top priority for folks.

320 00:34:28,699 -> 00:34:33,199 Like how are you seeing folks boost retention in the current landscape, right?

321 00:34:33,199 -> 00:34:37,400 We have this complexity of Figuring out hybrid and strategies.

322 00:34:38,000 -> 00:34:43,199 What are you seeing some actual things that you are actually working?

323 00:34:43,400 -> 00:34:45,500 Are you starting to see some patterns from this report?

324 00:34:45,500 -> 00:34:47,199 And from your peers in the space?

325 00:34:47,900 -> 00:34:48,300 Yeah.

326 00:34:48,300 -> 00:34:55,500 So I think one of the big patterns is happening, I think there's a, there's been a real shift.

327 00:34:55,600 -> 00:35:07,800 Unfortunately over the last six to nine months, of a lot of companies really actually D prioritizing d&i, and that was one of the changes that we saw between or last year's survey.

328 00:35:07,800 -> 00:35:34,900 In this year's survey was, you know, I am falling really far down the agenda, both your business and HR leaders and I think that when you dig below a lot of times a headline stats around engagement and attrition what you realize underneath people having really different experiences and you know, like this is its something that I try and keep really like Forefront in my mind.

329 00:35:35,000 -> 00:35:49,200 A white male, like I will have a certain experience, and a certain like, way that I see myself represented in around the company, and take signals from that around where I do, or don't belong.

330 00:35:49,200 -> 00:36:00,300 And so, if you're not thinking about these aspect, when you're approaching something like Employee Engagement, really going to be missing.

331 00:36:00,300 -> 00:36:05,400 The reality of the, many different experiences that people are having.

332 00:36:05,500 -> 00:36:11,600 So I think we're seeing a bit of a split where there is a subset of companies.

333 00:36:11,600 -> 00:36:22,300 That is, he's keeping to unite as much higher on the priority list, and I think see those folks have greater success on the retention side.

334 00:36:22,300 -> 00:36:23,500 Overall, as a result.

335 00:36:25,000 -> 00:36:27,500 No doubt, I, you know I have to dig into that.

336 00:36:27,500 -> 00:36:33,000 You open up a door that I am super passionate about almost to a default.

337 00:36:33,000 -> 00:36:52,400 It's, it's, I am pretty bullish on the fact that remote work when done, well can lead to a richer culture, you know, diverse culture, but it doesn't mean that it's necessarily, just going to happen.

338 00:36:52,800 -> 00:36:54,800 Like, it's not Just going to happen.

339 00:36:54,800 -> 00:37:10,200 Just because now you're a remote company, you're going to reap the benefits of that and build, a very inclusive culture and a culture that within the company that builds for the world because it is diverse.

340 00:37:11,000 -> 00:37:15,100 What do you seeing the implications of that?

341 00:37:15,100 -> 00:37:21,500 So we're going from 0, folks are putting when, when folks don't prioritize there's there're some problems with that.

342 00:37:21,500 -> 00:37:23,600 Obviously, but also, what are the benefits?

343 00:37:24,200 -> 00:37:33,100 That you're starting to see and what kind of intention is needed to diversify the workforce in this new landscape that we go stepping into.

344 00:37:34,200 -> 00:37:38,300 I mean certainly really right in that it opens up a lot of opportunities.

345 00:37:38,300 -> 00:38:08,500 We spent a lot of time internally talking about our own location strategy and having our location and hybrid strategy, actually be an explicit part of how we plan to recruit and compete for talent and thinking about diversity as one of the specific and explicit aspects that we're considering if we're opening up a new office or recruiting in different locations and what teams were opening up to do remote first.

346 00:38:08,900 -> 00:38:11,300 So I think it opens up a lot of opportunities.

347 00:38:11,300 -> 00:38:17,200 I think you're totally right that the intentionality in this is critical that.

348 00:38:17,600 -> 00:38:44,400 Yeah, I think, you know, we know that we're talking about unconscious bias that is not something that just quickly or easily shift, you know, it's something that we have been saved our leader just companies working on in different ways for a long time and there will be ways that I think it opens up opportunities for more inclusivity.

349 00:38:45,500 -> 00:38:53,300 I think there will be new challenges that we figure out to, you know, what happens when your hybrid.

350 00:38:53,700 -> 00:39:02,800 And you start to get say there's a fairly large actually demographic, breakdown on, who's coming into the office or spends more time in the office or not.

351 00:39:03,400 -> 00:39:06,400 What might that lead to and how are you thinking about that?

352 00:39:06,400 -> 00:39:11,800 Yeah, now yeah, it's a build the culture around that.

353 00:39:13,100 -> 00:39:16,900 This is, I mean, this is a right on Deva.

354 00:39:16,900 -> 00:39:24,500 I love that you're speaking on this because, you know, we talked about leveling the playing field, and we talked about providing

Equitable experience.

355 00:39:26,200 -> 00:39:27,500 What does that actually mean?

356 00:39:27,600 -> 00:39:27,900 Right?

357 00:39:27,900 -> 00:39:32,200 Like these are hot terms and it's like, yes, I am gonna do this and yes, we're going to do this.

358 00:39:32,700 -> 00:39:42,700 What does that look like as we're stepping into remote first, you know, one of the things that, that I have been having some conversations about with other leaders around this way.

359 00:39:42,900 -> 00:39:44,800 Thing to say that.

360 00:39:46,200 -> 00:39:49,600 Exactly what your tea and up to say that, okay, we're going to level the playing field.

361 00:39:49,600 -> 00:39:53,800 We're going to do remote, it gives us access, and we can provide more opportunity.

362 00:39:54,000 -> 00:40:06,100 That means if you want to live in Puerto Rico and you want to work from Puerto Rico and like have a yard with your roosters and your chickens and your family's there, but you can still work for a fast-growing, Silicon Valley company, then you should be able to go do that.

363 00:40:06,200 -> 00:40:18,800 Now that person shouldn't feel like there's an unfair Advantage between where they're sitting and the people that are in the office rubbing elbows with people and grabbing the Fee, with that leader, that's walking down the hall.

364 00:40:19,700 -> 00:40:20,600 What?

365 00:40:21,300 -> 00:40:23,300 What, goes through your mind and that challenge?

366 00:40:23,500 -> 00:40:30,500 And I know I am not, and I am not asking for the right answer because I know we're all learning in this fast-changing environment.

367 00:40:30,600 -> 00:40:37,700 But what goes through your mind in that from an equitable experience, for employees that are going to be remote, like, we're going to be hiring remote employees, right?

368 00:40:37,700 -> 00:40:43,500 If you want to live in Alabama, or in Iowa or importer Rico, go ahead and do that.

369 00:40:43,600 -> 00:40:45,800 But how do I work as a leader to make you feel?

370 00:40:46,000 -> 00:40:50,700 Feel included and feel like the Plainfield, like your voice.

371 00:40:52,100 -> 00:40:57,300 Is as loud as the loudest extrovert that sitting in the town hall?

372 00:40:58,400 -> 00:40:59,500 In front of the executive.

373 00:41:00,100 -> 00:41:01,000 What does that look like?

374 00:41:01,500 -> 00:41:02,000 Yeah.

375 00:41:02,000 -> 00:41:12,500 I think the two big things that we're trying to do one is that we're really explicitly treating remote as an office.

376 00:41:12,800 -> 00:41:19,600 And so we got Seth is an office York is an office blending, his office and remote as an office and got it.

377 00:41:19,600 -> 00:41:20,600 We have a site leader.

378 00:41:20,700 -> 00:41:28,000 We're setting up a site leadership team in the same way that we think about annually, what's our benefit strategy.

379 00:41:28,200 -> 00:41:37,600 For the UK versus the us, we're talking about what is our benefit strategy for remote and bring it in as a layer.

380 00:41:37,600 -> 00:41:38,100 Anytime.

381 00:41:38,100 -> 00:41:41,300 We're thinking about our employee value prop, our employee experience.

382 00:41:41,700 -> 00:41:57,800 I think that creating the platform then have some of those leadership voices, will be really important and also being able to cut our engagement survey data and all of these other data points that we have.

383 00:41:58,100 -> 00:42:08,700 And looking at that, that cut of it, the other OB this investing in person and being able, whether it's all at once?

384 00:42:08,800 -> 00:42:20,400 Or basically, we take a lot of the money that we're saving potentially on off a space over the years really intentionally, bring that back into combination of employee travel.

385 00:42:20,700 -> 00:42:26,600 Like and like the actual events and different ways of enabling that hybrid experience.

386 00:42:28,600 -> 00:42:30,900 Fantastic, you know, I love it.

387 00:42:30,900 -> 00:42:35,500 Looks like folks are resonating as well with remote as an office, right?

388 00:42:35,500 -> 00:42:38,900 That's a simple framing, but it's important.

389 00:42:38,900 -> 00:42:43,500 Like, if remote weren't office, who runs that office, who's driving the culture within that office.

390 00:42:43,500 -> 00:42:50,700 How are we handling spaces for people to connect and engage with, in that office is super helpful?

391 00:42:52,700 -> 00:42:57,000 Let us go ahead and segue into some Q&A and guys go ahead and start flooding.

392 00:42:57,000 -> 00:42:57,800 The Q&A tab.

393 00:42:57,800 -> 00:43:01,400 We want to hear your voice, and your questions won't bring that.

394 00:43:01,400 -> 00:43:03,600 First question up on stage from Robin.

395 00:43:03,600 -> 00:43:07,200 What are you most excited about in 2022?

396 00:43:08,300 -> 00:43:11,000 Dave, who most excited about?

397 00:43:13,200 -> 00:43:16,100 I mean, so there's so much.

398 00:43:16,100 -> 00:43:19,400 I make, I am excited, but I will say, actually, the very biggest thing.

399 00:43:19,400 -> 00:43:29,900 I mean I am excited about is Possibility of bringing the whole company together in, in person will be at like six or seven hundred people.

400 00:43:30,000 -> 00:43:37,700 And as interesting window of time before we're too big to do it, but after a lot of, you know, we're still covid Z, /.

401 00:43:38,100 -> 00:43:39,100 So I would say that.

402 00:43:39,100 -> 00:43:39,300 Yeah.

403 00:43:40,800 -> 00:43:40,800 Okay.

404 00:43:41,000 -> 00:43:52,300 The other thing I would say is, we're coming out with a comp product and I have always been a comp geek and so just getting a chance to work with the teams.

405 00:43:52,400 -> 00:43:57,900 Internally on like product division around that has been much fun.

406 00:43:59,000 -> 00:43:59,800 Fantastic.

407 00:43:59,900 -> 00:44:01,200 Okay, I will be looking out for that.

408 00:44:01,200 -> 00:44:03,900 I think we all need more tools as people leaders.

409 00:44:05,600 -> 00:44:18,700 You know, the Gathering of folks is pretty magical in person, when we had our people come together, like it felt like we have been together the entire time, like people connected.

410 00:44:18,700 -> 00:44:20,000 I mean, they were tears.

411 00:44:20,000 -> 00:44:27,300 It was like, there's a like, what is happening right now, but it was so much richer when we came back to be a remote.

412 00:44:27,300 -> 00:44:30,200 So Yeah, you know, that struck me too.

413 00:44:30,200 -> 00:44:42,400 I had actually a similar experience, it surprised me because I have been in the office a couple of you number of times before, but we had a, we had like a Halloween party.

414 00:44:42,900 -> 00:44:55,600 Like I literally almost broke down in tears because there were all these people, I felt like I had worked with but was getting a chance to connect with on a deeper level and I realized how much I had.

415 00:44:56,800 -> 00:45:00,400 I have been missing that like it's been Yeah, really, really long 1820.

416 00:45:00,400 -> 00:45:02,200 So like we need those connections.

417 00:45:03,200 -> 00:45:04,600 Now that no doubt.

418 00:45:04,600 -> 00:45:05,100 Okay, cool.

419 00:45:05,100 -> 00:45:10,900 So I am looking forward to that for you as well, and we will get our people together in year two at welcome.

420 00:45:11,400 -> 00:45:14,900 Let us go ahead and bring up a question from Emily.

421 00:45:15,300 -> 00:45:21,700 What if employees don't engage show up or the same people show up for the event?

422 00:45:21,700 -> 00:45:22,000 Okay.

423 00:45:22,000 -> 00:45:35,600 So I think the additional framing here is like right now, you know, we thrown internal town halls or a prg event and like how Like, how are you seeing folks, engaging?

424 00:45:35,600 -> 00:45:38,100 And what are you guys doing to bring that up?

425 00:45:38,800 -> 00:45:50,100 Yeah, so I think, and I remember having this challenge actually before covid as well, you throw the, you know, the office happy hour and often the same 20 people would show up.

426 00:45:50,500 -> 00:46:06,900 I think you really understand the diversity of your employee base and what people are interested in and what's going to get them excited and the thing that's going to get, you know, the account, exactly excited actually problem.

427 00:46:06,900 -> 00:46:10,600 May be really different from what's going to get some of the engineers excited.

428 00:46:11,200 -> 00:46:21,400 So just I have really tried to embrace like a wide range of different types of events and then also empowering groups and teams.

429 00:46:21,400 -> 00:46:32,600 So we have really upped our ERG budgets and empowerment of leadership since their able to do more events giving budgets and an environment to department leaders, all of that.

430 00:46:33,100 -> 00:46:33,900 Bring more folks in.

431 00:46:35,400 -> 00:46:45,800 No doubt, no doubt, you know it's interesting as I am getting more and more into the space because I am you know, we're obviously part of the space and tooling the space.

432 00:46:46,000 -> 00:46:51,700 What we're finding is that urg groups not just is not just the right thing to do.

433 00:46:52,200 -> 00:47:00,000 In terms of representation making people feel like they belong, but is actually a big culture driver and people, feel empowered to say.

434 00:47:00,400 -> 00:47:01,500 Yes, you have a budget.

435 00:47:01,500 -> 00:47:01,900 Yes.

436 00:47:01,900 -> 00:47:02,700 You have space.

437 00:47:02,700 -> 00:47:03,900 Yes, please go do.

438 00:47:03,900 -> 00:47:05,000 And you have executive support.

439 00:47:05,200 -> 00:47:07,700 To go do that matters tremendously.

440 00:47:07,900 -> 00:47:11,100 I am glad that you brought that up going to the second.

441 00:47:11,100 -> 00:47:14,600 The third question here from Casey.

442 00:47:14,800 -> 00:47:27,100 What do you recommend for folks who are feeling unhappy with their current work set up, you know, she's 100% remote right now, but don't know what our tentative solution would make them happier.

443 00:47:28,600 -> 00:47:30,200 Yeah, I think.

444 00:47:31,400 -> 00:47:33,100 It's going to depend on by individual.

445 00:47:33,100 -> 00:47:36,800 I think it is probably getting to the root of it.

446 00:47:36,800 -> 00:47:42,800 Like, is it, is it a company that is just not remote friendly, right?

447 00:47:42,800 -> 00:47:54,000 Or is it hey that actually want to be, but they're struggling on how to build certain types of connections and operate in this new world.

448 00:47:54,800 -> 00:48:08,400 I do think that there're some folks like I know a fair number of people that just Personally, our office folks, and they really prefer to work in an office.

449 00:48:08,400 -> 00:48:11,000 And that's okay too.

450 00:48:11,000 -> 00:48:18,800 And I think so mix of really understanding the company and knowing your own desires to figure out.

451 00:48:18,800 -> 00:48:20,500 Hey, is this, is this a match long-term?

452 00:48:20,500 -> 00:48:23,400 I mean, this goes back to what we were two talking about earlier.

453 00:48:24,100 -> 00:48:29,400 There's gonna be a whole reshuffling of folks as each company moves into their model.

454 00:48:30,100 -> 00:48:33,500 Opting in or opting out of that, that company based on it.

455 00:48:34,600 -> 00:48:37,500 Yeah, you know, it's just a tough one as well.

456 00:48:37,500 -> 00:48:41,400 I Casey I think that it's for some folks.

457 00:48:41,600 -> 00:48:43,900 They're loving the remote for others.

458 00:48:43,900 -> 00:48:58,900 It's like I love it, but I don't at times like it's like this love-hate relationship where like the I love the flexibility but I hate this actual room setup because it's super echoey and I don't have the nice coffee shop right down the street because I am in The Burbs.

459 00:48:58,900 -> 00:49:03,700 And every time I used to go into SF, it was not only good.

460 00:49:03,800 -> 00:49:10,400 For me to listen to my podcast decompressed but also engage with people and I think that's super important.

461 00:49:10,400 -> 00:49:14,800 I have some team members, and we're going to be working in 2022.

462 00:49:15,000 -> 00:49:34,400 The idea of PODS and saying that for cities in which we have a larger concentration of people, we're going to have like, these co-working spaces where people can drop in and go connect and even looking at like stipends to say, you know what, like, if you want to actually go to co-working, Space.

463 00:49:34,400 -> 00:49:39,900 So you can get your fix with people and all of that we're going to be looking at ways to make that available.

464 00:49:39,900 -> 00:49:44,600 And I think Dave, I think that companies would love to hear your thoughts on that companies.

465 00:49:44,600 -> 00:49:49,600 Need to be thinking in that kind of way, for the cases of the world where it's like, hey, I am here.

466 00:49:49,600 -> 00:49:52,800 I like it, but it's not optimal.

467 00:49:52,800 -> 00:49:53,800 Something's not right.

468 00:49:54,300 -> 00:49:55,600 Like what's your, what's your take on that?

469 00:49:55,600 -> 00:49:56,000 Our people?

470 00:49:57,500 -> 00:50:03,800 What you're hitting on there is something we hadn't thought of it internally, but I have been hearing it pop up, isn't it?

471 00:49:57,500 -> 00:49:57,500 What?

472 00:50:03,800 -> 00:50:06,100 Idea, and I love it of.

473 00:50:06,600 -> 00:50:06,900 All right.

474 00:50:06,900 -> 00:50:07,900 Look, what do we do?

475 00:50:07,900 -> 00:50:16,600 We didn't open up an office in Atlanta, but it turns out now that we have 20 remote workers all in Atlanta.

476 00:50:16,600 -> 00:50:19,600 Like, why are we missing that as an opportunity?

477 00:50:20,300 -> 00:50:28,100 And, so I think, you know, yeah, or even our idea of whether or not, there's an office in a certain city will evolve.

478 00:50:28,100 -> 00:50:31,300 Is it going to be more of a, more of a spectrum?

479 00:50:31,300 -> 00:50:33,600 I think there are a lot of people who are looking at that.

480 00:50:35,100 -> 00:50:36,400 Yeah, no doubt.

481 00:50:36,600 -> 00:50:36,700 Are.

482 00:50:36,700 -> 00:50:43,000 We got a last question here as we're coming in for a landing from Spencer was the most engaging employee experience.

483 00:50:43,000 -> 00:50:48,200 You have been able to execute in a remote world or in your case, the remote office.

484 00:50:48,500 -> 00:50:50,600 And how, how are you measuring impact of that?

485 00:50:51,500 -> 00:50:52,900 Someone one we did.

486 00:50:53,000 -> 00:50:54,700 This was it was so much fun.

487 00:50:55,600 -> 00:51:05,300 So we set aside three hours and I think we have been doing some different more like social events.

488 00:51:06,000 -> 00:51:08,900 And so we wanted to do something a bit different.

489 00:51:08,900 -> 00:51:17,100 We'd also been talking about like ideas of conflict and decision-making and communication with, with the company.

490 00:51:17,700 -> 00:51:40,100 So actually, we brought in a group and it was it Like a business case study that they turned actually into like a gamified climbing of Mount Everest with like a software that ran it and you went through a number of stages and you had to get to decide in each stage.

491 00:51:40,100 -> 00:51:45,400 Like there were, you know, there were some quite problems to figure out there really judgment calls and ethics.

492 00:51:45,400 -> 00:51:52,200 It was like this mix of things that You went through for about two hours and then, and we it was intense.

493 00:51:52,200 -> 00:51:58,800 It was really surprisingly intense and like people really got into, we did this with and it was kind of in this idea.

494 00:51:58,800 -> 00:52:05,200 We were talking about before we did this with cross-functional teams people that wouldn't normally be working together.

495 00:52:05,300 -> 00:52:17,700 There's a way and people actually, like kept up some of the connections afterwards and it I think helped us have a broader conversation about then some really meaningful.

496 00:52:18,200 -> 00:52:23,800 Ideas of conflict and collaboration that we were talking about while still being like really fun.

497 00:52:24,000 -> 00:52:29,500 There's like both a lot of fun and engaging but had some real content people.

498 00:52:31,100 -> 00:52:31,600 Amazing.

499 00:52:31,800 -> 00:52:38,600 Yeah, you know, it's interesting you mention content and content is really important in driving these experiences.

500 00:52:38,600 -> 00:52:39,100 Right?

501 00:52:39,100 -> 00:53:08,800 If you're delivering, your content is not relevant to what people are feeling sensing Desiring, then it's like you go get crickets pretty much regardless of what you do whatever magic show you put together, you know for us we have been able I remember one all hands where I did a poll survey and it was I was I was feeling like, you know, our people To connect because it feels like we're a lot of folks are sort of struggling with this like burnout and sort of the remote on screens meetings to meetings and meetings.

502 00:53:09,900 -> 00:53:10,800 And we had an all hands.

503 00:53:10,800 -> 00:53:12,400 It was already booked on calendar.

504 00:53:12,400 -> 00:53:14,400 So that means that everybody's are coming.

505 00:53:14,800 -> 00:53:21,600 So instead of like giving you a big company updating going through metrics and all these, if the things we say, you know what?

506 00:53:21,600 -> 00:53:33,900 We're going to do an all-hands focus on self care, and we're gonna do it right now and this is what we're going to talk about, and we're going to go in groups and just have a conversation and Check in and do a heart check with each other as well.

507 00:53:33,900 -> 00:53:47,500 And it was I think one of those riches and riches experiences, but it was drawn from a need and saying our employees need

this and so therefore it's going to be relevant and relevance means right now, which means that we're going to skip this planned.

508 00:53:47,800 -> 00:53:55,200 He that we're going to push that out a week, so that we inject something for employees Dave.

509 00:53:55,400 -> 00:53:56,300 Thank you for being here.

510 00:53:57,000 -> 00:53:57,400 Definitely.

511 00:53:57,400 -> 00:53:58,500 Thanks for having me.

512 00:53:59,000 -> 00:54:00,400 I have learned a lot.

513 00:54:00,600 -> 00:54:07,000 SLI in the discussions that we have had together, and I am excited to go build this hybrid world together.

514 00:54:08,100 -> 00:54:09,200 Amazing.

515 00:54:09,200 -> 00:54:16,700 Yeah, Dave, I think you know, I would love to continue the conversation and have you added Empower belonging event again, we're going to be running these events.

516 00:54:16,700 -> 00:54:20,900 And, you know, I think it's important that we just learn.

517 00:54:20,900 -> 00:54:22,000 Learn, what's happening.

518 00:54:22,000 -> 00:54:22,200 Learn.

519 00:54:22,200 -> 00:54:23,100 What's working, learn?

520 00:54:23,100 -> 00:54:27,800 What's not and report back as often as possible, but they thank for joining me on stage.

521 00:54:27,900 -> 00:54:29,300 We're going to go ahead and wrap up.

522 00:54:29,300 -> 00:54:30,600 I will see you in the Green Room.

523 00:54:30,900 -> 00:54:31,500 Hey team.

524 00:54:31,500 -> 00:54:32,600 Thanks for being here.

525 00:54:32,600 -> 00:54:33,000 Everyone.

526 00:54:33,000 -> 00:54:34,200 Thanks for attending.

527 00:54:34,700 -> 00:54:35,800 My name is Roberto Ortiz.

528 00:54:35,800 -> 00:54:37,700 I am the co-founder and CEO of welcome.

529 00:54:37,900 -> 00:54:45,800 We here to enable employee experiences from overwhelm promote perspective and I hope that your you continue to keep your chin up.

530 00:54:45,800 -> 00:54:54,200 And as you go into the holiday enjoy that family time, enjoy the front times and enjoy a hot toddy because I never had it and that's going to be on my list.

531 00:54:54,200 -> 00:54:56,900 Now have a phenomenal, we can't thank you for being here.

532 00:54:57,100 -> 00:54:57,500 See ya.

533 00:55:10,500 -> 00:55:21,500 But you can still stay down, just be thankful.

1 00:00:01,300 -> 00:00:02,900 And then, so hold on.

2 00:00:02,900 -> 00:00:04,700 Let me just get familiar with intro.

3 00:00:04,700 -> 00:00:05,200 Good morning.

4 00:00:05,200 -> 00:00:05,900 Good afternoon.

5 00:00:06,300 -> 00:00:09,100 He will CDA members.

6 00:00:09,400 -> 00:00:11,500 So, okay, so great to be here with you today.

7 00:00:11,500 -> 00:00:16,400 My name is Oleg told the CEO co-founder virtual platform you are today.

8 00:00:26,300 -> 00:00:26,800 Okay.

9 00:00:26,900 -> 00:00:30,400 Yeah, I will mix up some Spanish Spanglish in here.

10 00:00:30,400 -> 00:00:33,400 We're super excited for your two amazing days with you.

11 00:00:33,400 -> 00:00:34,500 Here at welcome.

12 00:00:35,000 -> 00:00:40,000 We have built a virtual event platform that skills production, and human connection.

13 00:00:40,100 -> 00:00:41,300 So glad that you're here today.

14 00:00:41,600 -> 00:00:42,500 I will show you around.

15 00:00:42,500 -> 00:00:45,300 Let us jump into some housekeeping notes.

16 00:00:45,400 -> 00:00:47,800 Okay, got it, and then we will go into public.

17 00:00:47,800 -> 00:00:49,100 Check you a help.

18 00:00:49,600 -> 00:00:50,900 Let us just run it back and see.

19 00:00:52,100 -> 00:00:52,900 Do a couple tanks.

20 00:01:00,800 -> 00:01:01,400 Hey folks.

21 00:01:01,400 -> 00:01:02,100 Good morning.

22 00:01:02,100 -> 00:01:03,400 Good afternoon.

23 00:01:05,000 -> 00:01:07,100 LCD, a members Bienvenidos.

24 00:01:07,100 -> 00:01:07,900 Welcome.

25 00:01:08,100 -> 00:01:09,900 It is so great to have you here today.

26 00:01:10,200 -> 00:01:16,300 My name is Roberto Ortiz, and I am the co-founder and CEO of the virtual platform that you're on.

27 00:01:16,300 -> 00:01:16,700 Here.

28 00:01:16,800 -> 00:01:17,300 Today.

29 00:01:17,700 -> 00:01:20,500 We're super excited for the two days that you have ahead of you.

30 00:01:20,800 -> 00:01:22,200 And here at welcome.

31 00:01:22,300 -> 00:01:27,500 We have designed a platform that enables human connection and production at scale.

32 00:01:27,500 -> 00:01:34,600 So, so glad to have you here, but first, I will To show you around and dive into some housekeeping notes.

33 00:01:35,900 -> 00:01:36,900 Let us run that back.

34 00:01:36,900 -> 00:01:37,300 Was there?

35 00:01:37,300 -> 00:01:38,400 It was that intentional.

36 00:01:38,400 -> 00:01:39,600 The stop to the music.

37 00:01:47,900 -> 00:01:48,700 No, it's muted.

38 00:01:48,700 -> 00:01:49,000 Now.

39 00:01:53,200 -> 00:01:54,200 What have you just bring it up?

40 00:01:54,200 -> 00:01:55,000 Just a tad.

41 00:01:56,400 -> 00:01:57,000 Let me bring it down.

42 00:01:57,000 -> 00:01:57,500 Attack.

43 00:02:06,700 -> 00:02:07,400 It's muted.

44 00:02:15,800 -> 00:02:17,200 Want me to try on my side?

45 00:02:19,700 -> 00:02:21,100 Okay, why don't we stop the track?

46 00:02:21,100 -> 00:02:22,200 So start from the beginning.

47 00:02:22,200 -> 00:02:23,500 How, how long is the track?

1 00:13:04,500 -> 00:13:05,500 Hi everyone.

2 00:13:05,600 -> 00:13:06,800 My name is Linda chew.

3 00:13:07,300 -> 00:13:10,600 I am with marketing here at welcome and welcome to welcome.

4 00:13:11,200 -> 00:13:12,900 I am caught, I am joining you all.

5 00:13:12,900 -> 00:13:16,600 I am producing this event as well, Live from Paris France.

6 00:13:17,000 -> 00:13:21,000 It's late at night, but it's time for tacos and somewhere.

7 00:13:21,000 -> 00:13:23,500 It's Taco Time and it's time to have a cocktail.

8 00:13:23,500 -> 00:13:25,900 So let us get started.

9 00:13:26,000 -> 00:13:30,900 Okay, first things first, gotta go through some housekeeping notes.

10 00:13:30,900 -> 00:13:34,000 Excuse me, as you can all see in the public chat.

11 00:13:34,300 -> 00:13:36,800 Please drop in any questions that you have.

12 00:13:37,000 -> 00:13:44,300 If you have any reactions share photos, as you can see, Pete has done of your progress and show us your taco photos.

13 00:13:44,300 -> 00:13:45,600 We'd love to see them.

14 00:13:46,300 -> 00:13:54,800 And then the next thing is, if you have any questions for the chef, please drop that in the Q&A tab, which you see to the right of your screen right over this way.

15 00:13:56,300 -> 00:14:00,000 In addition to that you might have seen some really fun polling like this.

16 00:14:00,000 -> 00:14:01,500 Really cool one that I put up.

17 00:14:02,600 -> 00:14:04,100 How would you rate your Chef skills?

18 00:14:04,100 -> 00:14:08,600 5, MasterChef 432 microwave show.

19 00:14:08,800 -> 00:14:11,000 I would count myself at a three.

20 00:14:11,300 -> 00:14:22,500 I don't know about other people, but if you have any more selections that you want to contribute to in the polling, please do so on the screen here, or you can actually do that in the pull column.

21 00:14:22,900 -> 00:14:28,700 Last but not least, you will see help tab in the Tap tab button, excuse me.

22 00:14:28,900 -> 00:14:36,600 If you have any questions about your experience, please drop some drop, but note right in there and one of our team members will get back to you as soon as possible.

23 00:14:37,100 -> 00:14:41,600 Okay, so we have got some fun stuff cooked up for you today.

24 00:14:41,600 -> 00:14:44,900 And we are going to be making some pretty cool tacos.

25 00:14:45,200 -> 00:14:49,700 We have Chef Phillip here, who comes from us from assembly.

26 00:14:50,000 -> 00:14:55,900 He has four nominations in the James Beard Foundation for outstanding pastry chef as well.

27 00:14:56,000 -> 00:15:05,900 Is Starship not comms Rising Star, pastry chef in 2012, and a listing among zagat's, zagat's, National Power players, 2014.

28 00:15:07,500 -> 00:15:19,300 In addition to that, he has National recognition in bone Appetit, food and wine Cook's Illustrated art Culinaire, thrillist eater.com, and you name it without further Ado.

29 00:15:20,000 -> 00:15:22,500 I would love to introduce Chef Philip Speer.

30 00:15:22,500 -> 00:15:27,700 He's been amazing with us, and we're so excited that you get to meet with him today and cook with him.

31 00:15:27,700 -> 00:15:30,400 So, please let me introduce chef.

32 00:15:42,300 -> 00:15:50,900 Back here with you an experience, welcome, and I am jealous of you being in France, but happy to be here to make tacos with all of you.

33 00:15:52,000 -> 00:15:54,200 As I was introduced.

34 00:15:54,300 -> 00:16:00,000 I am chef and owner of assembly also come with a restaurant here in Austin.

35 00:16:00,800 -> 00:16:05,900 The first thing I want to do though is I want to start this evening with a toast.

36 00:16:05,900 -> 00:16:07,500 So each of you has received the kit.

37 00:16:08,500 -> 00:16:13,800 If you open up your kit and your kid, I am sure most of you have already opened your kits, but that's my experience.

38 00:16:13,800 -> 00:16:15,600 At least, is that up to this point?

39 00:16:15,600 -> 00:16:18,800 Everyone opened it, they want to see what's in the box, and they have already organized it.

40 00:16:18,900 -> 00:16:19,600 That's great.

41 00:16:19,800 -> 00:16:22,600 We're going to go through all those pieces, but first, I want to have a drink with you.

42 00:16:23,100 -> 00:16:25,300 So I am going to use a rocks glass.

43 00:16:27,000 -> 00:16:31,600 I have my RTD that's a little assembly slang that we have right there.

44 00:16:32,100 -> 00:16:33,200 That is a ready to drink.

45 00:16:33,200 -> 00:16:40,600 Margarita from of you have non-alcoholic version, which is my favorite version, but they're all delicious.

46 00:16:41,800 -> 00:16:43,100 I have some lime salt.

47 00:16:43,100 -> 00:16:44,600 So you do have a package of lime salt.

48 00:16:44,600 -> 00:16:47,700 There are two packages of salt in your kit this evening.

49 00:16:47,700 -> 00:16:50,300 The lime salt is the one we're going to use first.

50 00:16:50,400 -> 00:16:54,900 Then I like to use a little plate so that I can Rim, my rocks glass.

51 00:16:54,900 -> 00:16:56,600 And then I am going to use a line here.

52 00:16:57,900 -> 00:16:59,700 To complete this whole process.

53 00:16:59,700 -> 00:17:01,400 I have gotten some Iced Out.

54 00:17:03,100 -> 00:17:06,000 And now we're going to begin making a drink.

55 00:17:06,000 -> 00:17:08,599 And then we're going to have a toast first.

56 00:17:09,000 -> 00:17:11,700 Let us go ahead and dump that line Salt right on there.

57 00:17:13,300 -> 00:17:16,800 Next, I am going to take a little bit of this line because I am going to use this line throughout the evening.

58 00:17:17,599 -> 00:17:19,200 I am going to run my glass like this.

59 00:17:22,900 -> 00:17:33,000 Now, I am going to take the moisture from the lime juice and I Rim the rim with, and I am going to put it through the lime salt.

60 00:17:33,800 -> 00:17:38,300 So I have myself here, a nice, beautiful rimmed glass.

61 00:17:38,700 -> 00:17:38,900 Now.

62 00:17:38,900 -> 00:17:40,700 Remember, this is two drinks worth.

63 00:17:41,300 -> 00:17:50,800 Although, I am not going to judge you for how you drink your drinks, but I am going to put some ice in a rocks, glass saved my limes, salt, for my next dream.

64 00:17:53,000 -> 00:17:57,400 Finish this drink, the pour about half of this in here.

65 00:17:58,200 -> 00:18:01,800 Save the other half for later on in my meal, maybe even for dessert.

66 00:18:03,300 -> 00:18:10,200 And there we have our Margarita the ready to drink made famous by our restaurant here.

67 00:18:10,200 -> 00:18:11,600 In Austin called comedor.

68 00:18:13,300 -> 00:18:16,300 All right, and I would like to go ahead and have a little bit of a toast with you.

69 00:18:17,300 -> 00:18:19,500 Two beautiful evening, wherever you may be.

70 00:18:19,500 -> 00:18:20,500 I think we're all over the country.

71 00:18:20,500 -> 00:18:25,800 I am here in Texas, and I am happy to be here and grateful to be in your kitchen with you toast.

72 00:18:33,300 -> 00:18:34,500 All right, that's pretty delicious.

73 00:18:34,500 -> 00:18:35,400 How's your margarita?

74 00:18:37,300 -> 00:18:38,400 I hope it's so good.

75 00:18:39,800 -> 00:18:47,500 Alright next I just kind of want to go General like overview of our buddy, a taco kid that you have in front of you.

76 00:18:47,500 -> 00:18:48,000 This evening.

77 00:18:48,800 -> 00:18:51,900 This is actually kind of multi-course experience.

78 00:18:52,300 -> 00:18:56,600 So while we have a drink in our hand, and we got our palate, nice and wet.

79 00:18:57,100 -> 00:19:01,900 I am going to quickly, pull, pull a snack out so that we can munch on this snack.

80 00:19:01,900 -> 00:19:03,300 We're going to go to breakout room in a minute.

81 00:19:03,300 -> 00:19:04,900 After I go through the rest of the contents.

82 00:19:04,900 -> 00:19:06,900 I want y'all to have a drink and some chips.

83 00:19:07,100 -> 00:19:10,900 Or the top us to snack on, you know, for the 78 minutes.

84 00:19:10,900 -> 00:19:13,500 We're in those breakout rooms, and we're gonna come back, and we're gonna cook our meal.

85 00:19:13,600 -> 00:19:15,500 Okay, when we come back, it's going to go fast.

86 00:19:15,500 -> 00:19:17,700 It's going to be fun right now.

87 00:19:17,700 -> 00:19:34,900 Let us go ahead and let us pull out our bag of it says on there to topos which are our tips made of Masa, which is a corn flour that we grind every day from corn that we have sourced from different small farms in Mexico.

88 00:19:35,900 -> 00:19:36,800 They come to us in the US.

89 00:19:37,000 -> 00:19:38,500 Yes, we pay a premium for it.

90 00:19:38,500 -> 00:19:54,300 That money goes right back into those small farms and in their communities, and then we have this delicious heirloom errant or Heritage corn that we see our process of mixed to Malaysian, which is a soaking calcifying process a little scientific.

91 00:19:54,800 -> 00:19:56,800 It's pretty simple though, through that process.

92 00:19:56,800 -> 00:20:03,800 We grind it into a corn flour, and then we make these chips, Ortho post, and I am going to pour those into a bowl.

93 00:20:03,800 -> 00:20:06,800 So grab yourself a bowl, won't take long.

94 00:20:07,600 -> 00:20:09,700 You should I trust you and your kitchen right now.

95 00:20:10,200 -> 00:20:11,300 Reach out for a bowl.

96 00:20:11,500 -> 00:20:15,500 I also have a little bit of a little salsa cup here that we're going to use.

97 00:20:15,800 -> 00:20:17,100 Ramekin will salsa Bowl.

98 00:20:17,500 -> 00:20:18,400 Anything will work.

99 00:20:18,400 -> 00:20:21,100 If you have like a nice classroom can like this, it will work.

100 00:20:21,600 -> 00:20:23,400 I like this for my salsa.

101 00:20:23,400 -> 00:20:30,000 It's a perfect size, and I am going to put my salsa divorcee Otto's in there.

102 00:20:32,000 -> 00:20:39,200 All right, just like so it's the only salsa that is in your kit.

103 00:20:39,300 -> 00:20:49,600 You do have some broth in your kid, but this is not that because this the salsa divorce Shadows right here, and we together go to have a little bit of a chip.

104 00:20:51,000 -> 00:20:52,000 So dipped the salsa.

105 00:20:53,200 -> 00:20:53,600 What time?

106 00:20:56,200 -> 00:20:57,500 When I crunch so good.

107 00:20:58,200 -> 00:20:59,800 I just want you to keep these for your evening.

108 00:20:59,800 -> 00:21:00,800 You can snack on them.

109 00:21:01,300 -> 00:21:11,300 You can save them from the meal a little bit of texture when we a tacos, but just right now, enjoy Margaritas some chips and salsa as I walk you through the rest of the kit.

110 00:21:11,400 -> 00:21:14,000 And we're going to break out in this room to get to know each other a little bit.

111 00:21:14,500 -> 00:21:16,100 Let me go ahead and walk you through that process.

112 00:21:18,700 -> 00:21:20,400 I have separated the ingredients.

113 00:21:20,400 -> 00:21:21,300 I have a bowl here.

114 00:21:21,800 -> 00:21:23,700 This is going to be for our bean salad.

115 00:21:24,400 -> 00:21:32,700 The ingredients that bean salad or A package of beans and hominy here in are compostable packaging of a package of Rebel tomatoes.

116 00:21:34,300 -> 00:21:40,000 Some pistachio oil and just dark red oil made from the pasilla pepper some honey.

117 00:21:40,000 -> 00:21:41,600 Do queso fresco.

118 00:21:42,800 -> 00:21:45,400 Onion and some herbs.

119 00:21:45,400 -> 00:21:47,000 And that was just say herbs.

120 00:21:47,400 -> 00:21:49,200 You also have a package of cilantro in your kit.

121 00:21:49,200 -> 00:21:50,900 This is for a different part of the meal.

122 00:21:51,300 -> 00:21:55,200 We're just using the herbs and there are two onions.

123 00:21:56,500 -> 00:21:57,600 This is the Red Onion.

124 00:21:58,500 -> 00:21:59,100 This is the ball.

125 00:21:59,100 -> 00:22:00,000 I am going to serve it in.

126 00:22:00,800 -> 00:22:02,500 I also need a mixing bowl.

127 00:22:04,000 -> 00:22:13,300 Okay, that is The tools that I need for that being salad.

128 00:22:13,300 -> 00:22:15,900 Next just so we get a little bit ahead.

129 00:22:15,900 -> 00:22:17,500 I am going to walk you through this process.

130 00:22:17,900 -> 00:22:22,600 I am gonna pull out my tortillas where we utilize that same corn today.

131 00:22:22,600 -> 00:22:23,800 I have some blue corn.

132 00:22:23,800 -> 00:22:24,600 Tortillas.

133 00:22:25,800 -> 00:22:30,800 You could have any kind, you might have white, you might have yellow, you might have a red corn tortilla.

134 00:22:31,400 -> 00:22:32,600 We're going to just pull those out.

135 00:22:32,600 -> 00:22:34,200 Let them be a little life into them.

136 00:22:35,400 -> 00:22:37,300 By take him out of that compostable Packaging.
137 00:22:38,300 -> 00:22:41,200 I have some short rib video, short rib.
138 00:22:41,900 -> 00:22:42,100 Now.
139 00:22:42,100 -> 00:22:45,200 If you have a plant-based kit, this will be mushrooms.
140 00:22:46,300 -> 00:22:47,600 Don't fret.
141 00:22:47,600 -> 00:22:49,900 We're going to cook them the exact same way.
142 00:22:51,100 -> 00:22:53,600 Okay, but we are going to use short, rib or mushroom.
143 00:22:53,900 -> 00:22:54,900 I have cilantro.
144 00:22:55,500 -> 00:22:59,600 I have some white onion and then some of our guests sealed that Oaxaca.
145 00:23:00,700 -> 00:23:08,500 Okay, or oaxacan caps on beef, broth or mushroom broth.
146 00:23:08,800 -> 00:23:09,200 Okay.
147 00:23:10,000 -> 00:23:10,800 I have the rest of my life.
148 00:23:10,800 -> 00:23:13,800 I am going to use a cutting board.
149 00:23:14,300 -> 00:23:21,200 My knife last but not least my platter that I am going to use these.
150 00:23:21,200 -> 00:23:22,300 Do these tacos are now?
151 00:23:22,300 -> 00:23:22,700 Remember.
152 00:23:22,700 -> 00:23:23,700 We're going to do eight.
153 00:23:24,000 -> 00:23:24,900 Small tacos.
154 00:23:26,500 -> 00:23:30,500 So, you want to play big enough for the tacos to fit around?
155 00:23:31,100 -> 00:23:38,500 We also need another container for vessel for the consomme, which we will pour into this.
156 00:23:38,800 -> 00:23:41,700 Once, we are finished building the tacos, right?
157 00:23:41,700 -> 00:23:50,700 Large platter, couple, consummates about 6 ounces of consommé, if I start putting numbers out there and that means nothing to you.
158 00:23:50,700 -> 00:23:51,400 That's fine.

159 00:23:51,600 -> 00:23:54,700 That's going to hold about half a cup to a cup.

160 00:23:54,700 -> 00:23:55,200 Okay?

161 00:23:57,300 -> 00:23:59,400 Now I just want to walk over to the stovetop.

162 00:23:59,900 -> 00:24:01,000 Tell you what we need here?

163 00:24:01,700 -> 00:24:06,000 I am going to use a small sauce pot.

164 00:24:06,900 -> 00:24:08,600 It's got about a 3 inside.

165 00:24:13,700 -> 00:24:17,700 It's got about a 3-inch side here, and I am going to fill this is one thing.

166 00:24:17,700 -> 00:24:18,100 I am going to use.

167 00:24:18,100 -> 00:24:25,300 I am also going to use A saute pan here, or I am going to use a cast-iron.

168 00:24:25,300 -> 00:24:37,700 I am going to use this to heat up our beef or arts or our excuse me, mushrooms, and then I have With me at the mall.

169 00:24:38,700 -> 00:24:40,400 Now, you may not have one of these, that's fine.

170 00:24:40,400 -> 00:24:42,600 We're going to do on that is we're going to heat up.

171 00:24:43,000 -> 00:24:44,800 Our tacos.

172 00:24:44,800 -> 00:24:47,700 Are for p as we're going to, like melt the cheese into the tortilla.

173 00:24:48,000 -> 00:24:58,000 So if you don't have a Kamal or a griddle top or something of that sort, just think about something that you might cook like eggs on or pancakes or bacon like a nonstick.

174 00:24:58,000 -> 00:25:00,800 Something pretty large cause we're going to cook multiple Tacos on that.

175 00:25:00,800 -> 00:25:01,600 At the same time.

176 00:25:01,900 -> 00:25:03,900 I am going to cook, you know, two or four to time.

177 00:25:05,000 -> 00:25:05,400 You could do.

178 00:25:05,600 -> 00:25:07,200 Depending on the size of your pan, you can you all?

179 00:25:07,200 -> 00:25:11,900 I ate it once, but you likely don't have a pan that big unless you have maybe a built-in flattop.

180 00:25:12,400 -> 00:25:15,600 We will just do a couple of the time and it's going to be super fun and super easy.

181 00:25:16,200 -> 00:25:16,400 All right.

182 00:25:16,400 -> 00:25:19,600 So one more time, when I go through all of that, we have our chips and salsa.

183 00:25:20,000 -> 00:25:21,100 We have our poor drink.

184 00:25:21,900 -> 00:25:26,200 All right, we have all the ingredients in a bowl for being salad.

185 00:25:27,600 -> 00:25:30,300 We have our platter Consul make up here.

186 00:25:31,300 -> 00:25:34,800 We pulled out the ingredients for a tacos.

187 00:25:36,100 -> 00:25:45,300 I have here one pan to heat up my Beef or mushroom one pot to heat up my broth.

188 00:25:45,800 -> 00:25:50,600 And then I have my Surface in which I am going to continue to cook the tacos.

189 00:25:51,000 -> 00:25:54,300 Now, if you don't have multiple pans, you can actually make one pan work.

190 00:25:54,900 -> 00:26:01,200 It will take a couple extra steps of pulling the meat out, putting it into a container and then wiping that pan out, but that's totally fine.

191 00:26:01,500 -> 00:26:04,900 If you want to kind of cut down on your dishes.

192 00:26:05,600 -> 00:26:12,400 All right, so they're going to give everyone a few minutes to kind of In fact, going to a breakout room.

193 00:26:14,900 -> 00:26:18,200 And from there, we're going to come back, and we're going to start cooking.

194 00:26:18,200 -> 00:26:23,300 All right, so you will see a screen inviting you to your breakout room?

195 00:26:23,300 -> 00:26:26,600 Just hit except and I will see you back here in about seven eight minutes.

196 00:26:26,600 -> 00:26:28,700 All right, they all get out of here.

197 00:36:21,100 -> 00:36:23,000 Do you have put me into the big homes?

198 00:36:36,800 -> 00:36:38,300 Alrighty, welcome back.

199 00:36:38,300 -> 00:36:41,100 I hope everyone was able to connect a little bit, the breakout rooms.

200 00:36:41,100 -> 00:36:45,400 Enjoy your Margarita and have some of your to do post and your salsa.

201 00:36:46,400 -> 00:36:48,700 Need a little bit of smokiness from that red salsa.

202 00:36:49,100 -> 00:36:50,000 It's so delicious.

203 00:36:50,000 -> 00:36:52,200 And you have tanginess from the Verde sauce.

204 00:36:52,200 -> 00:36:53,300 It's in there as well.

205 00:36:54,200 -> 00:36:55,700 Maybe forger, second drink.

206 00:36:55,700 -> 00:36:56,300 I don't know.

207 00:36:56,800 -> 00:37:01,500 Again, not here to clock your drinking, but if you have it.

208 00:37:02,300 -> 00:37:03,300 Now might be a good time to do.

209 00:37:03,300 -> 00:37:05,500 So, we're going to make this salad.

210 00:37:06,000 -> 00:37:09,400 What I want to do with this salad, those I want to give it a little bit of a marination period?

211 00:37:09,500 -> 00:37:11,500 So we're going to start the salad.

212 00:37:11,500 -> 00:37:13,300 We're not going to finish it all the way yet.

213 00:37:13,600 -> 00:37:17,200 We're going to let the beans marinate for a little bit as we heat up our tacos.

214 00:37:17,200 -> 00:37:17,700 Okay.

215 00:37:18,400 -> 00:37:20,400 So the first thing I want to do is I am going to take my mixing bowl.

216 00:37:20,400 -> 00:37:25,100 I am going to take my beans and hominy and before the package right in the bowl.

217 00:37:25,100 -> 00:37:26,800 Just like so, super simple.

218 00:37:27,800 -> 00:37:28,300 Okay.

219 00:37:28,800 -> 00:37:31,800 Next, I have some red onion here.

220 00:37:34,600 -> 00:37:40,100 I am just going to slice thinly, right across the grain like this.

221 00:37:43,100 -> 00:37:44,500 I like to use about.

222 00:37:46,700 -> 00:37:52,900 Half of what you're probably had in your kit personally with this amount of being.

223 00:37:52,900 -> 00:37:55,100 So, you see how I have very seen that ratio.

224 00:37:55,900 -> 00:37:58,700 I am going to save this onion for some stock or something.

225 00:38:01,300 -> 00:38:08,800 Alright, next, I am going to take our Tomatoes these Rebel Tomatoes.

226 00:38:08,800 -> 00:38:14,900 It comes from Marfa, Texas, and I am just going to cut the bigger ones in like third recorders.

227 00:38:14,900 -> 00:38:19,000 Maybe the smaller ones and just halves like.

228 00:38:19,000 -> 00:38:22,500 So we have some nice, Red Onion.

229 00:38:22,700 -> 00:38:23,300 Excuse me.

230 00:38:23,800 -> 00:38:24,500 You do have the red onion.

231 00:38:24,500 -> 00:38:26,900 You also have some nice, red, tomatoes, and yellow tomatoes.

232 00:38:28,000 -> 00:38:29,400 Some are sweeter than the other.

233 00:38:29,400 -> 00:38:30,800 The yellow tends to be more.

234 00:38:31,000 -> 00:38:32,900 Heart, right.

235 00:38:33,500 -> 00:38:35,300 I am just going to start to give that a toss.

236 00:38:36,000 -> 00:38:39,400 Next, I am going to take so you should have most of your line left.

237 00:38:40,400 -> 00:38:41,700 You take a bit of that.

238 00:38:44,000 -> 00:38:45,700 Give this some lime juice.

239 00:38:46,000 -> 00:38:48,100 This is going to help the marination process.

240 00:38:48,900 -> 00:38:51,100 I am going to take some of my mulled own salt.

241 00:38:52,100 -> 00:38:53,800 You may not have open that package up yet.

242 00:38:53,800 -> 00:38:55,200 That is the other package of salt.

243 00:38:55,200 -> 00:38:55,800 You have.

244 00:38:56,400 -> 00:38:58,700 I am going to season my salad a bit.

245 00:38:59,200 -> 00:38:59,400 Now.

246 00:38:59,400 -> 00:39:00,900 There has been some seasoning added.

247 00:39:00,900 -> 00:39:04,700 So we're just adding a touch more really to taste.

248 00:39:04,700 -> 00:39:07,400 I just have a pinch and I season from hi.

249 00:39:07,900 -> 00:39:13,600 All right, so it gets nice and Incorporated, and then we take about two-thirds of my Paseo oil.

250 00:39:15,200 -> 00:39:16,300 I am going to put it right on there.

251 00:39:16,500 -> 00:39:22,800 I am only going to use two-thirds of it or so because I am going to use the rest of it to garnish when that time comes.

252 00:39:25,900 -> 00:39:29,400 I have a kitchen spoon, give this a nice stir.

253 00:39:29,400 -> 00:39:29,900 So what's happening?

254 00:39:29,900 -> 00:39:31,700 Is that Smoky plescica.

255 00:39:32,800 -> 00:39:36,700 All right, which is the Smoky lockable pepper.

256 00:39:40,400 -> 00:39:42,900 The Red, Onion, the black beans, and the harmony.

257 00:39:43,200 -> 00:39:47,400 With those Tomatoes, the salt, the lime are going to marinate and really impart a bunch of flavor.

258 00:39:47,400 -> 00:39:48,600 Just going to put that aside.

259 00:39:49,200 -> 00:39:59,600 I do have my herbs and my queso fresco and rest assured if you have a base hit York as a fresco is also plant-based.

260 00:40:00,200 -> 00:40:06,300 We're just going to save that for when we plate our salad.

261 00:40:06,400 -> 00:40:06,800 Okay.

262 00:40:07,100 -> 00:40:08,400 It's just going to marinate for a bit.

263 00:40:09,600 -> 00:40:15,000 — I would put my bowl back on my side, put the spoon and its place.

264 00:40:15,500 -> 00:40:18,800 And now we're going to start cooking.

265 00:40:19,000 -> 00:40:20,100 All right, step 1.

266 00:40:20,900 -> 00:40:24,300 Let us take our beef broth, or you may have a mushroom broth.

267 00:40:25,300 -> 00:40:27,600 Let us pour that into our sauce pot.

268 00:40:29,600 -> 00:40:30,900 We nice and thick.

269 00:40:31,500 -> 00:40:36,300 There's some good viscous bone broth in there.

270 00:40:36,800 -> 00:40:38,100 You have the short rib broth.

271 00:40:39,000 -> 00:40:40,700 Well, I am going to turn my burner on.

272 00:40:40,700 -> 00:40:47,000 I am going to put that at about a medium-high heat, and we're going to let that heat up till it gets to about a simmer.

273 00:40:48,700 -> 00:40:48,900 Now.

274 00:40:48,900 -> 00:40:51,100 I am going to take my cast-iron pan.

275 00:40:51,600 -> 00:40:52,900 I am going to put that on a low heat.

276 00:40:52,900 -> 00:40:56,200 I have already done so personally so you go ahead and do that.

277 00:40:56,400 -> 00:40:57,800 Put on a low heat.

278 00:40:57,900 -> 00:40:59,100 We're just going to use this to heat.

279 00:40:59,200 -> 00:41:04,400 Up our, our beef have that on a low heat.

280 00:41:04,500 -> 00:41:04,700 Now.

281 00:41:04,700 -> 00:41:16,600 I have my coma which I sorry about earlier or my flat top cooking surface here, which I am going to heat my tortillas and sort of do the finishing of my tacos on now.

282 00:41:16,800 -> 00:41:19,100 This works very well-to-do multiple tacos.

283 00:41:19,300 -> 00:41:22,000 If you do not have something like this cool.

284 00:41:22,000 -> 00:41:22,500 We will get through.

285 00:41:22,500 -> 00:41:23,600 It will use something else.

286 00:41:24,400 -> 00:41:25,700 I do encourage you to buy one though.

287 00:41:25,700 -> 00:41:28,900 If you cook often, it's great for bacon pancakes.

288 00:41:28,900 -> 00:41:31,400 All To do eggs on it like to fry potatoes on it.

289 00:41:31,700 -> 00:41:36,300 They usually on the other side have like a griddle, like a grill marks, you can grill fish on it.

290 00:41:36,300 -> 00:41:43,000 So I am going to sort anyway, if you don't have any like this, a large pan, that you would cook Crepes or pancakes anything like that.

291 00:41:43,000 -> 00:41:46,000 And we will work like a big non-stick pan works really?

292 00:41:46,000 -> 00:41:46,300 Well.

293 00:41:46,300 -> 00:41:47,500 This is cast iron.

294 00:41:47,500 -> 00:42:00,000 It's nice and seasoned, but I am going to like take a little bit of my neutral oil and just give it another little seasoning oil so that when that time comes, I was ready to go.

295 00:42:00,000 -> 00:42:02,200 So this is already on a low, to medium Heat.

296 00:42:04,500 -> 00:42:06,800 I am just letting that heat up and get ready.

297 00:42:07,800 -> 00:42:17,100 When the time comes we're going to turn the heat up a little bit more to a low medium to like a medium to medium-high, but for now, it's just heating slowly.

298 00:42:17,200 -> 00:42:18,600 This pan is heating slowly.

299 00:42:19,000 -> 00:42:21,200 My stock on my Quantum, an is heating slowly.

300 00:42:22,300 -> 00:42:28,700 I am gonna check the chat and make sure that I am not missing any questions if we can go over to the chat.

301 00:42:33,600 -> 00:42:33,900 Most Wanted.

302 00:42:39,400 -> 00:42:39,800 Awesome.

303 00:42:39,800 -> 00:42:42,000 I see a big dog.

304 00:42:42,000 -> 00:42:43,100 Well as a cute dog.

305 00:42:43,700 -> 00:42:44,500 All right.

306 00:42:45,800 -> 00:42:50,100 It doesn't look like we have any real questions about the food.

307 00:42:50,100 -> 00:42:50,700 So that's great.

308 00:42:50,700 -> 00:42:51,400 But I do love that.

309 00:42:51,400 -> 00:42:54,800 You're sharing your hearing your photos, showing your dog picks.

310 00:42:56,200 -> 00:42:58,800 There's your canine sous-chef if you will.

311 00:42:59,200 -> 00:43:00,900 Okay, so we have that on going up there.

312 00:43:00,900 -> 00:43:03,000 Any questions, please, ask them now.

313 00:43:04,100 -> 00:43:04,900 Next.

314 00:43:04,900 -> 00:43:09,600 I am going to open up my short rib video.

315 00:43:14,400 -> 00:43:18,400 And what I am doing is I am giving this three nice cuss like this, and I have kind of opened it.

316 00:43:18,800 -> 00:43:20,100 Just opens up like a book.

317 00:43:20,100 -> 00:43:23,600 So I am going to use this packaging to help you.

318 00:43:23,600 -> 00:43:24,700 If you have the mushroom.

319 00:43:24,700 -> 00:43:26,200 You cannot really do that with the mushroom.

320 00:43:26,200 -> 00:43:30,800 Just give it one cut, but if you do have a short rib, this is a great way to do that.

321 00:43:32,900 -> 00:43:33,800 Kind of put it aside.

322 00:43:33,800 -> 00:43:35,000 We're not going to use it quite yet.

323 00:43:35,200 -> 00:43:51,400 I have my guess, you know, that Oaxaca oaxacan to co which is made by hand from a family Oaxaca that makes us this cheese, and we get it at all of our restaurants a couple times a week.

324 00:43:51,400 -> 00:43:52,700 It is amazing.

325 00:43:53,000 -> 00:43:53,600 It is delicious.

326 00:43:53,600 -> 00:43:55,000 Look how much that breaks up.

327 00:43:55,700 -> 00:43:57,800 I would give it a little bite just to taste it.

328 00:43:57,800 -> 00:43:59,400 It's creamy.

329 00:43:59,900 -> 00:44:11,100 It's tart or Tonight, it's a rich and cheesy and also like that perfect amount of like funky cheese taster.

330 00:44:11,100 -> 00:44:14,200 I am going to put that there and I will give up that are a little bit.

331 00:44:14,900 -> 00:44:16,900 I am going to open up my white onion.

332 00:44:21,400 -> 00:44:21,900 All right.

333 00:44:21,900 -> 00:44:24,300 This is going to be to garnish our Taco.

334 00:44:24,300 -> 00:44:33,500 So, often a street Taco, this video Taco sometimes like it's Aqua past or like a good carne asada.

335 00:44:33,500 -> 00:44:49,600 You will see like a typical accompaniment or Darkness to that will be cilantro or, and lime wedges and diced up onion, white onion.

336 00:44:50,000 -> 00:44:53,200 And so, we're going to prepare that typical.

337 00:44:56,100 -> 00:45:00,100 Mint right now, so I have the cilantro.

338 00:45:00,100 -> 00:45:01,200 It's already picked for you.

339 00:45:01,200 -> 00:45:02,800 So we're not really have to do anything with that.

340 00:45:02,800 -> 00:45:04,200 Besides things on the package.

341 00:45:05,400 -> 00:45:07,800 We have the line we're going to make lime wedges shortly.

342 00:45:09,300 -> 00:45:15,000 And then I am just going to give this a nice Dice and I like to do a small dice because I don't want to bite into too much onion.

343 00:45:15,500 -> 00:45:15,900 Okay?

344 00:45:19,000 -> 00:45:24,600 And again, I am going to use about half of what I have here and save the rest of this onion for a nice stock layer.

345 00:45:26,100 -> 00:45:27,300 And that's what I am going to use.

346 00:45:27,500 -> 00:45:31,200 Now, depending on what your tastes are, what your flavor profiles.

347 00:45:31,200 -> 00:45:31,700 You love is.

348 00:45:31,700 -> 00:45:32,500 You may want to be more.

349 00:45:32,500 -> 00:45:39,900 You may want to do less, totally cool, Choose Your Own Adventure and that one, go ahead and open up my cilantro.

350 00:45:41,300 -> 00:45:47,700 All right, and let us keep this lime and give ourselves some wedges.

351 00:45:51,600 -> 00:45:57,500 Well, I just do a little wedge, maybe one wedge for every couple tacos or Doom, really small.

352 00:45:59,700 -> 00:46:00,700 I am going to put that aside.

353 00:46:00,700 -> 00:46:04,700 So basically this is going to be our garnish and that time comes.

354 00:46:05,800 -> 00:46:06,100 All right.

355 00:46:06,100 -> 00:46:06,200 Bye.

356 00:46:06,200 -> 00:46:10,000 Now, pot is hot.

357 00:46:10,400 -> 00:46:20,600 Looks like my consomme or my beef stock, or maybe a mushroom stock is heating up nicely that congealed Ridge.

358 00:46:20,600 -> 00:46:24,800 Bone marrow in there as it's often doubt.

359 00:46:25,300 -> 00:46:26,700 Give it a little taste of this.

360 00:46:26,700 -> 00:46:27,500 Very delicious.

361 00:46:27,500 -> 00:46:29,400 It's nice and hot which is how we want it.

362 00:46:30,300 -> 00:46:41,600 So we're going to put that down to a low heat and then I have my Kamal heating up Now's the Time when I am probably going to put that on a medium heat because we're going to cook on that.

363 00:46:44,200 -> 00:46:47,200 All right, I am gonna take about 5 Seconds, 10 seconds.

364 00:46:47,200 -> 00:46:48,200 Check the chat.

365 00:46:48,500 -> 00:46:49,900 Make sure there are no questions.

366 00:46:50,600 -> 00:46:59,600 Make sure that everyone has confirmed that everyone has hot heating cooking vessels on their stove because once we get going, we got to go pretty fast.

367 00:46:59,800 -> 00:47:01,500 I don't want anyone to fall behind.

368 00:47:03,200 -> 00:47:04,000 All right.

369 00:47:05,500 -> 00:47:05,900 Cool.

370 00:47:05,900 -> 00:47:06,500 Good evening.

371 00:47:06,500 -> 00:47:07,400 I am glad Pieces.

372 00:47:07,400 -> 00:47:08,000 Good.

373 00:47:09,400 -> 00:47:11,800 Yes, the cheese is so goofs.

374 00:47:15,200 -> 00:47:16,000 Pete agrees.

375 00:47:17,900 -> 00:47:18,500 We can good.

376 00:47:18,500 -> 00:47:20,400 All right, looks like we're ready.

377 00:47:20,900 -> 00:47:22,200 So, enjoy and chips and salsa.

378 00:47:22,200 -> 00:47:24,600 Yeah, you can have you seen that mean?

379 00:47:24,600 -> 00:47:25,900 It's like, what do I do?

380 00:47:25,900 -> 00:47:28,200 Do I just keep beating them or do I die, right?

381 00:47:28,200 -> 00:47:32,800 That's how I feel like substance also to cool down my plate.

382 00:47:32,800 -> 00:47:33,400 We're ready.

383 00:47:33,600 -> 00:47:34,200 I feel good.

384 00:47:34,200 -> 00:47:34,900 You feel good.

385 00:47:36,600 -> 00:47:37,100 Yes, yes.

386 00:47:37,100 -> 00:47:47,300 Alright if you have just the regular traditional kit with the beauty of short rib tacos, we're going to do a little bit of oil in the pan.

387 00:47:48,000 -> 00:47:53,900 If you have the mushroom kit, you will want a bit more oil because it is more liquidy.

388 00:47:54,000 -> 00:47:55,900 Whereas the beef is more fatty.

389 00:47:57,700 -> 00:48:00,600 I am going to open up the flip that down like that.

390 00:48:00,600 -> 00:48:04,800 Remember, this is all compostable packaging that goes into my compost.

391 00:48:07,600 -> 00:48:11,500 Now, this short rib and as well as the mushrooms fully cooked.

392 00:48:12,000 -> 00:48:13,800 So we're really kind of just heating this up.

393 00:48:13,800 -> 00:48:17,800 We're not really, we're not, we're not looking to get a sear.

394 00:48:18,200 -> 00:48:21,900 Let me a little bit of a Sears, always great because it imparts some texture and flavor.

395 00:48:22,200 -> 00:48:24,100 But this is cooked.

396 00:48:24,100 -> 00:48:30,200 We want this heated up enough, to be able to break it up into are eight different top of.

397 00:48:30,200 -> 00:48:31,900 Remember, this is enough for a taco.

398 00:48:31,900 -> 00:48:37,200 So keep that in mind as you're building the tacos, now, there may be some pieces of the body.

399 00:48:37,400 -> 00:48:37,900 Short rib.

400 00:48:37,900 -> 00:48:43,400 That is, you know, that fattiness really just needs to be broken up with a spoon or spatula.

401 00:48:43,400 -> 00:48:44,100 Go ahead and do that.

402 00:48:44,100 -> 00:48:46,600 Now, a pair of tongs will work.

403 00:48:48,000 -> 00:48:56,400 Right, let us just break that all up now, so that we go to build the tacos, ready to go.

404 00:48:58,400 -> 00:48:58,700 Okay.

405 00:48:58,700 -> 00:49:02,600 Now I am going to turn my heat off because I am hot, that's all it took.

406 00:49:05,400 -> 00:49:09,400 If you see here, Mike, Lonesome a, let us come to a full boil.

407 00:49:09,400 -> 00:49:14,800 I do not want it that hot because inevitably, I am gonna stick my fingers in it, and I am gonna burn myself.

408 00:49:14,800 -> 00:49:15,700 So let us turn it down.

409 00:49:17,100 -> 00:49:19,800 Hot me or if you have mushrooms?

410 00:49:19,800 -> 00:49:23,300 It should look about the same hot stock.

411 00:49:24,400 -> 00:49:27,300 I have my hot Kamal from now.

412 00:49:27,300 -> 00:49:28,600 I have my tortillas right here.

413 00:49:31,500 -> 00:49:32,700 I brought the cheese over.

414 00:49:35,800 -> 00:49:37,700 And we're going to start building tacos, you already.

415 00:49:39,600 -> 00:49:47,900 Okay, as you do have we seen the video Taco on the internet, the Instagram sensation or tick-tock?

416 00:49:49,000 -> 00:49:49,600 Yes, doc.

417 00:49:49,600 -> 00:49:50,300 We have seen it.

418 00:49:53,000 -> 00:49:55,200 Oh, I see what you're saying about talking to me.

419 00:49:55,200 -> 00:49:55,700 That's fine.

420 00:49:58,100 -> 00:50:00,700 Yes, but he had tacos.

421 00:50:00,900 -> 00:50:02,200 I will give you a little background.

422 00:50:02,200 -> 00:50:08,000 We go in the big breakout rooms of where but it came from traditionally, but now this internet sensation is like this.

423 00:50:08,000 -> 00:50:09,000 Ew, e, gooey Taco.

424 00:50:09,000 -> 00:50:10,200 You dip it in the sauce.

425 00:50:10,200 -> 00:50:12,200 You needed some food trucks all over Austin.

426 00:50:12,200 -> 00:50:17,200 I don't have my blessing country because you haven't been traveled as much as normal, right?

427 00:50:18,000 -> 00:50:19,100 But they're delicious.

428 00:50:19,100 -> 00:50:20,500 They're made with here.

429 00:50:20,500 -> 00:50:22,300 They're going to maybe be made with these delicious scones with you.

430 00:50:22,300 -> 00:50:23,200 Is that we grind.

431 00:50:25,100 -> 00:50:27,600 Yeah, super, super stoked, okay.

432 00:50:28,800 -> 00:50:30,800 I am going to take one tortilla.

433 00:50:31,400 -> 00:50:33,600 Just going to let me I would be counterintuitive to some of y'all.

434 00:50:33,600 -> 00:50:36,300 I am a dip it into my consomme.

435 00:50:37,200 -> 00:50:48,300 This is one of the reasons that it's important to have a seasoning or a fat on your cooking surface because when we put this 40 on the cooking surface, we don't want it to stick.

436 00:50:49,100 -> 00:50:50,100 See what it's doing right there.

437 00:50:50,100 -> 00:50:50,900 That's great.

438 00:50:50,900 -> 00:50:51,400 That's perfect.

439 00:50:51,400 -> 00:50:52,300 That's what we want.

440 00:50:52,900 -> 00:50:56,600 I am going to do for tacos to start.

441 00:50:57,800 -> 00:51:06,100 Again, we have give me enough for eight depending on how hungry you are, or who you have there with you, you can decide how many to cook.

442 00:51:07,300 -> 00:51:08,400 Want to make sure?

443 00:51:11,700 -> 00:51:14,400 Free and then let us go with the fourth one.

444 00:51:17,900 -> 00:51:18,500 Okay.

445 00:51:19,700 -> 00:51:24,500 Now I am going to go back to my first one because it is now ready for slip.

446 00:51:28,200 -> 00:51:31,200 We hope that we have enough fat so that it doesn't stick you see.

447 00:51:31,200 -> 00:51:33,000 I have a little sticky notes here, but that's okay.

448 00:51:33,000 -> 00:51:33,400 I am gonna use.

449 00:51:34,700 -> 00:51:35,200 Well today.

450 00:51:35,200 -> 00:51:38,800 I am going to use the spoon but if you have a spatula you can use that too.

451 00:51:40,500 -> 00:51:41,400 Get up off.

452 00:51:43,800 -> 00:51:44,900 Give it a nice flip.

453 00:51:45,500 -> 00:51:47,200 I am going to find a spatula real quick.

454 00:51:47,800 -> 00:51:48,800 You should as well.

455 00:51:52,100 -> 00:51:54,400 And you give the second one, the flip.

456 00:51:54,400 -> 00:51:54,700 Again.

457 00:51:54,700 -> 00:51:57,900 This is why it's important to have a decent amount of fat on your pan.

458 00:51:58,400 -> 00:52:04,800 But if you have a little bit of a rip like I do, I am going to show you an incredible way to incredibly delicious way to fix it.

459 00:52:04,800 -> 00:52:09,500 Even some of you may already know what I am going to do a tour to fix it.

460 00:52:12,200 -> 00:52:16,100 All right, and I am going to give this next flip on the last one.

461 00:52:17,500 -> 00:52:18,800 Like so cool.

462 00:52:20,400 -> 00:52:21,600 These look great.

463 00:52:22,500 -> 00:52:25,800 I am totally cool with this little bit of a rip here.

464 00:52:26,000 -> 00:52:27,600 I am just going to throw some cheese over it.

465 00:52:28,100 -> 00:52:30,300 Remember, this is enough cheese for ate tacos.

466 00:52:30,300 -> 00:52:34,500 I know you're going to want to put so much of this delicious cheese on there.

467 00:52:34,900 -> 00:52:36,500 But a little goes a really long way.

468 00:52:38,900 -> 00:52:42,900 And if you have the Basically, you do have a plant-based cheese.

469 00:52:43,700 -> 00:52:45,500 Alright, so we have now our meat.

470 00:52:47,300 -> 00:52:53,100 Okay, when you put that right over the cheese again, this is enough for eight.

471 00:52:54,200 -> 00:52:58,500 So each one is just a little bit of really rich meat and really rich cheese, okay.

472 00:53:03,600 -> 00:53:05,400 I have another four tacos ready to go.

473 00:53:05,900 -> 00:53:08,600 I have my mean I have my cheese on my garnish.

474 00:53:08,600 -> 00:53:11,500 Ready, will take this spatula.

475 00:53:14,100 -> 00:53:23,400 I am going to go ahead and fold my first Taco like, so again for my full my second Taco, like, so and you see right where I have that.

476 00:53:23,400 -> 00:53:23,800 Rip.

477 00:53:24,000 -> 00:53:24,900 No Freddie.

478 00:53:25,300 -> 00:53:26,200 No worries.

479 00:53:26,600 -> 00:53:28,000 I tacos are coming together.

480 00:53:29,900 -> 00:53:32,000 This is not one of those like super.

481 00:53:32,000 -> 00:53:33,200 This is, I mean, it is beautiful.

482 00:53:33,400 -> 00:53:34,400 It's delicious.

483 00:53:34,800 -> 00:53:39,000 It's not one of those super like high-touch fancy meal things right?

484 00:53:39,000 -> 00:53:41,200 We're just making some delicious food.

485 00:53:41,200 -> 00:53:48,400 Here are making sure that cheese is not kind of binding that taco down, and then we take some more of that consomme.

486 00:53:49,300 -> 00:53:50,800 I am just going to put it over my tacos.

487 00:53:50,800 -> 00:53:51,800 I want to keep that taco.

488 00:53:51,800 -> 00:53:54,000 Nice and gooey.

489 00:53:56,900 -> 00:53:57,300 Right.

490 00:53:57,300 -> 00:53:58,000 Look at that.

491 00:54:00,800 -> 00:54:03,500 And you see the heat is just making that evaporate.

492 00:54:03,800 -> 00:54:05,900 You got the cheese coming off the side.

493 00:54:06,300 -> 00:54:07,900 That's exactly what we're looking for.
494 00:54:09,500 -> 00:54:11,100 Let that cook for another minute.
495 00:54:14,600 -> 00:54:15,500 Even split.
496 00:54:17,800 -> 00:54:18,700 Give a flip.
497 00:54:21,600 -> 00:54:22,200 Another flip.
498 00:54:22,200 -> 00:54:23,500 You got crispy cheese.
499 00:54:24,400 -> 00:54:24,900 There we go.
500 00:54:27,700 -> 00:54:29,200 I am going to start with my next tortilla.
501 00:54:29,200 -> 00:54:30,400 So I can do four more.
502 00:54:32,700 -> 00:54:34,700 Put these tacos up to the side of us.
503 00:54:35,500 -> 00:54:37,200 Lower heat side of my Kamal.
504 00:54:42,600 -> 00:54:45,800 Make sure have some more fat down there because I didn't have enough to begin with.
505 00:54:45,800 -> 00:54:51,300 If you remember, that's fine, less and learn can always fix that.
506 00:54:52,100 -> 00:54:53,400 Take my soaps for Kia.
507 00:55:01,000 -> 00:55:03,800 Remember this consomme we're going to end up using it as our dip.
508 00:55:04,800 -> 00:55:05,400 All right.
509 00:55:09,600 -> 00:55:13,600 All right, we're going to pull that first few tacos off.
510 00:55:14,200 -> 00:55:19,500 They're going to stay nice and hot and start putting them on my plate.
511 00:55:19,500 -> 00:55:20,100 Like so.
512 00:55:26,500 -> 00:55:28,000 The first one here.
513 00:55:35,200 -> 00:55:36,000 I told you this part.
514 00:55:36,000 -> 00:55:37,900 We're going to start moving a little bit fast.
515 00:55:38,500 -> 00:55:40,000 But again, we're just making tacos.
516 00:55:40,000 -> 00:55:40,800 This is fun.
517 00:55:42,100 -> 00:55:46,200 This is not rocket science or super fancy food.
518 00:55:46,200 -> 00:55:49,000 This is delicious and miliar.
519 00:55:49,100 -> 00:55:51,100 Homey style Homestyle food.

520 00:55:57,100 -> 00:55:57,400 All right.

521 00:55:57,400 -> 00:55:59,900 Where to go Keys down on that?

522 00:55:59,900 -> 00:56:01,000 First one, I flipped.

523 00:56:03,700 -> 00:56:04,900 Put into that meat in there.

524 00:56:10,200 -> 00:56:11,300 Go to the next split.

525 00:56:14,400 -> 00:56:15,900 So let us get a little bit of color on it.

526 00:56:15,900 -> 00:56:17,400 Like a little caramelization.

527 00:56:19,000 -> 00:56:19,500 That's great.

528 00:56:19,500 -> 00:56:20,400 We want that.

529 00:56:28,200 -> 00:56:31,000 Please rest a cheese for the last few tacos.

530 00:56:34,400 -> 00:56:35,700 Make sure evenly.

531 00:56:36,600 -> 00:56:37,400 Throw s***.

532 00:56:37,700 -> 00:56:45,000 A couple tacos in the meat.

533 00:56:47,500 -> 00:56:48,400 Or mushrooms.

534 00:56:48,700 -> 00:56:51,900 Now, I will get let you in on a little secret.

535 00:56:51,900 -> 00:56:54,700 I actually this means great.

536 00:56:54,700 -> 00:57:06,800 This is from a local Rancher here in Texas, high quality delicious free-range beef and I just, I love eating it.

537 00:57:06,800 -> 00:57:10,000 I have no, you know, have no aversions to meat or beef.

538 00:57:10,000 -> 00:57:13,700 But this kit, I actually prefer the mushrooms are so good.

539 00:57:14,100 -> 00:57:18,400 So if you ever offered an opportunity to eat, Mushrooms in this way.

540 00:57:18,400 -> 00:57:19,800 I highly recommend it.

541 00:57:20,300 -> 00:57:21,600 I give a little fold here.

542 00:57:23,100 -> 00:57:24,700 The fold on my next taco.

543 00:57:27,600 -> 00:57:32,100 And then my last fold, I am going to let that cook for a minute.

544 00:57:35,100 -> 00:57:40,700 It unfolds, go ahead and come back and just kind of force it uses that cheese to help find it.

545 00:57:45,800 -> 00:57:48,800 Okay, see that perfect.

546 00:57:51,700 -> 00:58:03,500 I give it one more spoonful of consomme like so, Make sure that these are nice and gooey.

547 00:58:05,300 -> 00:58:10,200 It's almost like, you know, into ladas aren't super common in Mexico.

548 00:58:10,200 -> 00:58:11,900 And the way that you see them in the u.s.

549 00:58:13,100 -> 00:58:14,700 You're more actually more like this.

550 00:58:16,800 -> 00:58:21,300 We just have a fold over a little bit of sauce and some filling.

551 00:58:21,800 -> 00:58:22,900 Okay, cool.

552 00:58:24,200 -> 00:58:25,400 All those last few cooks.

553 00:58:25,400 -> 00:58:28,700 Let us go ahead and finish our bean salad because this will just take a minute.

554 00:58:29,300 -> 00:58:33,000 We have that marinated Bean that's going to go straight into the bowl.

555 00:58:39,800 -> 00:58:45,900 We have some of our honey do queso fresco, which is a local cheese will go to Austin.

556 00:58:47,800 -> 00:58:49,500 We have our fresh herbs here.

557 00:58:51,000 -> 00:58:52,300 Let us hear some of them up there.

558 00:58:52,300 -> 00:58:55,000 Different herbs in here and there might be some frilly mustard.

559 00:58:55,600 -> 00:58:59,000 You might have some amaranths wood.

560 00:58:59,000 -> 00:59:03,200 Sorrel, even all these are grown just for us at our farm.

561 00:59:03,600 -> 00:59:04,000 Okay.

562 00:59:06,000 -> 00:59:13,100 What Charleston, dianthus Leaf Samara gold leaf, and then we just want that to look really beautiful to take a little bit more of that Paseo oil.

563 00:59:13,100 -> 00:59:16,000 We had just finish it.

564 00:59:19,700 -> 00:59:25,000 This number, that's a fully compostable bag.

565 00:59:27,900 -> 00:59:30,300 And that is finished, and we go back to wear the clothes.

566 00:59:32,400 -> 00:59:36,100 They did great and turn all the heat off on my stove.

567 00:59:37,300 -> 00:59:37,400 Now.

568 00:59:37,400 -> 00:59:41,600 I am going to finish building out my taco platter here.

569 00:59:42,900 -> 00:59:43,400 Look at that.

570 00:59:43,400 -> 00:59:45,600 Nice crispy side Bowie.

571 00:59:47,200 -> 00:59:57,900 Let us just Yes, I am right.

572 00:59:58,600 -> 01:00:03,800 And she's here, and I am going to take you as my consomme looking for it, right in?

573 01:00:06,800 -> 01:00:12,100 Think of if you want to compare to something think of like an Azu sandwich, right?

574 01:00:12,100 -> 01:00:15,200 Where you take your sandwich and take a bite and dip it in your broth.

575 01:00:16,400 -> 01:00:17,500 Take these onions.

576 01:00:24,700 -> 01:00:25,900 So she long throw?

577 01:00:30,100 -> 01:00:31,600 How to fold the tacos?

578 01:00:32,400 -> 01:00:33,800 Now, you can't really you're right.

579 01:00:33,800 -> 01:00:36,100 Danielle mess up a taco too poorly.

580 01:00:40,400 -> 01:00:41,300 How to fold the taco.

581 01:00:41,300 -> 01:00:43,600 I just, you know, I use the tongs it's bad.

582 01:00:43,600 -> 01:00:48,400 So I am sure we're past that point now, but I just saw that in the top here.

583 01:00:48,400 -> 01:00:49,700 I have some lime wedges.

584 01:00:53,500 -> 01:00:54,800 Take the rest of this onion.

585 01:00:58,700 -> 01:00:59,500 All right, we have it.

586 01:00:59,500 -> 01:01:00,200 Like so.

587 01:01:04,600 -> 01:01:12,400 Even a little bit into the consummate is how I prefer that, because some of that onion flavor, starts to come out, oil starts to come out like that.

588 01:01:14,600 -> 01:01:15,500 And there we have it.

589 01:01:21,000 -> 01:01:24,100 The Vessel Margarita, we have already eaten our chips and salsa.

590 01:01:24,100 -> 01:01:27,600 You probably you may have drank and had a drink of all your Margarita by now, too.

591 01:01:29,400 -> 01:01:30,600 How does that look for y'all?

592 01:01:30,700 -> 01:01:31,100 I know.

593 01:01:32,800 -> 01:01:33,700 Are you enjoying it?

594 01:01:33,700 -> 01:01:34,200 Are we?

595 01:01:35,100 -> 01:01:35,900 All right.

596 01:01:37,300 -> 01:01:38,800 I would love to have a first bite with you.

597 01:01:38,800 -> 01:01:43,500 But I want to make sure that everyone catches up who everyone who's cooking tonight.

598 01:01:43,800 -> 01:01:48,400 And if you're not cooking tonight, and you do have your kit rest assured.

599 01:01:48,400 -> 01:01:51,300 There are instructions in the kit are super clear.

600 01:01:51,300 -> 01:01:53,700 You have a little bit of some structural video on our part.

601 01:01:54,800 -> 01:01:57,800 And so now you have a good idea of how it's supposed to go.

602 01:01:58,400 -> 01:02:02,300 And yeah, you can just follow those instructions, but I am gonna go ahead and have this first bite.

603 01:02:02,500 -> 01:02:04,200 So I like to use like to grab the taco.

604 01:02:05,300 -> 01:02:10,000 Okay, I have some lime, make sure I have some of that cilantro on there, some of those onions.

605 01:02:11,100 -> 01:02:12,900 And I am going to dip it into that consomme.

606 01:02:13,100 -> 01:02:13,700 Get that.

607 01:02:14,800 -> 01:02:15,900 This is a little messy.

608 01:02:16,000 -> 01:02:16,500 That's okay.

609 01:02:16,500 -> 01:02:17,500 This is how we do it.

610 01:02:27,700 -> 01:02:28,700 That's so delicious.

611 01:02:30,200 -> 01:02:30,700 What do y'all think?

612 01:02:30,700 -> 01:02:32,100 Is he one having a bite yet?

613 01:02:46,500 -> 01:02:48,900 Yes, you can drag and drop a picture into the text.

614 01:02:51,000 -> 01:02:52,800 I am gonna go have a bite of my bean salad.

615 01:02:52,800 -> 01:02:57,300 Now sometimes a bean salad may seem kind of boring, but I show you.

616 01:02:58,600 -> 01:03:00,000 This means I was really delicious.

617 01:03:00,300 -> 01:03:01,500 I encourage you to have a bite now.

618 01:03:16,600 -> 01:03:17,200 What do y'all think?

619 01:03:19,200 -> 01:03:19,600 Danielle.

620 01:03:19,600 -> 01:03:23,800 Did you do delete all your tacos?

621 01:03:26,800 -> 01:03:27,600 I sure hope not.

622 01:03:27,600 -> 01:03:29,000 I hope they left some for you.

623 01:03:32,400 -> 01:03:32,900 Awesome.

624 01:03:35,800 -> 01:03:45,000 So I assume there're any questions because everyone's still cooking when I hope that everyone's having a great experience with the cooking or you're eating and enjoying it so much.

625 01:03:46,100 -> 01:03:50,300 What I would like to do is know if there's no more.

626 01:03:52,600 -> 01:03:53,800 No more instructional questions.

627 01:03:53,800 -> 01:03:56,400 Let us go into these breakout rooms to have a taco party.

628 01:03:56,400 -> 01:03:59,000 And I would love to come in and out of those rooms and check in.

629 01:03:59,000 -> 01:04:05,900 And you all, maybe tell you a little bit of story of how this came about, maybe share a chocolate with you, because, you know, I am ready for dinner as well.

630 01:04:09,300 -> 01:04:13,400 All right, now to go into the breakout rooms, you're going to have a little prompt.

631 01:04:14,700 -> 01:04:16,700 On your screen will say join.

632 01:04:16,900 -> 01:04:18,000 Join the taco party.

633 01:04:18,800 -> 01:04:21,000 Go ahead and click on that and join that taco party.

634 01:04:37,200 -> 01:04:39,900 Yeah, I think that's how they want to do.

635 01:05:36,400 -> 01:05:36,800 She knows.

636 01:05:38,800 -> 01:05:46,500 Booster, you know, stuck out.

637 01:06:51,100 -> 01:06:52,100 She knows that guy.

638 01:06:53,500 -> 01:06:57,400 Does he ever belong here?

639 01:07:41,900 -> 01:07:44,900 Baby, I omentum and no doubt.

640 01:07:44,900 -> 01:08:02,500 Cuando me outside your so don't chose a Bulgari.

641 01:08:10,500 -> 01:08:13,000 Not by your the what I do anymore.

642 01:08:22,600 -> 01:08:30,600 Is he do my dear to permit, the September of daughter?

643 01:08:31,300 -> 01:08:34,600 I am using gonna look into a mirror.

644 01:09:12,899 -> 01:09:31,700 I am 42 years old, but that is impressive.

645 01:11:30,900 -> 01:11:34,300 She knows what's coming.

646 01:11:40,200 -> 01:11:41,000 You know, Stackhouse.

647 01:12:45,600 -> 01:12:51,900 She knows that guy that she ever belong here.

648 01:14:26,600 -> 01:14:44,700 McConnell owner of bouldin food Forest, sustainable Farm in Rogers, Texas, we grow primarily Greens on here, 2016 started, Urban farming in South Austin, and I wanted to have more land because gardening was a hobby that got out of control.

649 01:14:44,700 -> 01:14:47,200 So we practice permaculture principles out here.

650 01:14:47,500 -> 01:14:56,000 The way you can Define permaculture is that get is a way to design an ecosystem that is beneficial to plan.

651 01:14:56,200 -> 01:14:57,400 Since oil.

652 01:14:57,900 -> 01:15:03,100 And humans, one of our primary missions is to lead the land in better shape than when we found it.

653 01:15:03,500 -> 01:15:04,000 A lot of farmers.

654 01:15:04,000 -> 01:15:05,800 Don't practice that we have these tunnels.

655 01:15:05,800 -> 01:15:07,100 We have hundred-foot tunnels.

656 01:15:07,100 -> 01:15:11,600 We have five of them on our farm right now, and they are great.

657 01:15:11,600 -> 01:15:16,200 Protectors from extreme weather star Greenhouse.

658 01:15:19,500 -> 01:15:25,100 And then we transplant by hand, all of these letters, heads that we have grown in our Greenhouse from seed.

659 01:15:25,800 -> 01:15:28,500 So, everything we grow here, we have grown ourselves.

660 01:15:29,500 -> 01:15:32,200 I love, love, love growing lettuce.

661 01:15:33,800 -> 01:15:42,900 Well, you'd be enjoying at your event or lettuce is from this bed and most likely this bed for the folks who are going to be part of this event.

662 01:15:46,600 -> 01:15:48,100 I think you're going to really like this lettuce.

663 01:15:48,400 -> 01:15:53,300 One of the things that I really love about Austin is how food-centric it is.

664 01:15:53,500 -> 01:15:57,900 So many great restaurants in Austin by local farms.

665 01:15:58,000 -> 01:16:02,900 There's a really nice healthy diversity of farms.

666 01:16:02,900 -> 01:16:09,800 And that wouldn't exist if restaurants and school districts, grocery stores, weren't supporting those local farms.

667 01:16:10,400 -> 01:16:16,200 The more you keep your money local, the more you're growing, the economy in the You're growing the future health of your own community.

668 01:16:16,700 -> 01:16:19,500 And that's its great to see often.

669 01:16:19,900 -> 01:16:21,200 Not only talk that talk.

670 01:16:21,200 -> 01:16:21,800 That really walk.

671 01:16:21,800 -> 01:16:22,400 That walk.

672 01:16:29,000 -> 01:16:29,500 Awesome.

673 01:16:29,500 -> 01:16:34,300 Well, I hope that you have all had a great experience.

674 01:16:34,300 -> 01:16:39,100 I know some of you may come from the break-out rooms, and he may be cooking still in front of making into your room.

675 01:16:39,100 -> 01:16:39,700 I am sorry.

676 01:16:41,200 -> 01:16:41,800 I am here.

677 01:16:41,800 -> 01:16:43,400 Now for any quick questions.

678 01:16:43,500 -> 01:16:45,800 You may have or anything that goes into the chat.

679 01:16:46,400 -> 01:16:47,700 I would be happy to answer.

680 01:16:48,100 -> 01:16:53,000 And if we rather just enjoy your food, put your, put your kids to bed.

681 01:16:53,000 -> 01:16:54,400 Totally great.

682 01:16:57,000 -> 01:16:59,300 But I hope you were able to pay attention that last video.

683 01:16:59,300 -> 01:17:03,900 One thing that makes what we do, I think so special is that we are fully committed to using.

684 01:17:04,300 -> 01:17:13,400 You know, obviously I said over and over again Nico packet and go friendly packaging and you have some literature in your box about what that Eco packet, eco-friendly Packaging.

685 01:17:13,800 -> 01:17:23,100 Entails, but we also Source locally everything we Source other than the things that we get from Mexico, which one we get two things from actually make sure that we're all so.

686 01:17:23,100 -> 01:17:28,700 Thoughtfully sourcing getting organic making sure that our dollars are going back into communities.

687 01:17:28,700 -> 01:17:33,300 That better those communities and it's very, very important to us.

688 01:17:33,300 -> 01:17:56,000 But also when we do Source locally, which is probably the other 70% of what we have, it's always, you know, thoughtfully grown in a thirty to sixty mile, radius of the front door of assembly from the beef to if you have any of our kids that have seafood, we get everything from the Gulf from day boat, Fisher's, as well as all the produce is grown locally.

689 01:17:57,000 -> 01:18:01,200 Obviously, if you have a kid that has pineapple in it, we do that.

690 01:18:01,200 -> 01:18:07,200 Sometimes we don't get the pineapples locally, but for the most part like again, it's always thoughtful practicing?

691 01:18:07,200 -> 01:18:11,900 Or make sure way we are getting those products is somewhere that we know.

692 01:18:12,000 -> 01:18:14,600 We're not only in the best product of Using the best practices.

693 01:18:18,100 -> 01:18:18,700 Awesome.

694 01:18:19,400 -> 01:18:19,800 Yes.

695 01:18:19,800 -> 01:18:20,700 Thank you, Amy.

696 01:18:21,500 -> 01:18:22,000 I agree.

697 01:18:22,000 -> 01:18:22,400 Doc.

698 01:18:22,400 -> 01:18:23,500 This platform is awesome.

699 01:18:23,500 -> 01:18:25,800 We love being on.

700 01:18:25,800 -> 01:18:26,400 Welcome.

701 01:18:27,200 -> 01:18:27,600 It's fun.

702 01:18:27,600 -> 01:18:33,200 There's a lot of features, a lot of amenities to it, and it's super definitely, super fun.

703 01:18:34,800 -> 01:18:35,700 Thank you, Angela.

704 01:18:35,900 -> 01:18:36,800 Appreciate that.

705 01:18:41,000 -> 01:18:41,600 Everyone.

706 01:18:41,600 -> 01:18:44,300 Thank you so much for joining us today.

707 01:18:44,800 -> 01:18:48,800 Hope you had a wonderful time and you ate some delicious food.

708 01:18:48,800 -> 01:18:52,500 Thank you so much, Chef for a wonderful evening.

709 01:18:53,000 -> 01:19:02,500 We wanted to say thank you, or going to open up the lounges in the case that you want to continue the conversation and keep talking or just have finished your cocktails together.

710 01:19:03,100 -> 01:19:05,700 Those will be opening momentarily.

711 01:19:06,500 -> 01:19:07,600 But, thank you so much.

712 01:19:08,000 -> 01:19:09,300 And we will see you soon.

713 01:19:11,000 -> 01:19:12,700 And yeah, that's it.

714 01:19:13,600 -> 01:19:14,200 See ya.

715 01:19:14,200 -> 01:19:14,400 Bye.

716 01:19:14,400 -> 01:19:14,700 Bye.

1 00:04:06,500 -> 00:04:08,000 Hello everyone.

2 00:04:08,000 -> 00:04:13,000 Welcome to a virtual Safari and an awesome panel.

3 00:04:13,000 -> 00:04:19,200 We're going to talk a little bit about how we're going to team build during these hybrid remote times.

4 00:04:19,399 -> 00:04:20,700 So let us see here.

5 00:04:20,700 -> 00:04:23,900 We got people all over the nation here.

6 00:04:23,900 -> 00:04:25,800 Hi Ashley, d.c.

7 00:04:25,800 -> 00:04:27,200 Chicago.

8 00:04:28,300 -> 00:04:31,100 Wow, Callie, New Hampshire Toronto.

9 00:04:31,100 -> 00:04:34,100 I saw Puerto Rico, New York City, Texas.

10 00:04:34,100 -> 00:04:35,300 Hello everybody.

11 00:04:35,500 -> 00:04:37,600 We're so happy to have you here.

12 00:04:37,800 -> 00:04:44,500 So before we jump in, Just note some house-keeping, we have got obviously you see the chat and there's Q&A.

13 00:04:44,500 -> 00:04:47,300 So throughout this entire time at any given moment.

14 00:04:47,300 -> 00:04:51,600 If you have got a question a burning question, please drop it in Q&A.

15 00:04:51,600 -> 00:04:55,600 And if you got any Tech issues, there's a little help tab right there as well.

16 00:04:55,900 -> 00:04:58,300 Okay, let us Jump Right In.

17 00:04:58,300 -> 00:05:03,000 I have got my virtual Safari shirt on, are you guys have your virtual Safari game?

18 00:05:03,000 -> 00:05:05,100 There's like a little elephant somewhere over here.

19 00:05:07,200 -> 00:05:08,500 Vegas, what's up?

20 00:05:08,500 -> 00:05:09,600 I am in Vegas, too.

21 00:05:09,900 -> 00:05:13,700 Okay, let us kick it off with a pole.

22 00:05:14,400 -> 00:05:17,200 So Joshua, he's my producer in The Green Room.

23 00:05:17,200 -> 00:05:21,500 Hello, Josh, you all can't see him, but I can thank you for pulling that pull up.

24 00:05:21,500 -> 00:05:24,400 All right, have any of you been on a safari?

25 00:05:24,400 -> 00:05:27,100 This is in real life or virtual.

26 00:05:27,900 -> 00:05:28,600 Wow.

27 00:05:28,700 -> 00:05:29,000 Okay.

28 00:05:29,000 -> 00:05:30,100 I haven't either.

29 00:05:30,100 -> 00:05:32,400 I haven't done a virtual Safari yet.

30 00:05:32,400 -> 00:05:35,000 So this is going to be a fun experience.

31 00:05:35,400 -> 00:05:36,900 Stan yell, you know what?

32 00:05:36,900 -> 00:05:38,200 You want to go on one so bad.

33 00:05:38,200 -> 00:05:40,400 We're gonna go on a virtual one together today.

34 00:05:40,400 -> 00:05:41,600 It's going to be great.

35 00:05:41,600 -> 00:05:42,400 All right.

36 00:05:42,500 -> 00:05:53,300 So with that, I would love to introduce our partners on the panel today, Suman from Marco experiences and Aaron from Bonus, Lee.

37 00:05:53,300 -> 00:05:55,400 Would you join me on stage?

38 00:05:56,300 -> 00:05:57,000 Hallo.

39 00:05:57,000 -> 00:05:57,900 Hey everyone.

40 00:05:59,400 -> 00:05:59,900 Hello.

41 00:05:59,900 -> 00:06:00,500 Hello.

42 00:06:00,500 -> 00:06:05,100 Well I am so blessed to have you graced our stage, both of you.

43 00:06:05,400 -> 00:06:17,300 It's wonderful to be with you all before we jump into talking about some really cool team building ideas because I know each of you have golden insights to share with us.

44 00:06:17,700 -> 00:06:19,600 Let us go in with some fun facts.

45 00:06:19,800 -> 00:06:21,300 So fun facts, right?

46 00:06:22,200 -> 00:06:23,800 All right, so fun facts.

47 00:06:23,800 -> 00:06:29,400 Just about me is that, when I was early in my twenties way, back in the day.

48 00:06:29,800 -> 00:06:30,400 I was on Ugly.

49 00:06:30,400 -> 00:06:30,800 Betty.

50 00:06:30,800 -> 00:06:34,300 Believe it or not and 7th Heaven and see.

51 00:06:34,300 -> 00:06:35,200 Yes, I did.

52 00:06:35,400 -> 00:06:37,400 Adam Sandler movies back in the day.

53 00:06:38,100 -> 00:06:39,700 So yeah, that's my fun fact.

54 00:06:39,700 -> 00:06:42,400 I am going to hand it over to you Suman.

55 00:06:42,400 -> 00:06:42,900 What's your fun?

56 00:06:42,900 -> 00:06:46,100 Fact fun fact is I have a twin brother.

57 00:06:46,100 -> 00:06:47,000 His name is Vig.

58 00:06:47,000 -> 00:06:53,400 He's on the west coast, the better-looking twin as you can see in this photo here with this beautiful dog that I am embracing.

59 00:06:53,400 -> 00:06:56,300 So as my fun fact, very cool.

60 00:06:56,800 -> 00:06:57,400 Aaron.

61 00:06:57,400 -> 00:06:58,700 Your fun fact.

62 00:06:58,900 -> 00:07:05,200 A fun fact is one of my tweets made it into an Atlantic article ton of high C codes had been learning French.

63 00:07:05,300 -> 00:07:10,200 Each and he asked if anyone could explain the subjunctive tense, very cool.

64 00:07:10,300 -> 00:07:13,300 And I am super curious about how to cook objective.

65 00:07:14,400 -> 00:07:15,300 That's good.

66 00:07:15,800 -> 00:07:28,000 Well, both of you have some really interesting insights around creative team, building ideas, and just things that you have been implementing with your companies and with your own teams.

67 00:07:28,400 -> 00:07:43,600 And so before we jump into that though, can each of you just tell us a little bit about like Marco and even bonus lie, What are you guys seeing as, like, really interesting trends of your customers and I will start off Aaron with you?

68 00:07:44,700 -> 00:07:44,900 Yes.

69 00:07:44,900 -> 00:08:02,400 Well, I think bonus lead is the perfect app for, you know, the times that we have in remote work and everything like that because it really encourages engagement and recognition and it really brings employees together and you don't necessarily have to be in the same room.

70 00:08:05,700 -> 00:08:09,000 Yeah, I will hop in so Marco.

71 00:08:09,000 -> 00:08:15,600 I guess the trend is where our company is literally focused all around connectivity in a more distributed kind of flexible world.

72 00:08:15,600 -> 00:08:17,500 So Marco, I am the CEO and co-founder of Marco.

73 00:08:17,500 -> 00:08:33,299 We cultivate culture and connection through extraordinary experiences virtual and person off sites, but really excited to be sharing kind of one of our virtual host today with you and talking all about how we think about Marco and how we build our own distributed team, which is kind of all over the world.

74 00:08:33,299 -> 00:08:35,600 So Very cool.

75 00:08:35,799 -> 00:08:37,299 Thank you for sharing.

76 00:08:38,200 -> 00:08:42,400 So, Aaron just go on, talking about your own team right now?

77 00:08:42,400 -> 00:08:46,000 You are a people leader of an engineering team.

78 00:08:46,300 -> 00:08:48,800 And over this pandemic.

79 00:08:48,800 -> 00:08:55,100 You have identified some really cool ways to keep your team connected and interacting.

80 00:08:55,500 -> 00:08:56,700 What are some of those things?

81 00:08:57,600 -> 00:09:02,200 Well, whenever I started as an engineering manager, we were all pretty new to each other.

82 00:09:02,200 -> 00:09:09,500 So, the first thing I did was created an about me page is basically a page online that, you know, I feel about questions.

83 00:09:09,500 -> 00:09:16,400 Like, where did I grow up how to support me at work or, you know, how I prefer to get positive and negative feedback.

84 00:09:16,900 -> 00:09:22,000 And, so I filled that page out but I also asked my team to fill those out, too.

85 00:09:22,400 -> 00:09:24,400 So it's been very helpful.

86 00:09:24,800 -> 00:09:25,400 Very cool.

87 00:09:25,400 -> 00:09:27,200 What platform or how do you guys?

88 00:09:27,400 -> 00:09:34,600 Fed up, you just put up a WordPress page or, you know, we actually use Confluence as a tool for documentation.

89 00:09:34,600 -> 00:09:36,500 And in our space, we put it in.

90 00:09:37,800 -> 00:09:38,900 Very nice.

91 00:09:39,200 -> 00:09:42,900 Okay, and what are some other tactics?

92 00:09:42,900 -> 00:09:44,600 I mean you were mentioning a few of them?

93 00:09:45,900 -> 00:09:57,100 Well, I think the first thing I did that really helped the most was done a Clifton strengths finder survey of strengths finder, by the way, it's great.

94 00:09:57,600 -> 00:10:03,100 We all talked about what we were good at and, you know, that actually informed our about me pages to.

95 00:10:04,300 -> 00:10:09,500 And we talked about what the team was good at collectively and You know, we have a cross-functional team.

96 00:10:09,600 -> 00:10:12,700 So our team includes members of design and product.

97 00:10:12,800 -> 00:10:16,000 So, you know, generally the engineers were very analytical.

98 00:10:16,000 -> 00:10:21,300 They have very analytical strengths in our design and product Partners had great relational strength.

99 00:10:21,300 -> 00:10:23,200 So that kind of balance the team out.

100 00:10:24,100 -> 00:10:24,800 That's great.

101 00:10:24,800 -> 00:10:26,500 I could speak to the strings fine.

102 00:10:26,500 -> 00:10:30,900 I have been using with various teams for last 10 years and it is awesome.

103 00:10:31,300 -> 00:10:34,500 It's a really fun team building opportunity to when you bring in a coach.

104 00:10:34,500 -> 00:10:37,200 I have done it virtually with our team as well.

105 00:10:37,800 -> 00:10:52,100 And we hired a coach to come in, and we had everyone take their strengths finder prior to the coach coming in and I created an Excel doc that just Maps out the top-10 strengths of each of the team members.

106 00:10:52,300 -> 00:11:06,600 And then we started to analyze Eyes as a team and have a really healthy discussion of our strengths and you know where we default to in times of great stress or Joy or flow, you know what I am saying?

107 00:11:06,600 -> 00:11:09,900 So it really helped us a ton Suman.

108 00:11:09,900 -> 00:11:11,800 How about you all your Marcos?

109 00:11:11,800 -> 00:11:12,700 Also, remote team.

110 00:11:12,700 -> 00:11:19,400 I mean, of course you guys are the pro experiences, but how are you keeping your own teams engaged?

111 00:11:19,500 -> 00:11:23,700 Yeah, I mean so our team is in New York, San Francisco.

112 00:11:23,900 -> 00:11:28,700 AOL a Seattle, Miami Atlanta in the Philip-pines, and we're subbed 20 people.

113 00:11:28,700 -> 00:11:30,600 So we're quite distributed.

114 00:11:30,600 -> 00:11:34,200 I think one, there's a couple of themes that I would touch on one, is just proactivity.

115 00:11:34,300 -> 00:11:39,100 So we create for ourselves as well as for our customers, what we call, like a culture calendar.

116 00:11:39,200 -> 00:11:43,300 So instead of just being reactive and saying, oh my gosh, we haven't seen each other in a while.

117 00:11:43,400 -> 00:12:08,300 How do we actually create a way for folks to look forward to meeting whether it's kind of virtually more frequently in person less frequently, and we talked a lot about intentionality of So one of the interesting things that both of y'all touched on which is experiences can be fun, which is we're going to have fun today on this virtual Safari, but they can also be meaningful and really provide an opportunity to get to know one another and allow us to kind of do our best work.

118 00:12:08,300 -> 00:12:14,800 So, even today instead of a normal team meeting, we're doing something called the super story, which is a friend Sarah runs.

119 00:12:14,800 -> 00:12:22,700 It's kind of similar to the strengthsfinder exercise, but it's really about who you are your life thread and kind of your new your unique powers, your super story.

120 00:12:22,900 -> 00:12:27,200 And so Experience is its a new experience since it will be on our platform soon.

121 00:12:27,400 -> 00:12:32,800 But those are opportunities where you can really understand, like, who is Aaron, for example, get to know her.

122 00:12:32,900 -> 00:12:33,900 Why is she?

123 00:12:33,900 -> 00:12:35,600 What is she motivated by?

124 00:12:35,800 -> 00:12:43,100 And I think if you think about why we do experiences, it's really, so we can provide that context and I think it allows us to do our best work.

125 00:12:43,100 -> 00:12:45,500 So that's how we kind of approach it in our team.

126 00:12:45,600 -> 00:12:47,300 So I love that.

127 00:12:47,300 -> 00:12:53,300 And so far just the common theme of what I am hearing, just the for the initial team building.

128 00:12:54,000 -> 00:12:58,500 Idea, you know, is really their exercises that help one.

129 00:12:58,500 -> 00:13:01,000 Another get to know each other at another level.

130 00:13:01,300 -> 00:13:06,400 I mean we can have amazing safaris happy hours and all these things.

131 00:13:06,400 -> 00:13:14,700 But at the end of the day if we're not feeling that connection and deeper understanding of one, another than those things aren't as meaningful.

132 00:13:14,800 -> 00:13:23,700 So can each of you speak to that a little bit of just like how you have been able to create some of those deeper connections.

133 00:13:23,800 -> 00:13:31,400 And, you know, I think we're missing out with the in-person water cooler like bum pins and, you know, all the way to the kitchen.

134 00:13:31,400 -> 00:13:33,100 Hey, want to grab some coffee?

135 00:13:33,100 -> 00:13:34,900 Like we missed that these days.

136 00:13:34,900 -> 00:13:40,300 So, how are each of you accomplishing that within your team's today?

137 00:13:42,000 -> 00:13:43,300 Yeah, I can, I can jump it.

138 00:13:43,300 -> 00:13:49,500 I think one important thing is, we're living in a world that's been pretty crazy for the past two years.

139 00:13:49,500 -> 00:13:54,600 And even now there's another outbreak of covid or a geopolitical kind of Crisis.

140 00:13:54,600 -> 00:13:59,000 And one thing is just acknowledging the stress that people are going through.

141 00:13:59,200 -> 00:14:05,700 And there's this concept of bringing your whole self to work and just allowing for a space where you can talk about mental health.

142 00:14:05,700 -> 00:14:14,400 You can talk about how you're stressed out whether that's kind of your personal life or your work life, and I think creating the Safe spaces, and you can do that through experiences.

143 00:14:14,400 -> 00:14:20,000 You can just do that through a check in and whether it's, you know, through report and saying, hey look like how are you doing?

144 00:14:20,100 -> 00:14:22,500 Maybe we take a moment to breathe together, that sort of thing.

145 00:14:22,500 -> 00:14:29,500 I think is really impactful and allows folks to open up when they might not be able to you know on board and meet everyone.

146 00:14:29,500 -> 00:14:34,000 Now, they can provide a safe space to kind of get to know one another in a real way.

147 00:14:34,000 -> 00:14:35,700 I think so good.

148 00:14:35,800 -> 00:14:37,500 I completely agree with that.

149 00:14:37,600 -> 00:14:38,600 How about you Aaron?

150 00:14:39,500 -> 00:14:46,800 Well, I think I, once I read a study that mentions that parallel communication or side-by-side communication Foster's cooperation.

151 00:14:47,200 -> 00:14:51,900 And it also Fosters's more intimacy than when you sit across from each other.

152 00:14:52,500 -> 00:14:54,400 So it's kind of like a sports team.

153 00:14:54,400 -> 00:14:56,600 You face your opponent and your next to your teammate.

154 00:14:57,100 -> 00:15:03,400 And what we, what I do a lot is play video games actually, so we have to coordinate.

155 00:15:03,400 -> 00:15:04,400 We're kind of team.

156 00:15:04,900 -> 00:15:19,800 There's a lot of (Mario) Kart a lot of jackbox games, but Yeah, I think that kind of breaks down the barrier of defensiveness or self-consciousness, and then, you know, it creates a little bit more of a Teen Spirit.

157 00:15:21,000 -> 00:15:23,400 I love that and we're seeing some folks.

158 00:15:23,600 -> 00:15:25,300 Drop some insight Samantha.

159 00:15:25,300 -> 00:15:32,600 I completely agree that it's on the leaders and managers to set the tone MJ looks like you agree with that too.

160 00:15:32,900 -> 00:15:41,800 And I think that's, that's really important as people leaders and managers that, you know, were able to maintain Suman.

161 00:15:41,800 -> 00:15:49,300 Some of what you're talking about that empathy during times such as this were, there's uncertainty, and some volatility.

162 00:15:49,300 -> 00:15:56,200 Even how do we Continue to keep that balance of vulnerability to those things?

163 00:15:56,200 -> 00:16:03,700 Yet also strength and resilience, you know, it's such a fine line of a balance, but I believe it can be done.

164 00:16:04,900 -> 00:16:14,600 Yeah, I think going on what Aaron said, providing kind of talking about, a lot of Studies have been published recently McKinsey published a study in September about kind of the great resignation.

165 00:16:14,600 -> 00:16:20,600 One of the things they found was one of the biggest reasons why people are leaving their jobs is because they don't have a sense of belonging.

166 00:16:20,700 -> 00:16:21,100 Longing.

167 00:16:21,300 -> 00:16:27,600 And, so I think investing in creating that sense of belonging is actually super, super important.

168 00:16:27,600 -> 00:16:29,100 It actually provides business results.

169 00:16:29,300 -> 00:16:45,400 So I think people sometimes think about events and experiences which we're doing now and it's kind of it can be a Band-Aid and just kind of something that you need to do, but I think approaching it with a different mindset with intentionality and saying, oh, how do I actually Foster a connection belonging and also still maintaining kind of strong business results in strength.

170 00:16:45,500 -> 00:16:49,500 And that balance that you mentioned Gina is super effective important.

171 00:16:50,400 -> 00:16:53,200 Yes, love that.

172 00:16:53,200 -> 00:17:00,100 And as far as the strengthsfinder, it's a great tool to help you get to know the team members.

173 00:17:00,100 -> 00:17:00,300 Now.

174 00:17:00,300 -> 00:17:01,200 It's only a tool.

175 00:17:01,200 -> 00:17:04,400 All these things were talking about experiences, even strengths finder.

176 00:17:04,400 -> 00:17:14,800 If you don't use those insights to actually get to know your team, spend the time, get in the trenches with them, ask the hard questions and really engage with them.

177 00:17:14,800 -> 00:17:18,000 Then none of these tools and experiences mean anything.

178 00:17:18,000 -> 00:17:27,700 So I think to your point see you in about Belonging like how that's ultimately like I think of Maslow's hierarchy of needs that's like the Pinnacle right?

179 00:17:27,700 -> 00:17:30,500 Of having everyone feel that outcome.

180 00:17:30,500 -> 00:17:41,300 But there's some basic layers of things that we can provide our team members to get to that sense of belonging on a daily basis.

181 00:17:42,900 -> 00:17:44,600 Totally thoughts to that.

182 00:17:45,300 -> 00:17:45,700 Yeah.

183 00:17:45,800 -> 00:17:48,700 I mean, I think the, there's actually two me.

184 00:17:48,700 -> 00:17:52,500 I feel people are really stressed, and it's been kind of challenging couple of years.

185 00:17:52,500 -> 00:18:01,300 I will be the first to acknowledge, that's been the case for me, but I think the opportunity we have now is to rethink our relationship with life and work.

186 00:18:01,300 -> 00:18:07,600 And so there's this opportunity to actually reset and hopefully we can emerge from this time and say, well, what do I actually?

187 00:18:07,600 -> 00:18:12,000 I mean, I spend a lot of time at work, how do I, you know, get the most out of it?

188 00:18:12,000 -> 00:18:21,400 And how do we Structure kind of you know, the Cadence and frequency and kind of how we all kind of show up and connect them with one another to where it's actually positive.

189 00:18:21,400 -> 00:18:31,900 And, so I am actually super excited about kind of the future in the next few years and the like, we now have a lot of flexibility, but how do we maintain that flexibility?

190 00:18:31,900 -> 00:18:33,900 But still retain this connectivity.

191 00:18:34,000 -> 00:18:34,800 We can do that virtually.

192 00:18:34,800 -> 00:18:36,000 We, that person we can do that.

193 00:18:36,000 -> 00:18:41,400 A bunch of different ways, but that's, I think the natural tension the challenge, but also kind of the opportunity that we have.

194 00:18:42,200 -> 00:18:43,100 Love that.

195 00:18:43,700 -> 00:18:47,000 And just a tack on to the idea of belonging.

196 00:18:47,000 -> 00:18:51,400 There's actually a framework called biceps and belonging is the be and biceps.

197 00:18:51,400 -> 00:18:59,300 So it's sort of being includes like equality or Equity, predictability, significance and things like that.

198 00:18:59,900 -> 00:19:09,800 So I think that, you know, factoring all of those factors into sort of building a team or creating a culture on the team can really help.

199 00:19:10,500 -> 00:19:11,500 That is nice.

200 00:19:11,500 -> 00:19:13,700 So biceps like that.

201 00:19:16,400 -> 00:19:21,000 Could you drop that in chat for us so that we can see what you have is the acronyms?

202 00:19:21,000 -> 00:19:22,500 That's pretty powerful there.

203 00:19:23,000 -> 00:19:30,000 So we got it some of the deep stuff and that's really the meaningful thing is everything we're talking about right now.

204 00:19:30,000 -> 00:19:49,400 It's that over communication connecting its vulnerability, you know, really it engages with our team members in times like this and then There's that layer above it of will, there's a fun experiences and video games to amazing virtual safaris.

205 00:19:49,800 -> 00:19:50,600 I mean, with welcome.

206 00:19:50,600 -> 00:19:55,400 We're actually playing with this idea of creating our environment as a cafe.

207 00:19:55,900 -> 00:20:12,500 And so we have been doing a cafe on a weekly basis where we invite all of our team members to just hang out, and we have got some nice Lounge music, and we have created the environment to feel very like, bring your coffee cup and on us, you know, kind of moment.

208 00:20:12,500 -> 00:20:17,000 So let us talk a little bit about those creative ideas and experiences.

209 00:20:17,800 -> 00:20:20,500 I know Aaron, you mentioned some Suman.

210 00:20:20,800 -> 00:20:26,200 What are you guys doing these days and why are companies pull in from you all?

211 00:20:26,700 -> 00:20:28,900 Well, the cool thing is a bit of a backstory.

212 00:20:28,900 -> 00:20:33,300 I have had traditional careers until this point and now we get to have a lot of fun, right?

213 00:20:33,300 -> 00:20:45,400 So I worked in finance prior to Marco and now we're finding new hosts and empowering them to, you know, bring their creative passions to new customers such as the folks here.

214 00:20:45,600 -> 00:20:47,000 And so, just a few.

215 00:20:47,000 -> 00:20:49,300 I mean, by the way, I am all for kind of having fun.

216 00:20:49,300 -> 00:20:53,500 We just had a meeting with our team and everyone put on a different ridiculous hat just for no reason.

217 00:20:53,700 -> 00:21:01,900 And that kind of stuff is like silly, but people, you know, got some smiles and you can just bring a little bit of levity to what is normally kind of perhaps a stressful meeting.

218 00:21:01,900 -> 00:21:14,700 But, I mean, just a few in addition to the one that you will see, so I won't cover that one, but there's a brand called Marco ice cream and I found Marco ice cream through a Friend, and they have this kind of global culinary Feast, where they ship you ice cream.

219 00:21:14,800 -> 00:21:15,500 It's delicious.

220 00:21:15,500 -> 00:21:17,100 All the flavors are super interesting.

221 00:21:17,300 -> 00:21:28,500 I am actually going to drop Marco ice cream in the chat, but we just love the name because I love Marco obviously, but that kind of stuff is we have the opportunity.

222 00:21:28,500 -> 00:21:35,000 Now to Shameless plug, we have the opportunity to go find the founder and say, hey, why don't you do an experience?

223 00:21:35,000 -> 00:21:40,100 Tell everyone about the founding story of Marco ice cream, and they kind of play playlist for each.

224 00:21:40,400 -> 00:21:41,000 Ice cream.

225 00:21:41,200 -> 00:21:49,000 And so that's one example, we do everything from kind of plant conversations with this, with this hose called free Plants.

226 00:21:49,300 -> 00:21:54,700 Everything that you would think of we get the opportunity to from that the heavy stuff to the super light stuff.

227 00:21:54,700 -> 00:22:00,900 We get we have the opportunity to bring those hosts on our platform and allow them to show their passions to the world.

228 00:22:00,900 -> 00:22:08,700 So Ryan's asking if every one of us gets a pint of your ice cream there, we should have hit some ice cream.

229 00:22:08,700 -> 00:22:15,100 I think it's the Maybe the next experience event is like will just totally ice cream and ice cream experiment.

230 00:22:15,100 -> 00:22:16,400 Ice cream is absolutely delicious.

231 00:22:16,400 -> 00:22:20,900 And so it's for us was we met we joke with the founders like what a great partnership.

232 00:22:20,900 -> 00:22:22,000 We both love the name worker.

233 00:22:22,000 -> 00:22:22,800 We both love ice cream.

234 00:22:22,800 -> 00:22:25,700 So super fun.

235 00:22:26,000 -> 00:22:29,800 Aaron, are there any other things that your teams are doing?

236 00:22:30,900 -> 00:22:33,500 Yeah, well, obviously we use bonus lie.

237 00:22:34,200 -> 00:22:40,000 So I think that really factors into, you know, feeling of being recognized and rewarded at work.

238 00:22:40,400 -> 00:22:47,300 So another thing that we do we have very active slack channels, you know, we have a dog chat cat chat, hiking chat.

239 00:22:47,400 -> 00:22:48,300 Things like that.

240 00:22:49,600 -> 00:22:52,000 Hmm, and that's good.

241 00:22:52,200 -> 00:22:52,700 Yeah.

242 00:22:53,100 -> 00:22:58,700 It's a we try to get together whenever it's safe and also have any person happy hours.

243 00:22:58,700 -> 00:23:00,000 But yeah.

244 00:23:00,800 -> 00:23:01,600 So good.

245 00:23:01,600 -> 00:23:07,700 Alright, let us move right into Q&A because I can see our virtual Safari guy.

246 00:23:07,700 -> 00:23:09,300 Nate is in the green room.

247 00:23:09,600 -> 00:23:13,100 So let us pull up that first question there, Josh.

248 00:23:14,100 -> 00:23:22,700 From cat, how do you create a sense of belonging and engagement in the workplace without affecting the employees work-life balance?

249 00:23:24,300 -> 00:23:29,700 Good question, answer that.

250 00:23:31,100 -> 00:23:47,900 I think work-life balance has been very important on our team because, you know, it's a time when everybody has a lot of going on outside of work and I think that one of the most important things is to model work-life balance.

251 00:23:48,300 -> 00:23:58,200 So things I do, you know, I try not to work late or I tried to get all my work done within business hours.

252 00:23:58,300 -> 00:24:02,300 And if I do work afterwards, I don't think my team on slack.

253 00:24:02,300 -> 00:24:07,500 I usually schedule the messages or, you know, save it for tomorrow.

254 00:24:10,300 -> 00:24:11,200 Yeah, I guess for us.

255 00:24:11,400 -> 00:24:14,800 I think we try to, and we're still working on this boat leading with flexibility.

256 00:24:14,800 -> 00:24:26,000 So I actually think that now you might, you know, be in Tahoe and want to take a half-day to go skiing and then work late or work on a And to me, that's completely fine.

257 00:24:26,000 -> 00:24:28,000 So long as the work product is great.

258 00:24:28,000 -> 00:24:31,600 And I think there's also an element of not kind of overreaching.

259 00:24:31,600 -> 00:24:41,200 So we started this by talking about, you know, sharing and having the sense of belonging, but also respecting people's boundaries and what they want to keep within their personal life.

260 00:24:41,500 -> 00:24:42,400 They should be able to write.

261 00:24:42,400 -> 00:24:49,300 And I think now there's blurred lines between, you know, personal and professional life because everything's working all the time and every can jump on a zoom meeting whatever.

262 00:24:49,500 -> 00:24:53,900 And, so I think just respecting boundaries is super important as well.

263 00:24:56,200 -> 00:24:57,300 I think that's great.

264 00:24:57,600 -> 00:24:58,200 Great points.

265 00:24:58,200 -> 00:24:58,500 There.

266 00:24:58,500 -> 00:24:59,900 Let us jump right into Kylie's.

267 00:24:59,900 -> 00:25:00,700 Question.

268 00:25:01,600 -> 00:25:05,200 Everyone on our staff is completely covered up by workload.

269 00:25:05,500 -> 00:25:10,100 How can we create bonding connectivity when there's no time for activities?

270 00:25:10,100 -> 00:25:11,700 So, I will jump right into this one.

271 00:25:11,700 -> 00:25:13,000 Actually bonus.

272 00:25:13,000 -> 00:25:23,400 Lee has been an amazing tool for our team, as we're cranking on our work and going meeting to meeting at times were able to recognize one another.

273 00:25:24,000 -> 00:25:25,300 In a really easy way.

274 00:25:25,300 -> 00:25:33,100 So, all of those recognitions actually go into our values, shoutouts lap Channel, and we're always looking at it.

275 00:25:33,100 -> 00:25:38,500 And then what we do is actually call out those shout outs at our weekly all hands.

276 00:25:38,700 -> 00:25:46,700 So we have our All Hands meeting on Friday and part of that run is show is to be able to recognize our team members and some of these things.

277 00:25:46,700 -> 00:25:59,900 So, you know, being able to just get the asynchronous mentions and Figuring out where it's appropriate to bring up the synchronous mentions.

278 00:25:59,900 -> 00:26:00,900 If that makes sense.

279 00:26:01,000 -> 00:26:03,800 Am I think a really good way to cover that?

280 00:26:04,600 -> 00:26:05,600 Any other thoughts.

281 00:26:07,200 -> 00:26:13,800 I guess one thought is for me making the time and prioritizing it from leadership.

282 00:26:13,800 -> 00:26:23,900 And so as an example, we have our company Retreat, coming up in May and in previous Retreats, we have actually worked too much and not that enough creative time or kind of fun.

283 00:26:24,000 -> 00:26:24,600 One time.

284 00:26:24,600 -> 00:26:30,700 And it, what I, what I think is those moments in taking the time, actually pays a lot of dividends because it could be easy to say.

285 00:26:30,800 -> 00:26:31,400 Oh my gosh.

286 00:26:31,400 -> 00:26:36,700 I actually have to, you know, let us push the kind of connectivity experience.

287 00:26:36,700 -> 00:26:42,900 And let us instead just focus on creating the slide deck, but I think it ends up creating business value to do this stuff.

288 00:26:42,900 -> 00:26:44,500 If it's done in the right Cadence, right?

289 00:26:44,500 -> 00:26:46,000 It shouldn't overwhelm folks.

290 00:26:46,000 -> 00:26:53,900 That should be done at the right Cadence, but it actually I think will pay dividends for kind of company and kind of business value and showing that from leadership perspective.

291 00:26:54,100 -> 00:26:54,600 Important.

292 00:26:57,900 -> 00:26:58,600 Awesome.

293 00:26:58,600 -> 00:27:00,100 That I think that's right on.

294 00:27:00,400 -> 00:27:06,400 You know, I think yes, we can get overloaded with work, but we need to make time as Leaders as managers.

295 00:27:06,400 -> 00:27:07,300 We have to make time.

296 00:27:07,300 -> 00:27:11,300 If it's an off-site and your team needs that connectivity, fly him out.

297 00:27:11,400 -> 00:27:17,600 It's worth the investment of that focused energy and time whether it's in person or whether it's virtual, so that is right on?

298 00:27:17,600 -> 00:27:23,600 Okay, we're starting to wrap up with time before our safari guide, but we could take one more question.

299 00:27:24,600 -> 00:27:26,400 Shiloh because it's upvoted.

300 00:27:26,400 -> 00:27:27,100 So high.

301 00:27:27,600 -> 00:27:32,300 How can you comfortably include introverts in culture?

302 00:27:33,000 -> 00:27:34,300 Oh, this is a good question.

303 00:27:36,800 -> 00:27:38,800 I think I have a team of introverts.

304 00:27:39,800 -> 00:27:41,000 I am an introvert myself.

305 00:27:42,100 -> 00:27:52,000 So I think going back to that idea of not necessarily having direct engagement or forcing direct engagement with each other.

306 00:27:52,000 -> 00:28:03,200 I think that you know, kind of creating a space where people can talk to each other or be as open as they want to be or as create the boundaries that they want to create.

307 00:28:03,600 -> 00:28:09,700 But also, you know, making it very known that You know, Association is possible.

308 00:28:09,700 -> 00:28:22,600 It's encouraged whenever you want it and just creating those spaces where we can work as a team together without needing to be in a sort of defensive position.

309 00:28:25,400 -> 00:28:26,400 Yeah, I guess it's funny.

310 00:28:26,400 -> 00:28:28,600 I start off my fun fact because I am a twin brother.

311 00:28:28,600 -> 00:28:36,500 My I am a super extrovert as you write tell if you know, I imagine your expert as well, and he's super introvert, so I can kind of challenge have this challenge my entire life.

312 00:28:36,600 -> 00:28:40,500 It's really kind of, I think having respect for how people operate best.

313 00:28:40,500 -> 00:28:47,500 I think the cool thing is now in this more distributed World, providing spaces, where introverts can speak up if they, if they want in the right.

314 00:28:47,500 -> 00:28:55,800 Setting is perhaps easier because in a purely, we're in a world where you're always in person together the It's might shine, right?

315 00:28:55,800 -> 00:28:58,000 They might be the ones who are always ready to order gold.

316 00:28:58,000 -> 00:29:02,300 So they might only be the ones that are developing on their relationships and extra introverts by not.

317 00:29:02,300 -> 00:29:05,600 So I think creating structuring the space methodically.

318 00:29:05,600 -> 00:29:12,500 I think I totally agree and I think being in a virtual or hybrid circumstance, actually, empowers.

319 00:29:12,600 -> 00:29:24,500 Introverts, to be able to chat to be able to ask the questions that normally if the extroverts in person are like overbearingly asking all the questions, they're able to have their voice heard.

320 00:29:24,600 -> 00:29:30,700 Hurt in a virtual environment and I agree with Samantha what you said, you know, ask people what they want.

321 00:29:30,800 -> 00:29:33,100 And that's where activities like strengths finder.

322 00:29:33,200 -> 00:29:35,700 And getting to know your team members and how they're wired.

323 00:29:35,700 -> 00:29:37,700 Myers Brigg, Enneagram.

324 00:29:37,900 -> 00:29:43,700 All of these personality tests can really help, you get to know your team members and vice versa.

325 00:29:43,700 -> 00:29:47,200 It's important for them to get to you as their leader as well.

326 00:29:47,300 -> 00:29:48,400 So it goes both ways.

327 00:29:49,000 -> 00:29:52,900 Well, these are awesome questions and answers.

328 00:29:52,900 -> 00:29:54,100 Thank you so much.

329 00:29:54,100 -> 00:29:54,500 Sue me.

330 00:29:54,800 -> 00:29:56,700 Aaron for all your insights.

331 00:29:57,900 -> 00:30:03,500 We're going to now bring up Nate our virtual Safari guide.

332 00:30:04,000 -> 00:30:05,900 Join me up on stage to urinate.

333 00:30:08,000 -> 00:30:08,800 He's coming up.

334 00:30:08,800 -> 00:30:09,800 He's coming up.

335 00:30:11,900 -> 00:30:12,400 All right.

336 00:30:12,400 -> 00:30:15,300 Well, if the Beats eyeball waiting for Nate of there you are.

337 00:30:15,900 -> 00:30:18,600 Hello, the flamingos.

338 00:30:20,100 -> 00:30:20,500 Yep.

339 00:30:20,500 -> 00:30:22,300 We're here at the Flamingo Pond.

340 00:30:23,900 -> 00:30:25,100 I love it.

341 00:30:25,300 -> 00:30:25,900 Wow.

342 00:30:26,000 -> 00:30:33,300 So Nate, how long have you been guiding these virtual safaris and maybe in real life safaris as well?

343 00:30:34,200 -> 00:30:34,600 Yeah.

344 00:30:34,900 -> 00:30:43,400 Well, I started here at Safari West in, you know back in 2016 and virtual safaris were something.

345 00:30:43,400 -> 00:30:45,800 None of us ever thought of until last year, of course.

346 00:30:46,900 -> 00:30:55,800 And you know, it's not been an easy time for any of us, but zoos have a very specific problem in that, their overhead can't go.

347 00:30:55,900 -> 00:31:00,900 Go down, you know, we have animals, we have to feed and care for at all times.

348 00:31:01,100 -> 00:31:02,600 And a lot of that.

349 00:31:02,600 -> 00:31:05,200 We do funded by guest experiences.

350 00:31:05,200 -> 00:31:17,800 So when we had no way to bring people to our animals, we decided to bring our animals to them, and that's when we created this virtual Safari program last year.

351 00:31:18,900 -> 00:31:19,900 I love it.

352 00:31:19,900 -> 00:31:22,600 Well, we're all very excited for you to guide us through.

353 00:31:22,600 -> 00:31:24,600 Before we jump into your guide.

354 00:31:24,600 -> 00:31:29,800 We do have a pole So Josh, if you could pull up bar Pole.

355 00:31:31,400 -> 00:31:32,900 What is your favorite animal?

356 00:31:33,000 -> 00:31:39,100 Let us just get a quick feel here to see what everyone's favorite animal is.

357 00:31:40,500 -> 00:31:42,000 I am just going to say my name out loud.

358 00:31:42,000 -> 00:31:43,500 I think I know what my vote would be.

359 00:31:44,900 -> 00:31:45,900 What's yours?

360 00:31:45,900 -> 00:31:47,100 I am glad we started here.

361 00:31:47,900 -> 00:31:48,800 Oh, it's giraffe.

362 00:31:49,800 -> 00:31:50,800 Nice.

363 00:31:51,800 -> 00:31:53,700 All right, what about the elephants?

364 00:31:53,700 -> 00:31:54,100 I have.

365 00:31:54,100 -> 00:31:54,800 We do it.

366 00:31:54,800 -> 00:31:56,500 Tell if it's didn't make it to our poll?

367 00:31:57,600 -> 00:32:04,300 But yeah, it looks like we have got a lot of draft fans and a lot of I love them all fans.

368 00:32:04,300 -> 00:32:06,800 So this is going to be a treat for us.

369 00:32:06,800 -> 00:32:08,100 That is the best answer.

370 00:32:08,100 -> 00:32:08,500 Yeah.

371 00:32:09,600 -> 00:32:09,900 All right, cool.

372 00:32:12,400 -> 00:32:13,600 Thank you very much.

373 00:32:13,900 -> 00:32:18,200 So we're going to profile, three animals that live here at Safari West.

374 00:32:18,200 -> 00:32:18,700 Today.

375 00:32:18,800 -> 00:32:22,500 We're starting off strong with a personal favorite of many of you.

376 00:32:22,500 -> 00:32:25,600 It looks like according to our poll, the flamingo.

377 00:32:26,200 -> 00:32:26,600 Now.

378 00:32:26,600 -> 00:32:27,600 This is a live.

379 00:32:27,600 -> 00:32:28,600 Look right now.

380 00:32:28,600 -> 00:32:30,700 I have got my camera posted right behind us.

381 00:32:30,700 -> 00:32:33,600 Right here, pointed straight into the flamingo habitat.

382 00:32:33,700 -> 00:32:42,100 These are African lesser, flamingos a little smaller in stature than the Caribbean, flamingos that you might see down at Florida, certain time.

383 00:32:42,300 -> 00:32:46,400 Of year, but much more vibrantly colored.

384 00:32:46,400 -> 00:32:48,300 Look at those fluorescent legs.

385 00:32:48,300 -> 00:32:50,100 They're absolutely beautiful.

386 00:32:50,500 -> 00:32:51,700 Now, flamingos.

387 00:32:51,800 -> 00:32:54,200 They get their color much the same way.

388 00:32:54,200 -> 00:32:56,000 A lot of bright red birds.

389 00:32:56,000 -> 00:33:00,100 Do they convert beta-carotene in their diet into paint?

390 00:33:00,100 -> 00:33:01,100 Pigment?

391 00:33:01,200 -> 00:33:06,700 A lot of you may have heard that flamingos are pink because Eat.

392 00:33:20,200 -> 00:33:35,800 It's a beta carotene and them and their bodies can express that beta-carotene as beautiful pink, that Flamingo sticks, its beak.

393 00:33:35,800 -> 00:33:49,600 It's there's a filter inside its peak, the going to catch all of those tiny Christian I mention and that's the way it easy thing else.

394 00:33:49,800 -> 00:33:55,400 Except okay.

395 00:34:06,400 -> 00:34:08,600 That their legs appear to bend backward.

396 00:34:08,600 -> 00:34:10,600 Go in the middle of his leg.

397 00:34:11,000 -> 00:34:12,000 There were it is an ankle.

398 00:34:12,000 -> 00:34:23,400 It's not an e, it's an ankle and it's kind of like when you stand on your tiptoes and your heel is right off the ground.

399 00:34:23,400 -> 00:34:26,199 That's like the joint in the middle of their leg.

400 00:34:27,600 -> 00:34:31,600 Yeah, but let us see.

401 00:34:33,699 -> 00:34:34,199 From here.

402 00:34:34,199 -> 00:34:37,199 It looks like we might have some questions coming in.

403 00:34:37,300 -> 00:34:40,900 I can take some questions on flamingos, if anybody's got some.

404 00:34:50,300 -> 00:34:55,199 If not, if we don't have any questions, I can roll right on through to our next animal.

405 00:34:55,199 -> 00:34:55,600 Here.

406 00:34:56,199 -> 00:34:58,900 We have another one that I want to feature today.

407 00:34:59,200 -> 00:35:00,900 Its habitat is brand-new.

408 00:35:00,900 -> 00:35:02,300 We just built it.

409 00:35:03,000 -> 00:35:03,700 I will give you a hint.

410 00:35:03,700 -> 00:35:04,400 What they are.

411 00:35:04,800 -> 00:35:07,600 What is the pig with the longest legs in the world?

412 00:35:08,200 -> 00:35:09,200 It's the warthog.

413 00:35:09,500 -> 00:35:14,000 We have a beautiful habitat that we just built right over here nigiri and her daughter.

414 00:35:14,000 -> 00:35:14,400 Lucy.

415 00:35:14,400 -> 00:35:19,400 Just moved in, and I am going to go ahead and pivot my camera, and we're going to do something really.

416 00:35:19,600 -> 00:35:22,500 Fine, we're going to feed the warthogs together.

417 00:35:22,800 -> 00:35:24,100 So just a moment here.

418 00:35:24,200 -> 00:35:25,700 We're going to Pivot the camera.

419 00:35:37,900 -> 00:35:39,300 All right.

420 00:35:39,700 -> 00:35:41,100 There's our habitat.

421 00:35:41,800 -> 00:35:45,700 We're going to head right over to that fence, and we're going to try to feed some warthogs today.

422 00:35:56,200 -> 00:35:56,800 A big help.

423 00:36:00,000 -> 00:36:01,600 They're going to move to the other side for me.

424 00:36:19,200 -> 00:36:24,800 All right, here are our beautiful warthogs.

425 00:36:25,800 -> 00:36:26,100 Again.

426 00:36:26,100 -> 00:36:33,700 This is nigiri and Lucy right here mother-daughter pair, and we're going to step right up to the fence here.

427 00:36:34,600 -> 00:36:35,800 We're going to feed them together.

428 00:36:36,200 -> 00:36:37,000 Hey ladies.

429 00:36:41,000 -> 00:36:42,300 Are you a little frightened?

430 00:36:43,800 -> 00:36:46,300 Let us bring it back over with some of their favorite treats here.

431 00:36:46,300 -> 00:36:50,700 We have got some romaine lettuce, which is an absolute favorite of theirs.

432 00:36:55,900 -> 00:36:56,800 Nigerien Lucy.

433 00:36:56,800 -> 00:37:00,800 Only moved into this habitat about a month and a half ago.

434 00:37:01,200 -> 00:37:01,800 Previously.

435 00:37:01,800 -> 00:37:07,100 They were living back off stage another out front and center where I guess can come and see them.

436 00:37:10,000 -> 00:37:11,800 You guys back for some tasty treats?

437 00:37:13,300 -> 00:37:14,300 There we go.

438 00:37:14,900 -> 00:37:17,200 One of the things that makes warthogs different from other.

439 00:37:17,200 -> 00:37:21,400 Pigs is a Tusk where hogs have these big gigantic tusks.

440 00:37:22,100 -> 00:37:23,700 You can see them right here.

441 00:37:23,900 -> 00:37:25,300 They are modified teeth.

442 00:37:25,300 -> 00:37:32,100 That grow way out of the sides of the mouth, that can be used to defend themselves from big predators.

443 00:37:33,300 -> 00:37:46,000 They are one of the fastest members of the hog family top speed on these little warthogs is about 35 miles per hour, which I know blew my mama, and when I first heard it, because that's just crazy fast.

444 00:37:46,900 -> 00:37:48,000 They are.

445 00:37:49,200 -> 00:37:54,300 Well fast enough to get away from things that might want to eat them, which is a really important thing for him.

446 00:37:55,000 -> 00:37:55,900 Oh, hi Lucy.

447 00:37:57,500 -> 00:37:58,900 I am glad you guys warmed up to me.

448 00:37:58,900 -> 00:38:00,700 There, you made me nervous for a second.

449 00:38:02,500 -> 00:38:02,800 Now.

450 00:38:03,500 -> 00:38:04,100 One reason.

451 00:38:04,100 -> 00:38:15,300 I always feel the need to stand up for the warthog, is I think they get a pretty bad reputation as being animals, that are not cleaned and I don't know why people look down on them for this.

452 00:38:15,500 -> 00:38:18,000 Yes, they spend all day rolling around in the mud.

453 00:38:18,000 -> 00:38:20,900 But you might do, if you were a hog.

454 00:38:21,300 -> 00:38:23,600 You see members of the hog and pig family.

455 00:38:23,800 -> 00:38:27,200 One thing that makes them all similar is that they Cannot.

456 00:38:45,100 -> 00:38:48,500 They're very, very happy with their new home over here.

457 00:38:48,700 -> 00:38:55,300 And if they will stay by the fence, I will come back to my station here and see if we got any questions coming through.

458 00:38:56,500 -> 00:38:57,300 All right.

459 00:38:59,900 -> 00:39:02,200 I will look at those adorable pigs.

460 00:39:04,500 -> 00:39:07,100 Lucy and particular is very energetic.

461 00:39:07,100 -> 00:39:07,700 You guys might notice.

462 00:39:07,700 -> 00:39:08,700 They have a sort of Moe.

463 00:39:29,200 -> 00:39:43,600 All together, I think they deserve a little more credit than they get who do parents and children separate or do they stay together their whole life, you know that the female Offspring will stick around with the family for a while.

464 00:39:44,100 -> 00:39:48,300 The male offspring will typically go out and do their own saying once they reach adulthood.

465 00:39:49,000 -> 00:39:50,600 So yeah, great question.

466 00:39:50,600 -> 00:39:51,500 Thank you, Kylie.

467 00:39:52,500 -> 00:39:54,400 All right, let us get over here.

468 00:39:58,500 -> 00:40:02,100 Elizabeth I am glad the Lion King's is popular in your house as it is in mind.

469 00:40:02,100 -> 00:40:03,200 Love that movie.

470 00:40:03,300 -> 00:40:05,900 Absolutely Lucy.

471 00:40:06,000 -> 00:40:06,900 Where'd you go here?

472 00:40:06,900 -> 00:40:08,400 Let me get her back on camera.

473 00:40:09,200 -> 00:40:11,800 Oh, Lucy went and hid behind a tree, but we can get her mom.

474 00:40:11,800 -> 00:40:12,600 This is nigiri.

475 00:40:12,600 -> 00:40:13,800 She's beautiful too.

476 00:40:14,400 -> 00:40:15,800 Let us get nice and close.

477 00:40:20,700 -> 00:40:24,200 Now nigiri and Lucy are going to get a neighbor very soon.

478 00:40:24,200 -> 00:40:25,800 In the next couple of weeks.

479 00:40:25,800 -> 00:40:33,300 I Love Lucy to Colleen and that new neighbor is going to be our male warthog, whose name is pig Nuit.

480 00:40:33,400 -> 00:40:40,900 I wish I could show you guys him today, but sadly, he still lives backstage, and he's getting introduced to the new habitat and very, very soon.

481 00:40:41,100 -> 00:40:42,900 I know great name, right?

482 00:40:44,100 -> 00:40:44,500 Yeah.

483 00:40:45,900 -> 00:40:48,800 The girls came out here first, and they're doing great.

484 00:40:48,800 -> 00:40:50,300 They absolutely love it.

485 00:40:51,100 -> 00:40:56,100 That what they really love is they have a lot of new neighbors, you know.

486 00:40:56,100 -> 00:40:56,800 Backstage.

487 00:40:56,800 -> 00:40:58,200 It was just warthog town.

488 00:40:58,400 -> 00:41:01,700 But out here they live next to a lot of really neat creatures.

489 00:41:02,100 -> 00:41:15,600 One of their neighbors being The giraffe, some of my personal favorites.

490 00:41:15,900 -> 00:41:17,500 The giraffe now.

491 00:41:17,800 -> 00:41:20,100 Did you guys enjoy feeding the warthogs with me?

492 00:41:20,100 -> 00:41:20,800 Was that fun?

493 00:41:22,400 -> 00:41:25,900 Cool, would you guys like to do the same with the giraffe right now?

494 00:41:27,800 -> 00:41:28,300 Awesome.

495 00:41:28,300 -> 00:41:28,800 Okay.

496 00:41:29,200 -> 00:41:33,300 I have got some of our giraffes favorite food, leaves of the acacia tree.

497 00:41:35,600 -> 00:41:38,500 I have a very large bundle of it actually.

498 00:41:38,700 -> 00:41:41,200 And we're going to go see if we can get their attention.

499 00:41:42,000 -> 00:41:42,700 Alright.

500 00:41:49,900 -> 00:41:50,700 Hey everybody.

501 00:41:50,900 -> 00:41:52,300 I got your favorite snack.

502 00:41:56,800 -> 00:41:57,900 Let us see here.

503 00:42:04,700 -> 00:42:06,000 Oh, well, hi there.

504 00:42:07,100 -> 00:42:07,900 This is little o.

505 00:42:07,900 -> 00:42:11,100 Be obese about a year and a half.

506 00:42:11,100 -> 00:42:12,500 Two years old.

507 00:42:17,000 -> 00:42:19,000 And this is little baby Leon.

508 00:42:19,000 -> 00:42:20,800 Who's not a baby anymore?

509 00:42:20,900 -> 00:42:21,200 Guys.

510 00:42:21,200 -> 00:42:23,700 She's got to be close to two now as well.

511 00:42:23,700 -> 00:42:27,500 And I am you have got to see me next to them.

512 00:42:27,500 -> 00:42:27,800 Right?

513 00:42:27,800 -> 00:42:29,100 For one and two year olds.

514 00:42:29,100 -> 00:42:32,300 These are gigantic giraffe are never small.

515 00:42:32,300 -> 00:42:37,700 At any point in the life cycle, giraffe are born, six feet tall and about 100 pounds.

516 00:42:37,700 -> 00:42:46,700 They are huge gigantic enormous babies and their wobbly little things, but they usually up and walking in about 30 minutes or less.

517 00:42:46,900 -> 00:42:47,700 For their born.

518 00:42:49,800 -> 00:42:51,900 And then after that, you may have guessed.

519 00:42:51,900 -> 00:43:00,300 They almost double in size and the first year Gotta Be This Tall making me feel real short over here.

520 00:43:00,500 -> 00:43:02,300 Now again, we do have their favorite food over here.

521 00:43:02,300 -> 00:43:03,600 These are leaves of the acacia tree.

522 00:43:03,600 -> 00:43:07,500 We grow this here at Safari West because we know how much the giraffe love it.

523 00:43:07,800 -> 00:43:10,000 Of course, you know, we have about 900 animals here.

524 00:43:10,000 -> 00:43:12,700 We can't grow enough on our 400 Acres, defeat everything.

525 00:43:12,900 -> 00:43:15,500 But as many of their favorite treats that we can grow.

526 00:43:15,500 -> 00:43:18,500 We do try to hear that guys.

527 00:43:22,000 -> 00:43:23,200 Look at that tongue.

528 00:43:23,400 -> 00:43:25,400 Did you guys know that the giraffe has a tongue?

529 00:43:25,400 -> 00:43:28,900 That is almost an inch long for every foot tall that they are?

530 00:43:29,200 -> 00:43:32,900 That means a full-grown giraffe at you know, 15 to 18 feet.

531 00:43:32,900 -> 00:43:36,300 Tall has a tongue that is 15 to 18 inches long.

532 00:43:36,700 -> 00:43:41,800 It is also prehensile, which means they can wrap it around things and pick them up.

533 00:43:41,800 -> 00:43:44,500 Kind of like you're seeing them do with our branches here.

534 00:43:47,200 -> 00:43:48,100 We want another one.

535 00:43:48,300 -> 00:43:49,600 I am still chewing up there.

536 00:43:50,300 -> 00:43:51,500 Something that's always blown.

537 00:43:51,500 -> 00:43:55,100 My mind is the number of bones that the giraffe has in its neck.

538 00:43:55,600 -> 00:44:00,500 You may know this, but human beings us, we have seven vertebrae in our neck.

539 00:44:00,500 -> 00:44:08,200 That these little bone discs, that hold our spine together and shockingly, enough giraffe have the same.

540 00:44:08,200 -> 00:44:12,200 Number giraffe, also have seven vertebrae in their neck.

541 00:44:12,200 -> 00:44:14,800 Only, whereas ours are these little bone discs.

542 00:44:14,800 -> 00:44:18,200 There's are these giant Antic phone logs.

543 00:44:20,300 -> 00:44:22,700 Well, it looks like we might have a third coming to join us.

544 00:44:22,700 -> 00:44:24,700 This is tarah over here.

545 00:44:24,800 -> 00:44:26,300 Hey, Tara, how we do?

546 00:44:27,800 -> 00:44:29,100 Would you like a snack?

547 00:44:34,500 -> 00:44:35,800 We're going to think about it.

548 00:44:39,400 -> 00:44:41,300 We're actually doing this a little bit special.

549 00:44:41,300 -> 00:44:43,500 I am not sure if you notice they're a little hesitant.

550 00:44:43,600 -> 00:44:46,900 We have actually not done giraffe meetings in this location before.

551 00:44:47,200 -> 00:44:49,100 But special for our presentation today.

552 00:44:49,100 -> 00:44:56,900 We thought we'd try this out and at least a little one, the one and two year, olds seem to be enjoying the new spot over here.

553 00:44:58,100 -> 00:45:04,000 I should mention, the giraffe has one of the largest hearts of any land mammal on planet Earth.

554 00:45:04,000 -> 00:45:06,300 A giraffe heart is on average.

555 00:45:07,000 -> 00:45:11,800 Around 25 pounds, which is absolutely gigantic.

556 00:45:12,300 -> 00:45:14,300 But there's a good reason, it's that big.

557 00:45:14,600 -> 00:45:15,900 What is the hearts main job.

558 00:45:15,900 -> 00:45:20,900 It's pumping blood throughout the body and particularly from the chest to the brain on this animal.

559 00:45:20,900 -> 00:45:22,800 That's a distance of six to seven feet.

560 00:45:22,800 -> 00:45:24,000 That's a big job.

561 00:45:24,000 -> 00:45:30,000 That requires a very big heart and that's part of the reason why the drafts heart is as large as it is.

562 00:45:34,200 -> 00:45:36,700 Alright, I am going to try to stick some of these in the fence here.

563 00:45:37,300 -> 00:45:41,400 Keep them occupied and step back to you guys and get some more questions here.

564 00:45:43,200 -> 00:45:47,800 Let us just make sure they get plenty of snacks because they certainly deserve it.

565 00:45:47,900 -> 00:45:49,200 They have been great.

566 00:45:55,900 -> 00:45:56,800 All right.

567 00:46:00,800 -> 00:46:01,800 Excellent.

568 00:46:03,100 -> 00:46:04,100 All right.

569 00:46:11,400 -> 00:46:16,000 Okay, it looks like we did have some questions role in first one.

570 00:46:16,000 -> 00:46:20,100 I am seeing here Colleen would like to like me to explain the nubbins.

571 00:46:20,400 -> 00:46:24,600 If you're referring to the little things that stick up out of the top of the giraffe's head.

572 00:46:24,600 -> 00:46:26,000 Those are called ossicones.

573 00:46:26,000 -> 00:46:29,400 And you know what I should do zoom out just a little bit.

574 00:46:30,000 -> 00:46:31,000 So you guys are seeing them.

575 00:46:31,200 -> 00:46:32,100 Let us see here.

576 00:46:35,300 -> 00:46:35,900 There we go.

577 00:46:35,900 -> 00:46:37,300 That probably ought to do it.

578 00:46:38,400 -> 00:46:39,300 There we go.

579 00:46:39,800 -> 00:46:45,400 So the giraffe has a horn like structure that sticks up out of the top of their head.

580 00:46:45,700 -> 00:46:48,300 It is called a gnostic own, which is a word.

581 00:46:48,400 -> 00:46:49,000 I didn't know.

582 00:46:49,000 -> 00:46:56,700 Before I started working here, six years ago, but also cones are like a horn, but they're covered in skin and fur giraffe.

583 00:46:56,700 -> 00:46:59,700 Were one of only two animals on the planet that have them.

584 00:47:00,100 -> 00:47:04,500 The other one being called the Okapi, lesser-known forest, animal.

585 00:47:04,500 -> 00:47:07,400 That comes from like deep in the Congo rain-forest.

586 00:47:07,900 -> 00:47:08,100 Now.

587 00:47:08,800 -> 00:47:10,200 What are they useful for?

588 00:47:11,100 -> 00:47:13,100 Have you ever seen a giraffe bike with one another?

589 00:47:13,600 -> 00:47:16,200 If you haven't it's absolutely wild.

590 00:47:16,200 -> 00:47:18,600 It's called necking to giraffe.

591 00:47:18,600 -> 00:47:20,300 Will walk up side by side.

592 00:47:20,300 -> 00:47:35,600 They will press the sides of their bodies against each other, and they will swing their heads in next to each other, as hard as they can use their head, almost like a wrecking ball to strike one another and that's as far as we know what they're useful for.

593 00:47:36,400 -> 00:47:41,700 Now along with that, I always love to mention this fighting style might be.

594 00:47:41,700 -> 00:47:45,200 Why giraffe or so Tall part of me.

595 00:47:45,200 -> 00:47:50,900 If you grew up like me in school, you learned that giraffe or tall to eat leaves from the tallest trees.

596 00:47:51,700 -> 00:48:02,600 Well, that might not be the reason you know, the funny thing about animal Science Biology is that the new research comes out every single year and everything?

597 00:48:02,600 -> 00:48:06,000 We learn about one animal changes, what we thought we might have known about another.

598 00:48:06,400 -> 00:48:15,800 So a few years back, biologists noticed this really cool Critter called the gerenuk and the gerenuk are an antelope that has learned to stand on.

599 00:48:15,800 -> 00:48:18,100 Its hind legs to reach higher.

600 00:48:18,100 -> 00:48:28,300 Branches in a tree not as tall a branch is a giraffe but still higher branches by standing on hind legs if that's something that's possible for a four-legged animal.

601 00:48:29,100 -> 00:48:34,800 Why then would the giraffe develop a 6-foot neck Instead, This one seemed easier than the other.

602 00:48:35,400 -> 00:48:38,300 So we don't For sure, but it led us to start questioning.

603 00:48:38,600 -> 00:48:44,900 Could there be another reason why the giraffe has such a long neck and that fighting style might be it?

604 00:48:45,300 -> 00:48:49,900 You see male giraffe fight over mates to female giraffe by swinging their necks at each other.

605 00:48:50,400 -> 00:49:03,500 If that's the case, doesn't it stand to reason that the Giraffe with the longest, strongest neck might win the most fights and if that's the case, wouldn't the Giraffe with the longest neck produce the most Offspring every generation.

606 00:49:04,200 -> 00:49:05,900 Maybe that's why giraffe are so tall.

607 00:49:06,300 -> 00:49:08,300 Or maybe it's the eating leaves from trees thing.

608 00:49:08,400 -> 00:49:09,600 Or maybe it's a third thing.

609 00:49:09,600 -> 00:49:13,200 That some young person today will grow up to learn about them to be teaching.

610 00:49:13,200 -> 00:49:13,700 All of us.

611 00:49:13,700 -> 00:49:14,200 One day.

612 00:49:14,700 -> 00:49:16,400 That's the fun thing about studying animals.

613 00:49:19,100 -> 00:49:20,000 Let us see.

614 00:49:20,600 -> 00:49:21,800 Oh Ryan, you nailed it.

615 00:49:21,800 -> 00:49:23,400 Ossicones right there in the chat.

616 00:49:23,400 -> 00:49:23,900 Thank you.

617 00:49:24,500 -> 00:49:25,100 Let us see.

618 00:49:25,600 -> 00:49:26,300 Alexandria.

619 00:49:26,300 -> 00:49:29,300 Okapi, babies are the cutest things I have ever seen.

620 00:49:29,300 -> 00:49:30,100 They are great.

621 00:49:30,200 -> 00:49:32,700 Danielle do asks a great question.

622 00:49:32,700 -> 00:49:34,800 Do they sleep standing up?

623 00:49:35,200 -> 00:49:36,100 Yes, director.

624 00:49:36,200 -> 00:49:39,200 Do sleep standing up, can they sleep sitting down?

625 00:49:39,200 -> 00:49:43,100 Sure, they can but it puts him in a really vulnerable position.

626 00:49:43,500 -> 00:49:59,600 Giraffe takes so long to exit a seated position that if a lion comes Upon A seated giraffe that giraffes in really big trouble, right then and there but giraffe are capable of sleeping standing up.

627 00:49:59,700 -> 00:50:02,400 So in most cases, that's what they're going to do because that's what safer.

628 00:50:03,900 -> 00:50:04,700 All right.

629 00:50:05,000 -> 00:50:09,100 Boo, and it looks like MJ managed to share some footage of giraffe necking.

630 00:50:09,100 -> 00:50:10,200 Thank you so much for that.

631 00:50:10,200 -> 00:50:12,600 It's always great to have a visual representation.

632 00:50:13,500 -> 00:50:14,500 And sure Danielle.

633 00:50:14,500 -> 00:50:15,800 You can keep calling them nubbins.

634 00:50:15,800 -> 00:50:16,600 That's fine.

635 00:50:17,100 -> 00:50:18,700 How did they not get tired sleeping?

636 00:50:20,600 -> 00:50:22,100 No one's ever asked me that question.

637 00:50:22,400 -> 00:50:24,300 That's a good question actually.

638 00:50:27,000 -> 00:50:27,900 All right, cool.

639 00:50:28,500 -> 00:50:33,300 Well while we're here, I am just going to share a couple more my favorite giraffe facts with you guys.

640 00:50:33,300 -> 00:50:36,900 And if you have any other questions, please feel free to put them in the chat here.

641 00:50:37,500 -> 00:50:42,200 One thing I always love to share is that the giraffe can kick tremendously hard.

642 00:50:42,600 -> 00:50:47,900 If you just have what we did to go off of, you would probably consider the giraffe a gentle giant.

643 00:50:48,000 -> 00:50:50,100 And for the most part.

644 00:50:50,300 -> 00:50:54,300 They really are, but just like any other animal that's life is threatened.

645 00:50:54,300 -> 00:50:57,000 The fight or flight response kicks in, and they're fast.

646 00:50:57,000 -> 00:50:58,900 They can run like 35 miles per hour.

647 00:50:59,000 -> 00:51:03,700 So maybe flight is the option but if fighting is the option, the giraffe delivers a kick.

648 00:51:03,700 -> 00:51:08,400 So powerful that if it kicks a lion in the head, it will not just kill that lion.

649 00:51:08,700 -> 00:51:13,700 It could very well shatter that Lion's skull which is just wild.

650 00:51:14,100 -> 00:51:16,400 So don't ever think the giraffes a pushover.

651 00:51:16,400 -> 00:51:19,300 They can take some pretty serious predators in a fight.

652 00:51:20,200 -> 00:51:21,000 Now, let us see.

653 00:51:22,000 -> 00:51:25,100 Jade asks, how do we tell them apart?

654 00:51:25,400 -> 00:51:26,300 Great question.

655 00:51:27,000 -> 00:51:27,500 Frankly.

656 00:51:27,500 -> 00:51:30,100 It's because we have been spending so much time with them.

657 00:51:30,500 -> 00:51:34,000 I mean, for one every giraffe has a unique spot pattern.

658 00:51:34,000 -> 00:51:34,800 No, two are alike.

659 00:51:34,800 -> 00:51:36,200 They're like human fingerprints.

660 00:51:36,200 -> 00:51:43,200 So if you have a favorite giraffe, you could sort of memorize what its pattern looks like, for example, we have a giraffe that's got one.

661 00:51:43,200 -> 00:51:50,100 Perfect heart-shaped spot on her butt, and we know that one is Kasia because of that.

662 00:51:50,200 -> 00:51:50,700 Spot.

663 00:51:50,700 -> 00:51:53,200 Now unfortunately, she's hanging out in the barn today.

664 00:51:53,200 -> 00:51:55,500 So I can't show you guys her right now.

665 00:51:55,900 -> 00:52:02,500 But yeah, if you have got a favorite spot, look for easily or a favorite drop, look for easily identifiable spots and that's a great way to figure out.

666 00:52:02,500 -> 00:52:04,700 Who's who Samantha asks.

667 00:52:04,700 -> 00:52:06,300 What is my favorite part of my job?

668 00:52:07,000 -> 00:52:10,800 What I just did with you guys feeding the giraffe.

669 00:52:11,100 -> 00:52:12,300 It is the most fun.

670 00:52:12,300 -> 00:52:18,400 I think they're the most fascinating animals and I love getting to share my favorite things about them with folks, like you.

671 00:52:18,400 -> 00:52:20,000 So that's probably my favorite thing.

672 00:52:22,100 -> 00:52:25,400 Alicia asks, are they Anjali?

673 00:52:25,400 -> 00:52:30,600 It's and have a modified me, it acts like a shelf allows for standing for long periods of time.

674 00:52:30,700 -> 00:52:34,400 So yes, you know, I can't speak to the knee thing as much.

675 00:52:34,400 -> 00:52:36,100 I am not quite sure how that works.

676 00:52:37,100 -> 00:52:38,700 But yeah, you are, right.

677 00:52:38,700 -> 00:52:39,300 They are Anjali.

678 00:52:39,300 -> 00:52:42,700 It's and it sounds like you might know better than me how their knees works.

679 00:52:42,700 -> 00:52:44,700 So, thank you for sharing that with the group.

680 00:52:45,200 -> 00:52:47,100 What is the life expectancy of a giraffe?

681 00:52:47,300 -> 00:52:50,000 We're talking about 18 years ish in the wild.

682 00:52:50,500 -> 00:52:51,900 Longer under human care.

683 00:52:52,200 -> 00:52:57,700 Our oldest giraffe right now is jamala, and she's about 26, and she's by no means a record breaker.

684 00:52:57,700 -> 00:53:00,800 I think the oldest one in the United States right now is 31.

685 00:53:02,600 -> 00:53:05,200 Alright from Pom-Pom.

686 00:53:05,200 -> 00:53:07,000 How much do they eat in a day?

687 00:53:08,500 -> 00:53:09,300 It's a lot.

688 00:53:09,400 -> 00:53:15,000 I mean, they grow to what, like to 3,000 pounds by eating nothing but a beliefs that takes a lot of leaves.

689 00:53:15,300 -> 00:53:17,500 I don't have a number on a deck.

690 00:53:18,000 -> 00:53:18,300 Really?

691 00:53:18,300 -> 00:53:20,100 How many pounds of food they eat a day?

692 00:53:20,200 -> 00:53:23,300 I know our Rhino seat about 100 pounds of food every day, and I can't imagine.

693 00:53:23,300 -> 00:53:25,800 It's nearly that much but it's a large number.

694 00:53:26,800 -> 00:53:27,500 Let us see.

695 00:53:30,000 -> 00:53:35,100 So, if the giraffe has a gnarly kick, would it be more dangerous for you to be in the warthog area or the De rap area?

696 00:53:35,200 -> 00:53:37,600 That is an interesting question Jade.

697 00:53:39,400 -> 00:53:45,300 It's probably going to be it depends on the individual, you know, just like in terms of people.

698 00:53:45,600 -> 00:53:52,700 There's people that are a little bit, you know, shorter tempered, then others with animals.

699 00:53:52,700 -> 00:53:54,700 There are some that are shorter temper than others.

700 00:53:54,700 -> 00:54:01,900 So if it's my choice between a friendly giraffe and a grumpy War Of course, I want to be out with the friendly giraffe.

701 00:54:02,200 -> 00:54:06,300 If it's the other way around, then I want to be in the other habitat there.

702 00:54:06,900 -> 00:54:08,400 So tricky question to answer.

703 00:54:08,400 -> 00:54:11,400 I think it all would have to come down to the individuals temperament.

704 00:54:11,400 -> 00:54:13,000 Not necessarily the species.

705 00:54:16,400 -> 00:54:17,400 How much sleep do they need?

706 00:54:17,400 -> 00:54:19,600 Not a lot, not a lot of sleep.

707 00:54:20,800 -> 00:54:21,900 The in the wild.

708 00:54:22,400 -> 00:54:27,200 They think they spent roughly 15 to 20 hours a day, eating and foraging.

709 00:54:27,900 -> 00:54:29,300 That does not leave a lot of time.

710 00:54:29,400 -> 00:54:32,200 I am left over for Sleep who names them.

711 00:54:32,200 -> 00:54:37,900 Their Keepers, do the folks that you know, help them, give birth folks that feed them every day.

712 00:54:37,900 -> 00:54:39,500 The folks that help them with vet care.

713 00:54:39,500 -> 00:54:40,500 If they need it.

714 00:54:40,700 -> 00:54:45,200 The ones that are here holidays weekends, all this time.

715 00:54:45,200 -> 00:54:46,500 Making sure they're happy and healthy.

716 00:54:46,600 -> 00:54:51,100 They definitely are in the right to name them and that's who gets to, alright.

717 00:54:53,200 -> 00:54:54,700 Colleen will stick with flamingos.

718 00:54:54,700 -> 00:54:55,800 All right, fair enough.

719 00:54:56,400 -> 00:54:59,400 Well, thank you guys so much for your questions.

720 00:54:59,900 -> 00:55:04,500 I had an absolutely great time showing you three of my favorite animals here.

721 00:55:04,500 -> 00:55:06,500 I hope you enjoyed getting to feed them with me.

722 00:55:07,200 -> 00:55:08,200 It's a lot of fun for me.

723 00:55:08,200 -> 00:55:09,900 I hope it was a lot of fun for you.

724 00:55:10,600 -> 00:55:14,100 And if you want to know more about us, we are Safari West on.

725 00:55:14,100 -> 00:55:17,000 You can look us up and come on out and see us sometime.

726 00:55:17,000 -> 00:55:18,000 If you're interested.

727 00:55:18,600 -> 00:55:19,500 Amazing.

728 00:55:19,500 -> 00:55:21,100 Thank you so much Nate.

729 00:55:21,600 -> 00:55:22,300 Thanks for dropping.

730 00:55:22,500 -> 00:55:24,900 All the knowledge on the animals as well.

731 00:55:25,000 -> 00:55:26,300 Really appreciate it.

732 00:55:26,500 -> 00:55:27,200 All right.

733 00:55:27,200 -> 00:55:33,400 Well that wraps up our time, and we are so happy that each of you are able to be part of this.

734 00:55:33,600 -> 00:55:44,500 Now, note that this took place on welcome, which is our employee event platform, and we can enable and supercharge, these type of experiences pretty easily.

735 00:55:44,500 -> 00:55:48,100 If any of you are interested, feel free to connect with us.

736 00:55:48,200 -> 00:55:56,900 And in the meantime, I do have a lounge room open, so go ahead and click on the tab above and if you're still around, would love to chat.

737 00:55:56,900 -> 00:56:00,000 And let us share some flamingos facts together.

738 00:56:00,200 -> 00:56:03,700 Check out our next events coming up in April, actually, next week.

739 00:56:03,700 -> 00:56:07,800 We have got jobin Webb, who is the American Idol?

740 00:56:07,800 -> 00:56:10,900 Top finalists who's doing a special acoustic session?

741 00:56:10,900 -> 00:56:11,900 That's next Wednesday.

742 00:56:12,100 -> 00:56:16,200 So check out our events page and I hope to see you then.

743 00:56:16,500 -> 00:56:16,900 All right.

744 00:56:16,900 -> 00:56:18,900 Y'all have a wonderful day.

745 00:56:19,400 -> 00:56:19,600 See.

1 00:06:46,600 -> 00:06:48,800 Hello, everyone.

2 00:06:48,800 -> 00:06:50,500 Welcome to welcome.

3 00:06:50,500 -> 00:07:02,400 I am Gina the head of marketing of welcome, and we are so glad that you are here joining us today for a very special acoustic session with American Idols.

4 00:07:02,400 -> 00:07:03,000 Top 10.

5 00:07:03,000 -> 00:07:05,100 Finalists Joven web.

6 00:07:05,100 -> 00:07:07,100 So, I am looking in chat right now.

7 00:07:07,100 -> 00:07:09,800 Wow, it's so great to see all of you.

8 00:07:09,800 -> 00:07:11,800 We got Jennifer from Frederick.

9 00:07:11,800 -> 00:07:15,800 Hello, Florida, California, Berkeley, San Diego, Portland.

10 00:07:16,700 -> 00:07:20,700 In New Jersey, Puerto Rico Chicago, this is awesome.

11 00:07:20,800 -> 00:07:22,600 We're all going to be experiencing this together.

12 00:07:22,600 -> 00:07:25,000 No matter where you are Coast to Coast.

13 00:07:25,200 -> 00:07:29,300 We're hanging out, and we're excited that you're here with us.

14 00:07:29,300 -> 00:07:37,200 So before we jump into a special interview with jobin and his session note that you are on welcome.

15 00:07:37,200 -> 00:07:47,600 This is our virtual hybrid experience platform, and we are powering both buyer journey and A journey events.

16 00:07:47,600 -> 00:07:55,400 And so, we hope that today, you will be able to walk away to experience what we get to experience and enjoy every day here on welcome.

17 00:07:55,400 -> 00:08:00,100 So with that note that you have got the help chat to the right.

18 00:08:00,100 -> 00:08:03,300 If you got any technical issues, feel free to drop them there.

19 00:08:03,500 -> 00:08:11,100 And if you have got some specific questions that you want to ask Joven, then drop them in Q&A, and we can upvote those as well.

20 00:08:11,600 -> 00:08:16,500 We have also got some amazing giveaways from our partner.

21 00:08:16,700 -> 00:08:25,900 Lupin tie will have MK up in a little bit at the end, but they're giving away a hundred dollar, a 75 dollar and a fifty dollar giveaway.

22 00:08:25,900 -> 00:08:35,299 So if we're going to raffle those off, at the end of the event, go ahead and click on the tab above where it says, giveaway and feel free to fill in your information.

23 00:08:35,299 -> 00:08:38,100 And we're going to do a random select at the end of the event.

24 00:08:38,600 -> 00:08:39,400 All right.

25 00:08:39,400 -> 00:08:42,299 So with that lets actually bring up.

26 00:08:42,299 -> 00:08:43,500 Oh, here, the pull.

27 00:08:43,500 -> 00:08:44,600 Thank you, Jessica.

28 00:08:44,600 -> 00:08:46,400 Jessica is my amazing.

29 00:08:46,600 -> 00:08:48,200 Producer in The Green Room.

30 00:08:48,400 -> 00:08:55,500 Let me give it up for you because she's making it happen on the ones and twos every event.

31 00:08:55,700 -> 00:08:57,400 So everyone put place your votes.

32 00:08:57,600 -> 00:09:00,800 What is your favorite style of music?

33 00:09:01,300 -> 00:09:05,500 And I know we have just got a select few here, but Blues Jazz country rock.

34 00:09:05,700 -> 00:09:09,400 We got a lot of folks that are vibing with the rock.

35 00:09:09,900 -> 00:09:10,400 Okay?

36 00:09:10,800 -> 00:09:11,800 Shift it up.

37 00:09:12,100 -> 00:09:14,300 Equalizing here with jazz and Country.

38 00:09:14,400 -> 00:09:16,400 All right, with that, I want to bring up.

39 00:09:16,800 -> 00:09:25,700 Joven web because his sound is a combination of all of those nouns.

40 00:09:26,000 -> 00:09:28,100 So Joven, join me right now.

41 00:09:28,100 -> 00:09:28,900 Come on up.

42 00:09:29,900 -> 00:09:31,200 Hello.

43 00:09:31,600 -> 00:09:32,300 How's it going?

44 00:09:32,900 -> 00:09:34,500 It's so good to see you.

45 00:09:35,500 -> 00:09:35,800 Sam.

46 00:09:35,800 -> 00:09:37,100 To be a very happy to be here.

47 00:09:37,300 -> 00:09:38,500 Yeah, and I suppose.

48 00:09:40,600 -> 00:09:41,300 See that?

49 00:09:41,300 -> 00:09:43,700 Taylor say something about?

50 00:09:43,700 -> 00:09:47,700 They look awesome.

51 00:09:48,000 -> 00:09:54,300 Well before we jump To the awesome tunes that you're going to be sharing with us today.

52 00:09:54,600 -> 00:09:58,100 You know, some of us are just curious about your story.

53 00:09:58,300 -> 00:10:03,100 Now, both of you are singer-songwriters from Louisiana, right?

54 00:10:03,400 -> 00:10:03,900 Yes.

55 00:10:04,200 -> 00:10:08,800 Tell us a little bit about your roots, you know, like Joven.

56 00:10:08,800 -> 00:10:10,400 How did you get into music?

57 00:10:10,700 -> 00:10:17,900 And we would love to hear the story of how you crushed American Idol auditions through the pandemic.

58 00:10:17,900 -> 00:10:19,000 I mean, come on out.

59 00:10:19,000 -> 00:10:19,600 That is it.

60 00:10:19,800 -> 00:10:20,400 Incredible.

61 00:10:20,500 -> 00:10:22,700 So, give us a little glimpse of your path.

62 00:10:22,700 -> 00:10:32,600 How did, how did you get into music and how has Louisiana influenced you and Taylor feel free to jump into because I know you're from Louise, Louisiana as well.

63 00:10:34,400 -> 00:10:38,400 Um, basically my biggest influence would be Church.

64 00:10:38,500 -> 00:10:40,600 My parents kept me in church when I was very young.

65 00:10:40,600 -> 00:10:48,000 So just that's sold and culture of that from just Louisiana and general Inspire my soul to do the music I do today.

66 00:10:50,000 -> 00:10:50,800 Awesome.

67 00:10:51,100 -> 00:10:51,400 Awesome.

68 00:10:51,400 -> 00:10:52,300 How about you Taylor?

69 00:10:52,900 -> 00:11:01,200 Yeah, for me, just being surrounded by the blend of country music and Soul music and gospel music, and southern rock music and all that things.

70 00:11:01,200 -> 00:11:05,700 Just kind of came together into an amalgam of what I am doing now, rich.

71 00:11:06,800 -> 00:11:09,200 So rich, we're excited to hear that.

72 00:11:09,300 -> 00:11:11,600 So job and tell us a little bit about that.

73 00:11:11,600 -> 00:11:28,300 Experience, auditioning for American Idol, through the pandemic, how, how that happened and have you been always trying to go after American Idol, like, we're their excellent amount of auditions that you had submitted before even getting to this.

74 00:11:28,300 -> 00:11:30,000 Or was this your first time?

75 00:11:31,400 -> 00:11:33,600 No, actually, I sent in an audition.

76 00:11:33,600 -> 00:11:43,000 The year before is actually the year that lane Hardy won, and I was a little bit nervous to going from the judges or what the executives of that they had set forth.

77 00:11:43,300 -> 00:11:45,900 So I sent in the video, and they actually liked it.

78 00:11:45,900 -> 00:11:54,400 But at the time I wasn't really checking my email, so I missed that opportunity, but God had a plan to set me up for the next year.

79 00:11:54,400 -> 00:11:58,500 So, I went in and just sing my butt off sweating, like I am doing now.

80 00:12:01,400 -> 00:12:02,600 We're thicker email folks.

81 00:12:02,600 -> 00:12:03,800 Basically check emails.

82 00:12:04,600 -> 00:12:09,000 Well, yeah, that would that was not fun to miss that email.

83 00:12:09,000 -> 00:12:11,900 I am sure I was crushed.

84 00:12:13,100 -> 00:12:16,700 So then in 2020, how did you do the auditions?

85 00:12:16,700 -> 00:12:24,200 Where you capture iPhone footage, selfie footage of yourself and submitting those like, what was that process?

86 00:12:24,200 -> 00:12:27,600 Like, they sent those home from La.

87 00:12:27,600 -> 00:12:33,400 Once they got the notice about the pandemic stuff, and they say, There's on the next day soon as we got there.

88 00:12:33,400 -> 00:12:36,500 They start sending us equipment and start sending phone.

89 00:12:36,500 -> 00:12:41,300 So we filmed the whole thing from three iPhone pros and that's how the show's made.

90 00:12:41,300 -> 00:12:44,600 So I had to have family friends there just to help me do that.

91 00:12:46,900 -> 00:12:53,100 Awesome about how many auditions did you do before you got in front of three, judges?

92 00:12:54,400 -> 00:12:57,700 Oh God, I was like, at least for like six, at least.

93 00:12:58,300 -> 00:13:02,900 Wow, so I did look, do a little traveling to went out to California.

94 00:13:02,900 -> 00:13:03,500 First time.

95 00:13:03,500 -> 00:13:04,400 I almost got left there.

96 00:13:04,400 -> 00:13:05,700 That was interesting story.

97 00:13:06,100 -> 00:13:06,800 What happened?

98 00:13:08,200 -> 00:13:15,400 Basically my audition lasted longer than we were supposed to and I end up missing my flight and I had like a hundred bucks left to get home.

99 00:13:17,200 -> 00:13:18,800 Yeah, that's another story.

100 00:13:19,400 -> 00:13:20,300 Wow.

101 00:13:20,400 -> 00:13:23,100 Okay, and what kind of tracks do you think?

102 00:13:23,500 -> 00:13:28,500 You know, what was it about your sound that kept on advancing you through the auditions?

103 00:13:29,500 -> 00:13:30,100 I don't know.

104 00:13:31,100 -> 00:13:31,500 Thank you.

105 00:13:33,600 -> 00:13:40,900 I guess everybody just kind of seen an and in heard of the pain in my voice and now he was authentic and it came from someone real, so they can relate to it.

106 00:13:41,200 -> 00:13:44,000 So I am pretty sure everybody's been through a breakup.

107 00:13:44,000 -> 00:13:45,400 So that's what the song was about.

108 00:13:46,400 -> 00:13:47,300 Wow.

109 00:13:48,100 -> 00:13:54,600 Yeah, I mean as a songwriter you have to pull from those deep experiences and emotions.

110 00:13:55,200 -> 00:13:58,900 So with your sound that's what you have been able to.

111 00:13:59,300 -> 00:14:02,400 Pull and really bring it out.

112 00:14:03,600 -> 00:14:05,100 Well, that's awesome.

113 00:14:05,400 -> 00:14:09,800 Are there any other questions from anyone in the audience?

114 00:14:11,000 -> 00:14:13,100 Yeah, bring up some questions.

115 00:14:13,100 -> 00:14:20,600 If you have any for jobin and throughout this event, if any of you, oh, who's the meanest judge?

116 00:14:22,300 -> 00:14:23,200 None of them?

117 00:14:23,900 -> 00:14:24,500 None of them.

118 00:14:24,500 -> 00:14:28,000 They were, is that like you were dealing with Simon?

119 00:14:28,000 -> 00:14:29,100 I mean, you did it with Katy Perry.

120 00:14:29,200 -> 00:14:35,100 And she's like, bubbly, did see you got Uncle on an oh, that's kind of what it feels like to me.

121 00:14:35,200 -> 00:14:36,200 Uncle Lionel.

122 00:14:36,600 -> 00:14:36,900 Right?

123 00:14:36,900 -> 00:14:37,300 Right.

124 00:14:37,500 -> 00:14:38,300 You look at Luke.

125 00:14:38,300 -> 00:14:43,400 He's like, just a southern boy like us and feels like so, it was very a home feeling.

126 00:14:43,400 -> 00:14:46,400 It wasn't like, I was meeting famous people even though they were megastars.

127 00:14:48,400 -> 00:14:48,500 Yeah.

128 00:14:48,500 -> 00:14:52,100 I mean, Katie had some pretty nice things to say about you.

129 00:14:52,100 -> 00:14:56,800 And I mean, Lionel did to that one audition that you did in front of them.

130 00:14:56,900 -> 00:14:57,200 What was that?

131 00:14:57,200 -> 00:14:57,400 It?

132 00:14:57,400 -> 00:15:06,400 What does that feel like just Going on to the American Idol stage, you have that, you know epic American Idol signage behind you?

133 00:15:07,300 -> 00:15:09,900 How does that feel that whole experience?

134 00:15:11,900 -> 00:15:16,900 It was a pretty nerve-racking for what made the trip for me.

135 00:15:16,900 -> 00:15:18,700 So crazy, just a whole journey.

136 00:15:18,700 -> 00:15:20,200 I did the whole thing by myself.

137 00:15:20,200 -> 00:15:22,600 So, when I traveled, I was by myself.

138 00:15:22,600 -> 00:15:25,400 When I had to, you know, I was nervous.

139 00:15:25,400 -> 00:15:26,100 I was by myself.

140 00:15:26,100 -> 00:15:27,100 So, I was confiding myself.

141 00:15:27,100 -> 00:15:28,500 Everybody else had somebody else.

142 00:15:28,800 -> 00:15:32,900 So I was literally in a nutshell, freaking out, to be honest.

143 00:15:33,300 -> 00:15:35,700 And something that didn't quite make.

144 00:15:36,300 -> 00:15:46,100 The show was a I was outside a little nervous and I smoked the cigarette or something like that and I came in and I sing and I hug Kate, and she's like you a smoker.

145 00:15:46,300 -> 00:15:49,500 I was like and Luke was that guy?

146 00:15:49,800 -> 00:15:50,900 I think we need a smoker.

147 00:15:51,700 -> 00:15:57,400 So that was like my biggest memories is like them asking me that it was like I was gonna need that grit that roughness.

148 00:15:57,900 -> 00:16:00,100 So I don't know.

149 00:16:00,500 -> 00:16:04,300 You just lied emotion that came out there one time and kind of blacked out for a minute.

150 00:16:05,600 -> 00:16:08,500 Wow, that was a powerful audition.

151 00:16:09,200 -> 00:16:11,400 Think a lot of us have seen that on YouTube.

152 00:16:11,500 -> 00:16:16,200 All right, some questions here sod has asking what's your favorite City to play in?

153 00:16:18,900 -> 00:16:19,500 Oh cool.

154 00:16:19,500 -> 00:16:20,300 Is New Orleans.

155 00:16:24,500 -> 00:16:26,500 Alright flavor it?

156 00:16:27,500 -> 00:16:30,400 Yes, the face is asking.

157 00:16:30,400 -> 00:16:31,600 Who would you like to do?

158 00:16:31,600 -> 00:16:33,700 A duet with and why?

159 00:16:35,100 -> 00:16:36,300 I think we both can agree.

160 00:16:36,700 -> 00:16:37,900 It will be Chris Stapleton.

161 00:16:38,600 -> 00:16:41,400 Because Chris Stapleton is kind of like that guy.

162 00:16:41,400 -> 00:16:46,100 That's helping bridge, the gap between country and blues, and soul rock and roll thing.

163 00:16:46,100 -> 00:16:51,300 So when I, when I see him and somebody doing what he's doing, is almost a reflection of myself.

164 00:16:53,500 -> 00:16:54,500 That's beautiful.

165 00:16:55,100 -> 00:16:56,100 How about you Taylor?

166 00:16:56,900 -> 00:17:01,100 Honestly, if I can do a duet with anybody, I wanted to do it with it.

167 00:17:01,100 -> 00:17:03,700 Would either be Susan Tedeschi or Brandi.

168 00:17:03,700 -> 00:17:04,300 Carlile.

169 00:17:07,000 -> 00:17:07,900 Nice choices.

170 00:17:08,700 -> 00:17:10,000 Wendy is asking.

171 00:17:10,000 -> 00:17:14,000 What was the biggest life learning from this experience with American Idol?

172 00:17:14,800 -> 00:17:15,700 It's a good question.

173 00:17:16,800 -> 00:17:24,300 Um, The basically where I took most from it was to start believing myself.

174 00:17:25,500 -> 00:17:26,800 You guys don't know who I am.

175 00:17:26,800 -> 00:17:30,900 I am a very known to be kind of timid and laid-back and shy and introverted.

176 00:17:31,200 -> 00:17:34,500 But when I am on that stage, I am different and it's kind of thing.

177 00:17:34,500 -> 00:17:36,300 I need to balance.

178 00:17:36,300 -> 00:17:39,600 It's like I need to just learn to believe in myself in.

179 00:17:39,600 -> 00:17:40,800 And that's where that show has.

180 00:17:40,800 -> 00:17:46,000 Taught me is like up all hours of the night learning stuff and just pushing yourself to the limit.

181 00:17:46,000 -> 00:17:50,200 So, Basically, I learned to keep going jover Duty.

182 00:17:52,000 -> 00:18:09,500 So then I think all of us could take a little note, a tip from that as well as to believe in ourselves, you know, especially in such a time as this where there's uncertainty there's volatility and you know around the globe and you want.

183 00:18:09,500 -> 00:18:17,000 One thing we can do is believe in ourselves and you know, be thankful for each day that we have and get after it.

184 00:18:18,200 -> 00:18:19,600 So, I love that.

185 00:18:20,300 -> 00:18:31,100 Christian is asking, what do you feel keeps upcoming musicians and songwriters for making it interesting question, what prevents them from making it?

186 00:18:33,600 -> 00:18:36,700 Just I guess not being able to relate.

187 00:18:36,700 -> 00:18:39,200 I mean if you don't have anybody that.

188 00:18:39,500 -> 00:18:46,200 So the thing I learned singing gospel music and being in church is that you can have a really good singer sing a song.

189 00:18:46,500 -> 00:18:59,600 But if they don't feel it, if people don't receive it that way, then it's not going to go over well basically, so if you're not writing

something that's going to touch somebody, so make them cry or whatever that emotion that your time, projected ain't going to work.

190 00:19:02,200 -> 00:19:02,600 It's good.

191 00:19:02,600 -> 00:19:03,700 It's got to be authentic.

192 00:19:04,100 -> 00:19:04,400 Yes.

193 00:19:04,400 -> 00:19:14,300 That's why I think when you said pulling from a deep place and a an authentic experience like that, that shines through when you do that, when you tap into that.

194 00:19:14,400 -> 00:19:23,700 All right, our last question here from semenko, how has your family loved ones and Friends, reacted to your newfound success.

195 00:19:26,700 -> 00:19:27,800 Oh God, they love it.

196 00:19:27,800 -> 00:19:29,700 But I am sure they over at this point.

197 00:19:30,100 -> 00:19:32,800 I am sure the old a whole thing is like we can't.

198 00:19:32,800 -> 00:19:35,300 I mean it's his home.

199 00:19:35,600 -> 00:19:46,100 So I am very happy that people notice who I am but it can't get a little nerve-racking especially when they just try to enjoy our family time and somebody comes up and say something like this is what I signed up for.

200 00:19:47,400 -> 00:19:48,800 So I think they love it.

201 00:19:48,800 -> 00:19:50,800 They just like I broke.

202 00:19:51,700 -> 00:19:52,400 Hmm.

203 00:19:52,800 -> 00:19:54,600 And you have a little son.

204 00:19:55,300 -> 00:19:55,800 Yes.

205 00:19:56,800 -> 00:19:58,100 Name, how old is he?

206 00:19:59,100 -> 00:20:00,400 Jayven will be Jamie.

207 00:20:00,400 -> 00:20:01,900 Did Shane will be six years old.

208 00:20:01,900 -> 00:20:03,200 He was born on my birthday.

209 00:20:03,200 -> 00:20:04,300 Sal's my present.

210 00:20:04,500 -> 00:20:05,600 Wow.

211 00:20:06,100 -> 00:20:07,500 What a special kid.

212 00:20:07,500 -> 00:20:08,000 Does he have?

213 00:20:08,000 -> 00:20:09,000 The same pipes?

214 00:20:10,200 -> 00:20:10,800 Are you?

215 00:20:11,400 -> 00:20:12,200 We don't know yet.

216 00:20:12,200 -> 00:20:14,400 We're going to find out because you know, what are you doing in Rome?

217 00:20:14,400 -> 00:20:15,500 I am not going to work with them.

218 00:20:18,200 -> 00:20:21,800 We'd love to have the daddy son duet on one of our events.

219 00:20:21,800 -> 00:20:22,500 One of these days.

220 00:20:25,000 -> 00:20:25,500 All right.

221 00:20:25,500 -> 00:20:28,600 Well, Everyone's waiting for this moment.

222 00:20:28,600 -> 00:20:32,300 So Joven if you and Taylor could take it away.

223 00:20:32,300 -> 00:20:36,200 It sounds like you guys have a few tunes that Taylor's going to be doing.

224 00:20:36,200 -> 00:20:38,500 And then a few tunes that job and you're going to do.

225 00:20:38,500 -> 00:20:42,000 So, we're super excited for this, take us away.

226 00:20:45,400 -> 00:20:53,200 You made a killer point about, you know if you're not feeling it, it's not going to be real kind of whole thing about people resonate with something.

227 00:20:53,200 -> 00:20:56,700 If it's, if it's something you lived in, you know, and you're singing from a Place.

228 00:20:57,300 -> 00:20:59,200 And so this first song is called lion.

229 00:20:59,700 -> 00:21:04,200 And it's about when you're being cheated on and, you know, it, but you can't prove it.

230 00:21:05,600 -> 00:21:06,100 I have been there.

231 00:21:19,300 -> 00:21:24,300 I got a feeling that something's wrong.

232 00:21:27,000 -> 00:21:29,100 Once you're kissing me reeling.

233 00:21:29,100 -> 00:21:36,000 But lately the magic song, I think there's a problem.

234 00:21:37,500 -> 00:21:50,300 I can't seem to find that look in your eyes baby that I used to see all the it's cause you didn't.

235 00:21:50,300 -> 00:21:54,700 I am here, she been lying.

236 00:21:57,100 -> 00:22:02,800 Even lying next to my new Bridges to do.

237 00:22:02,800 -> 00:22:07,000 Everything is alright, but I know something's wrong with you.

238 00:22:12,000 -> 00:22:17,000 Even lying next to somebody new and you're lying.

239 00:22:34,100 -> 00:22:50,100 It don't take a genius, just see things to change between us and never will Hangzhou girl.

240 00:22:50,100 -> 00:22:54,700 Something's missing love is not easy.

241 00:22:56,900 -> 00:23:06,400 Hey, you gotta know where some levels, but somehow I feel like I am.

242 00:23:08,500 -> 00:23:15,600 Yes, you have been lying even lying next to somebody.

243 00:23:31,800 -> 00:23:33,000 And you're lying.

244 00:23:56,500 -> 00:24:06,200 Somebody new and you lie to me.

245 00:24:29,000 -> 00:24:30,700 So yeah, that's definitely a song.

246 00:24:30,700 -> 00:24:34,600 I have lived through singing from that place.

247 00:24:36,300 -> 00:24:43,100 Where you know something dirty is going on and you just can't prove it, but, you know, it in your gut, it's not a good place to be.

248 00:24:44,700 -> 00:24:45,600 And this next one?

249 00:24:48,900 -> 00:24:52,800 Is another one that I didn't live per se but I watched it.

250 00:24:52,800 -> 00:24:56,000 I watched it being lived and it hurt deep to see it.

251 00:24:57,300 -> 00:24:59,100 It's a song about my brother.

252 00:24:59,200 -> 00:25:10,400 I got a little brother who's been in and out of addiction for a long time, heroin and different things and it resulted in him being homeless and I never know where he is most of the time.

253 00:25:10,800 -> 00:25:14,700 And I wrote this song, kind of trying to put myself in his shoes.

254 00:25:16,300 -> 00:25:23,100 And so what y'all think it's called water under the bridge?

255 00:25:30,700 -> 00:25:38,800 I am through the smoke and I have drank my last bottle.

256 00:25:42,300 -> 00:26:07,000 I have spent 15 years old on this road because sometimes you choices and burn down your own, but that's what I have made my bed now, I will sleep in it when it rains it, pours.

257 00:26:07,000 -> 00:26:18,300 It is what it is under and be it's a hard place to be.

258 00:26:22,200 -> 00:26:32,000 Begging for change selling newspapers and who I am?

259 00:26:32,900 -> 00:26:36,500 Sometimes the weather can't mess up.

260 00:26:36,500 -> 00:26:37,600 You plant.

261 00:26:37,600 -> 00:26:45,500 That's what made my baby sleep in.

262 00:26:52,300 -> 00:26:53,100 Is world.

263 00:26:53,100 -> 00:27:03,800 It is the rain pouring down.

264 00:27:04,300 -> 00:27:09,400 I try to drown out the sound under ayat.

265 00:27:14,900 -> 00:27:15,800 I can't.

266 00:27:21,700 -> 00:27:28,100 That's what water under the bridge time.

267 00:27:28,100 -> 00:27:29,600 Made my bed.

268 00:27:29,900 -> 00:27:34,200 Now, I will sleep in the when it rains.

269 00:27:34,200 -> 00:27:34,400 It.

270 00:27:34,400 -> 00:27:35,500 Pours.

271 00:27:35,500 -> 00:27:37,500 It is what it is.

272 00:27:46,300 -> 00:27:47,900 Under the wreath.

273 00:28:07,700 -> 00:28:08,800 Now we're going to do one together.

274 00:28:08,800 -> 00:28:09,100 Now.

275 00:28:11,000 -> 00:28:11,500 It's another one.

276 00:28:11,500 -> 00:28:15,100 I wrote in the kind of like my message to the world.

277 00:28:16,600 -> 00:28:18,600 If I had just one thing to say to the world before I died.

278 00:28:18,600 -> 00:28:24,500 This would be it and I think it's the vices and I love the way he does the other half of it.

279 00:28:24,700 -> 00:28:30,100 And he just learned this like yesterday, like today last night, and he's, he did it.

280 00:28:30,100 -> 00:28:30,800 He did a great job.

281 00:28:30,800 -> 00:28:31,300 He nailed it.

282 00:28:31,300 -> 00:28:33,600 So this one's called, just like you.

283 00:28:43,200 -> 00:28:46,400 They all come into this world the same way.

284 00:28:48,000 -> 00:28:53,400 We have all got Mama's to think when we were kids.

285 00:28:53,400 -> 00:28:56,100 We'd play with anyone now, rage.

286 00:28:58,100 -> 00:29:04,000 Didn't matter what Rings somewhere along the way.

287 00:29:04,200 -> 00:29:09,400 We left things, people tell me more than people themselves.

288 00:29:10,500 -> 00:29:17,500 If we don't turn off the news and find better things to do, life might be more like heaven.

289 00:29:29,800 -> 00:29:49,100 If you say, we're all gonna die.

290 00:29:57,800 -> 00:30:16,900 I have learned from the time cuz he — in the dark never way you do.

291 00:30:34,500 -> 00:30:43,500 If you love me.

292 00:31:02,700 -> 00:31:03,500 Yeah.

293 00:31:17,000 -> 00:31:17,500 Jeremy.

294 00:31:23,200 -> 00:31:30,300 I mentioned my love for Chris Stapleton, so this next song is about him.

295 00:31:33,900 -> 00:31:34,400 Kick it off.

296 00:31:36,800 -> 00:31:56,800 Say my share of broken a Lowe's told you we that used they were gone wherever they go f***** hate it.

297 00:32:01,900 -> 00:32:06,800 And just come down from the heavens.

298 00:32:08,200 -> 00:32:22,300 Just to help her come to teachers and it helps a mother.

299 00:32:26,900 -> 00:32:32,100 See myself walking a lows.

300 00:32:33,300 -> 00:32:34,500 So, did we?

301 00:32:39,300 -> 00:33:08,000 If I go wherever they go looking Halos, that you don't go looking.

302 00:33:08,200 -> 00:33:25,700 And for the reasons, why don't you lay eggs in diesel and I miss, you know, the answer they belong.

303 00:33:43,100 -> 00:33:43,900 The Whitney.

304 00:33:54,900 -> 00:34:01,700 Rockin a knows that he's working.

305 00:34:01,700 -> 00:34:18,900 Late knows that he used to A little homage to the late great, Stevie Ray Vaughan, but I feel it.

306 00:34:21,400 -> 00:34:26,600 If I could just talk about the soul and a route to this song is definitely a southern born and raised.

307 00:34:26,600 -> 00:34:29,300 So let us keep some of that from the barbecue sauce.

308 00:35:02,200 -> 00:35:04,800 I love and giving sight to the blind.
 309 00:35:05,500 -> 00:35:08,100 My baby love and causes Sunshine.
 310 00:35:12,300 -> 00:35:18,100 She's my pride and joy, she must be little baby.
 311 00:35:18,900 -> 00:35:20,600 I am her little lover boy.
 312 00:35:51,700 -> 00:35:53,800 Let us meet the man.
 313 00:35:58,400 -> 00:36:00,300 She's my pride and joy.
 314 00:36:36,200 -> 00:36:36,700 Dig Me Up.
 315 00:36:39,400 -> 00:36:41,100 My sweet little thing.
 316 00:36:41,900 -> 00:36:42,400 Yeah.
 317 00:36:42,500 -> 00:36:42,800 Yes.
 318 00:36:42,800 -> 00:36:43,100 He is.
 319 00:36:43,100 -> 00:37:07,200 My pottinger is my pride and joy.
 320 00:37:09,900 -> 00:37:10,900 Little baby.
 321 00:37:11,500 -> 00:37:14,000 I am her little lover boy.
 322 00:37:26,700 -> 00:37:28,100 So we got one more tune.
 323 00:37:30,600 -> 00:37:32,100 Of course, you know, they're doing all covers.
 324 00:37:32,200 -> 00:37:33,700 This is Into the Mystic.
 325 00:37:36,600 -> 00:37:38,900 I guess what, I get from this song is just talking about it.
 326 00:37:54,400 -> 00:37:57,500 We won't buy one for the win.
 327 00:38:00,100 -> 00:38:00,900 Awesome.
 328 00:38:00,900 -> 00:38:02,600 So, younger than this house?
 329 00:38:05,700 -> 00:38:18,300 With everybody bows, one sitting into the mystery of my here.
 330 00:38:18,300 -> 00:38:32,900 The city's smell the season at Isola spherify, still into the mystery.
 331 00:38:39,700 -> 00:38:45,500 And that far gone, blows coming home?
 332 00:38:50,700 -> 00:38:59,300 That's all I have to feeling now.
 333 00:39:06,100 -> 00:39:09,400 I could even win in the days of old.
 334 00:39:12,000 -> 00:39:13,100 There are souls.
 335 00:39:13,100 -> 00:39:16,900 Beautiful sailing Into the Mystic.
 336 00:39:49,400 -> 00:39:50,000 Coming home.

337 00:40:45,300 -> 00:40:47,500 Then if you feel really nice.
 338 00:41:33,100 -> 00:41:33,700 Jabra.
 339 00:41:56,500 -> 00:42:03,400 There's always more song with you always
 moves to split it.
 340 00:42:03,500 -> 00:42:06,800 Yeah, I will do the first verse you.
 341 00:42:06,800 -> 00:42:20,600 The second one sounds of that ain't no sun-
 shine.
 342 00:42:20,600 -> 00:42:21,800 When she's gone.
 343 00:42:25,400 -> 00:42:27,800 It's not warm when she's away.
 344 00:42:31,800 -> 00:42:34,700 And no sunshine when she's gone.
 345 00:42:35,300 -> 00:42:39,600 She's always gone too long anytime.
 346 00:42:39,600 -> 00:42:40,700 She goes away.
 347 00:42:44,600 -> 00:42:52,400 Wonder if she's gone.
 348 00:43:01,800 -> 00:43:03,400 Let us go too long.
 349 00:43:37,000 -> 00:43:43,700 Darkness everyday ain't no sunshine.
 350 00:43:44,200 -> 00:43:48,900 When she's gone, and she's always gone too
 long.
 351 00:44:19,400 -> 00:44:23,400 One in this time when she's gone.
 352 00:44:26,000 -> 00:44:35,800 Wondering if she's gone to stay, ain't no sun-
 shine when she's gone.
 353 00:44:36,000 -> 00:44:39,000 And this house just ain't no home.
 354 00:44:39,200 -> 00:44:40,400 Anytime.
 355 00:44:40,800 -> 00:44:42,000 She goes away.
 356 00:44:45,800 -> 00:44:54,000 I know, I know.
 357 00:44:54,300 -> 00:45:04,200 No, I know downstairs are when she's gone?
 358 00:45:07,200 -> 00:45:11,100 It's not warm when she's away.
 359 00:45:14,100 -> 00:45:16,900 Ain't no sunshine when she's gone.
 360 00:45:16,900 -> 00:45:19,800 And this house just ain't no home.
 361 00:45:20,400 -> 00:45:23,300 Anytime she goes away.
 362 00:45:26,700 -> 00:45:27,300 Anytime.
 363 00:45:34,400 -> 00:45:36,200 She goes away.

364 00:45:52,200 -> 00:45:57,400 You guys goodness bring it on this improv heat?

365 00:45:57,400 -> 00:45:58,400 Hello.

366 00:45:58,400 -> 00:46:01,300 Wow, I mean you got some fans.

367 00:46:01,300 -> 00:46:09,600 So hopefully you can drop your Instagram handles or something so that we can all be tracking with you both of Joven and Taylor.

368 00:46:09,600 -> 00:46:11,700 You guys need to keep doing Duets together.

369 00:46:11,700 -> 00:46:12,500 Keep it up.

370 00:46:12,800 -> 00:46:15,300 Thank you so much.

371 00:46:15,500 -> 00:46:16,000 Thank what?

372 00:46:16,200 -> 00:46:20,700 What a delight, and a breath of fresh air for all of us.

373 00:46:21,100 -> 00:46:22,100 All right.

374 00:46:22,500 -> 00:46:23,000 Look at that.

375 00:46:23,000 -> 00:46:25,000 There is love in the chat.

376 00:46:25,600 -> 00:46:26,900 It's not stopped with stupid.

377 00:46:31,100 -> 00:46:32,600 Thank you so much.

378 00:46:32,600 -> 00:46:33,100 All right.

379 00:46:33,100 -> 00:46:36,100 Well with that, it doesn't stop here.

380 00:46:36,100 -> 00:46:38,200 We have got some amazing.

381 00:46:38,300 -> 00:46:40,500 A ways from Loop and tie.

382 00:46:40,600 -> 00:46:46,100 So I would love to invite to the stage CM o MK jump on.

383 00:46:46,100 -> 00:46:47,400 Hello.

384 00:46:47,800 -> 00:46:49,000 Hello.

385 00:46:49,100 -> 00:46:57,200 I gotta say, I think all of us are Grand Prize winners because that was a phenomenal experience, Taylor Joven.

386 00:46:57,200 -> 00:47:00,100 You are incredibly talented.

387 00:47:00,100 -> 00:47:02,000 Thank you for sharing your gifts with us today.

388 00:47:02,400 -> 00:47:03,000 Thank you very much.

389 00:47:03,000 -> 00:47:03,900 Thank you guys so much.

390 00:47:04,800 -> 00:47:05,200 Thank you.

391 00:47:05,200 -> 00:47:05,900 Thank you.

392 00:47:06,500 -> 00:47:08,200 All right, with that MK.

393 00:47:09,000 -> 00:47:09,800 Here we go.

394 00:47:09,800 -> 00:47:10,300 Jess.

395 00:47:10,300 -> 00:47:16,300 We got some Grand Prize winner Grand Prize winners.

396 00:47:16,300 -> 00:47:23,400 I am we want to do massive Shadows to Angie foxy.

397 00:47:23,400 -> 00:47:28,800 Was our first place winner who gets a hundred dollar gift from Loop and tie Danielle King.

398 00:47:28,800 -> 00:47:35,500 You're right there in second place as our second place winner with a seventy-five dollar gift from Loop and tie and last but certainly not least.

399 00:47:35,500 -> 00:47:37,200 Alexis Todd, congrats.

400 00:47:37,200 -> 00:47:40,400 You are a third place winner with a fifty dollar gift card.

401 00:47:40,700 -> 00:47:41,300 Again.

402 00:47:41,300 -> 00:47:47,000 I think all of us can walk away as winners because this experience was truly something remarkable.

403 00:47:47,000 -> 00:47:50,000 So thanks for keeping Loop and tie in Mix, your welcome.

404 00:47:50,100 -> 00:47:52,400 And thank you again to Joanne and Taylor.

405 00:47:53,300 -> 00:47:53,900 Awesome.

406 00:47:53,900 -> 00:47:54,500 Thanks MK.

407 00:47:54,500 -> 00:47:55,500 So, you will follow up.

408 00:47:55,500 -> 00:48:02,600 She will follow up with you the three winners and with that Joven Taylor.

409 00:48:02,600 -> 00:48:04,400 We thank you so much.

410 00:48:04,600 -> 00:48:06,900 You know, we're on this platform right now?

411 00:48:06,900 -> 00:48:14,800 Welcome this, you know, welcome Powers Keystone employee experiences that build connection culture and belonging.

412 00:48:15,000 -> 00:48:23,100 This includes like Town whole howls, onboarding ze, T, groups, kickoffs, and events acoustic sessions just like this.

413 00:48:23,300 -> 00:48:26,800 So, imagine doing this for your own team or your own company.

414 00:48:27,000 -> 00:48:28,100 Let us know.

415 00:48:28,200 -> 00:48:39,200 There is a tab at the top says book a demo talk to any of our employee experienced Specialists today, and we will help you out in figuring out how to create these jaw-dropping experiences for your employees.

416 00:48:39,600 -> 00:48:40,200 All right.

417 00:48:40,200 -> 00:48:42,400 We will check out our events page.

418 00:48:42,500 -> 00:48:45,000 Thank you all so much.

419 00:48:45,200 -> 00:48:47,300 Follow job and web on Insta.

420 00:48:47,300 -> 00:48:53,100 Taylor will Drop your Handles in an email that will send out to all the registrants.

421 00:48:53,100 -> 00:48:54,700 So there's going to be a recording in there.

422 00:48:55,000 -> 00:48:58,400 And follow up with us and connect with us on LinkedIn.

423 00:48:58,400 -> 00:48:59,700 Thank you so much.

424 00:48:59,800 -> 00:49:10,800 We send our love from all of our cities to you and thank you, Joven, Taylor for sharing your love and your tunes your stories with us today.

425 00:49:11,600 -> 00:49:11,900 Thank you.

426 00:49:12,200 -> 00:49:13,300 Have a great rest of the week.

427 00:49:13,700 -> 00:49:13,900 Y'all.

428 00:49:13,900 -> 00:49:14,400 Take care.

1 00:04:59,200 -> 00:05:01,700 Hello and welcome.

2 00:05:02,000 -> 00:05:03,900 It's so great to see you here.

3 00:05:03,900 -> 00:05:08,200 I see we have folks from Houston Crystal from Florida.

4 00:05:08,300 -> 00:05:09,400 We got Puerto Rico.

5 00:05:09,400 -> 00:05:12,100 Toronto Bloomington, Illinois is Catherine.

6 00:05:12,200 -> 00:05:15,800 Hi Welcome to our home here.

7 00:05:15,900 -> 00:05:26,400 It's so nice to have you and we have an amazing panel today, you know, we're going to be talking about building employee experiences that retain top talent.

8 00:05:26,400 -> 00:05:28,800 And so before we jump into that, just note, I am going.

9 00:05:29,000 -> 00:05:30,500 It's some housekeeping here.

10 00:05:30,600 -> 00:05:32,900 Obviously, you all know the chat.

11 00:05:32,900 -> 00:05:35,200 We have got an emoji tray as well.

12 00:05:35,200 -> 00:05:47,300 So feel free to drop fires or raise Tans, if anything, really resonates with you and then there's Q&A at the top that tab feel free to drop questions throughout this entire time.

13 00:05:47,500 -> 00:05:52,600 And at any given moment, we might pull your question on stage and answer it throughout this event.

14 00:05:52,600 -> 00:05:54,300 So feel free to drop questions there.

15 00:05:54,300 -> 00:05:58,800 And if you have some technical difficulties, you can give a shout out to us in.

16 00:05:58,900 -> 00:06:00,300 In The Help tab.

17 00:06:00,400 -> 00:06:04,100 All right, so jumping into today's program.

18 00:06:04,200 -> 00:06:15,700 We're going to start off with an amazing panel, with a couple of great leaders, Roberto Ortiz, co-founder and CEO of welcome and Jason from bucket list, rewards.

19 00:06:15,700 -> 00:06:31,400 They have a lot to share with us their, and then we're going to end our time with Marta from marvelous, where she's going to walk us through a mental emotional exercise, and you're going to feel grounded and well, Balanced coming out of this time.

20 00:06:31,700 -> 00:06:33,900 So, does that sound good?

21 00:06:34,300 -> 00:06:35,500 I would love to see you in chat.

22 00:06:35,500 -> 00:06:37,000 If you guys are resonating.

23 00:06:37,300 -> 00:06:38,700 Give me, give me a firechat.

24 00:06:38,700 -> 00:06:40,800 Give me something a fist bump, what not.

25 00:06:40,800 -> 00:06:42,100 Thank you, Madeline.

26 00:06:42,100 -> 00:06:42,900 There we go.

27 00:06:42,900 -> 00:06:45,200 Alright, people feel in this cool.

28 00:06:45,600 -> 00:06:48,100 So, you know, talking about our panel.

29 00:06:48,800 -> 00:06:58,600 There's some Gallop stats that I am sure some of you are familiar with, but nearly 85 percent of employees, worldwide are not engaged at work.

30 00:06:58,600 -> 00:07:01,300 I That's a crazy staggering number.

31 00:07:01,600 -> 00:07:10,300 And so, you know Gallup will mention that the number one reason why these engagement programs or whatnot.

32 00:07:10,400 -> 00:07:18,600 Our failure failing not working is because Employee Engagement is not owned by the leaders themselves.

33 00:07:19,200 -> 00:07:23,800 It's not an expectation held on managers, or is it fully understood by employees?

34 00:07:24,200 -> 00:07:36,900 And so that's why I am so excited to bring up Roberto and who are leaders, their CEOs, co-founders, who are infusing Employee Engagement into the DNA of their companies.

35 00:07:37,100 -> 00:07:40,200 So, would you join me, Roberto and Jason on stage?

36 00:07:42,500 -> 00:07:46,900 Hi, thank you both.

37 00:07:48,500 -> 00:07:49,400 How are you?

38 00:07:52,600 -> 00:07:54,300 Doing great.

39 00:07:54,300 -> 00:07:55,800 I did Dean II.

40 00:07:56,200 -> 00:07:58,500 I am always amazed by the energy.

41 00:07:58,500 -> 00:08:01,800 You bring to the stage, and I am always like thinking about when I jump on stage.

42 00:08:01,800 -> 00:08:04,700 I am probably not going to be able to keep up.

43 00:08:04,700 -> 00:08:05,800 But here we are.

44 00:08:05,800 -> 00:08:06,800 I am glad to be here.

45 00:08:06,800 -> 00:08:07,200 Jason.

46 00:08:07,200 -> 00:08:09,600 Thanks for taking time to be here as well.

47 00:08:09,800 -> 00:08:11,200 I am looking forward to the topic.

48 00:08:11,200 -> 00:08:14,400 Its top of mind for leaders at every company.

49 00:08:14,600 -> 00:08:20,300 Is this idea of just employee experiences Talent retention?

50 00:08:20,300 -> 00:08:21,300 How do we drive?

51 00:08:22,700 -> 00:08:26,300 The right coaches, we want in our company, so I am here for, I am glad to be here.

52 00:08:27,800 -> 00:08:47,700 Hey Jason, you know, I think what's interesting if both of you can maybe intro and kick this panel discussion off with the DNA of your companies because I do think just like I shared with that Gallup step, you know, a lot of the failures of Employee Engagement programs is due to the lack of ownership at the leadership level.

53 00:08:47,900 -> 00:08:53,500 But both of you are passionate about your employees about your people.

54 00:08:53,600 -> 00:08:58,600 And I know that firsthand with Roberto Jason the moments that I have Able to engage with you.

55 00:08:58,600 -> 00:09:03,200 I can feel the passion off of you and you're constantly thinking about Gentiles.

56 00:09:03,200 -> 00:09:05,800 So, could you both speak to your organization's?

57 00:09:05,800 -> 00:09:08,100 Just a little bit, like what you all do?

58 00:09:08,100 -> 00:09:12,200 And how Employee Engagement is infused in your DNA?

59 00:09:14,000 -> 00:09:16,500 Yeah, I would be happy to and Jenna.

60 00:09:16,500 -> 00:09:18,000 Thank you so much for the really warm welcome.

61 00:09:18,000 -> 00:09:24,100 I Deco I love the energy and it's just a pleasure to be participating in to today's session.

62 00:09:24,400 -> 00:09:32,100 I will maybe give you the 30-second overview into bucket list and just a little bit a couple of reasons why it's so important to me personally.

63 00:09:32,500 -> 00:09:37,000 Well buckets rewards is an employee rewards and recognition platform.

64 00:09:37,400 -> 00:09:43,700 And I think as everybody here, probably knows, when you take great care of your employees, they stick around longer, and they perform better.

65 00:09:44,000 -> 00:09:45,300 At the heart of our platform.

66 00:09:45,300 -> 00:09:46,000 That's what it's all about.

67 00:09:46,000 -> 00:09:51,600 It's about recognizing outstanding contributions and really rewarding people in a meaningful way.

68 00:09:51,600 -> 00:09:59,800 Ideally, try to make dreams come true, whether they are small or very, very big and culture for me is from day one.

69 00:09:59,800 -> 00:10:01,500 This is a third tech company.

70 00:10:01,500 -> 00:10:11,100 I built it scaled over the years and the theme I have seen time and again, is it always comes down to the people surrounded by the Mission Vision and values.

71 00:10:11,400 -> 00:10:17,200 And if you get that right, you can create an Unstoppable force and have just a ton of fun in that Journey as well.

72 00:10:17,500 -> 00:10:20,000 So, that's kind of little bit about me and why cultures important.

73 00:10:20,000 -> 00:10:23,200 But Rob, I would love to get your insights on this as well?

74 00:10:23,700 -> 00:10:24,200 Yeah.

75 00:10:24,200 -> 00:10:24,600 Yeah.

76 00:10:24,600 -> 00:10:25,300 Thanks, Jason.

77 00:10:25,300 -> 00:10:27,000 I love making dreams come true.

78 00:10:27,000 -> 00:10:28,900 That's super aspirational.

79 00:10:29,100 -> 00:10:35,000 I love it, you know, over, I mean at welcome.

80 00:10:35,000 -> 00:10:36,600 You guys first of all, welcome to welcome.

81 00:10:36,600 -> 00:10:37,900 This is our platform.

82 00:10:38,100 -> 00:10:43,500 What we do on our side is we partner with companies that care about employee experiences and help them.

83 00:10:43,800 -> 00:10:48,200 Form these Keystone employee experiences to having engaging ones.

84 00:10:48,300 -> 00:10:51,300 All right, and we know that the distributed Workforce.

85 00:10:51,800 -> 00:10:56,900 We have to be much more intentional about every touch point with our employees, right on that employee Journey.

86 00:10:57,100 -> 00:11:02,100 There are these Keystone experiences that should be elevated, and we should make every meeting count.

87 00:11:02,100 -> 00:11:08,700 And I think that's, that's one of the key drivers for us in the season to supporting companies like that.

88 00:11:08,800 -> 00:11:09,600 At a high level though.

89 00:11:09,600 -> 00:11:17,200 We are also accompanied ourselves, not just supporting companies Drive, amazing experiences and Nature but also on my side I think about this every single day.

90 00:11:17,300 -> 00:11:21,600 How do we make sure that our employees during the right position to thrive?

91 00:11:21,600 -> 00:11:28,900 Not just at work but at home and I think that the at-home part has become so important.

92 00:11:28,900 -> 00:11:45,500 Now, I think this last couple of years people have taken the opportunity to assess things in a real way, assess what's important to them, assess just distribute like the distribution of work and the flexibility that comes with that.

93 00:11:45,700 -> 00:11:52,400 And I think what is required of us as Leaders is to be mindful about that and not just, hey, what are you executing at home?

94 00:11:52,400 -> 00:11:53,500 I mean, at work, we're all.

95 00:11:53,500 -> 00:11:55,200 So, what are you executing at home?

96 00:11:55,200 -> 00:12:03,200 And I think for us as we're building the culture at welcome, we take that to heart and it's about the entire employee.

97 00:12:03,400 -> 00:12:04,900 Not just what they can do for us.

98 00:12:07,000 -> 00:12:08,000 So good.

99 00:12:08,000 -> 00:12:18,300 I love to hear of just the authenticity of this passion heart actually being threaded in the DNA of the organization.

100 00:12:18,300 -> 00:12:19,600 So, thank you for sharing that.

101 00:12:20,300 -> 00:12:36,700 You know, we are in this employee era where retaining employees is obviously the top topic and organizations need to do things differently and probably need to be a little bit more intentional about the way they look at employee.

102 00:12:36,900 -> 00:12:38,300 The engagement.

103 00:12:38,300 -> 00:12:42,300 What are some things that both of you are seeing that successful organizations?

104 00:12:42,300 -> 00:12:45,000 Your customers are doing for hybrid teams today?

105 00:12:47,500 -> 00:12:49,300 Yeah, I am robbed.

106 00:12:49,300 -> 00:12:49,900 You want to leave?

107 00:12:49,900 -> 00:12:50,800 Go first, sir.

108 00:12:51,300 -> 00:12:52,500 Are you can, you can go for it?

109 00:12:52,800 -> 00:12:54,300 I think thank you.

110 00:12:54,300 -> 00:12:55,100 Thanks very much.

111 00:12:55,600 -> 00:13:04,300 Um, I will share some experiences that we have implemented but also share some things we have seen some of our customers doing as well.

112 00:13:05,700 -> 00:13:22,500 So in also tied to that bucket list were recognized as one of the top 50 best corporate cultures in Canada, and I don't mention that as a bragging I am super proud of it, but it's just a, it's a measure of all the things we have implemented internally.

113 00:13:22,500 -> 00:13:41,800 That's culture is as I mentioned before so near and dear to what we do but I the two stories are two quick examples that I have seen have a big impact is first, I think it's super important to be so intentional about the whole employee experience, and something we have done, is we have taken the time to map it, map it out, and its entirety.

114 00:13:41,800 -> 00:13:47,900 So, everything from the first touch point, so when somebody sends in their resume for Sample to a job to the first interview.

115 00:13:47,900 -> 00:13:48,800 Second interview.

116 00:13:49,000 -> 00:13:54,200 We have mapped out before they start day one week, one, 30 60 90 days.

117 00:13:54,600 -> 00:13:56,600 And once that was all mapped out.

118 00:13:56,600 -> 00:14:00,700 We then surveyed staff as they go through that entire cycle to find out where we're strong.

119 00:14:00,900 -> 00:14:01,900 They were weak.

120 00:14:02,300 -> 00:14:08,400 And when you uncover these weaknesses in your employee experiences, your then better and power to up to address those things.

121 00:14:08,800 -> 00:14:14,300 And so we have been able to create a really repeatable scalable employee experience for all our staff.

122 00:14:14,900 -> 00:14:16,000 And then the second thing we did.

123 00:14:16,200 -> 00:14:25,000 In tandem with that is, we made it a one of our corporate rocks to have a, an absolutely delightful employee onboarding experience.

124 00:14:26,400 -> 00:14:30,000 Specifically, we decided to survey all new employees joining the team.

125 00:14:30,000 -> 00:14:33,200 And our goal was to score 9 out of 10 or higher.

126 00:14:34,100 -> 00:14:36,000 And after two quarters of running the survey.

127 00:14:36,000 -> 00:14:38,800 We have an average score of about a nine point six out of ten.

128 00:14:39,200 -> 00:14:41,200 And I think it that's just as a result of being.

129 00:14:41,200 -> 00:14:45,600 So deliberate about mapping the entire experience out, identifying the weaknesses.

130 00:14:46,100 -> 00:14:51,700 And then also we made it pop, we made the leaders publicly accountable, and we shared everybody's results publicly.

131 00:14:51,700 -> 00:14:53,200 So like I am holding leader.

132 00:14:53,900 -> 00:15:03,200 The onboarding leader like we held their toes to the fire if you will to be super accountable to providing a delightful experience, but those are just a couple of things we have done.

133 00:15:04,300 -> 00:15:04,800 Yeah.

134 00:15:05,900 -> 00:15:07,300 Yeah, Robert over to you sir.

135 00:15:08,000 -> 00:15:08,400 Yeah.

136 00:15:08,400 -> 00:15:08,900 Yeah.

137 00:15:10,100 -> 00:15:10,600 I love that.

138 00:15:10,600 -> 00:15:13,700 I love the taking the surveys.

139 00:15:13,700 -> 00:15:15,300 After every employee on board.

140 00:15:15,300 -> 00:15:20,000 We do some very Lawyers, well, I think you know, the way we have been mapping it out.

141 00:15:20,600 -> 00:15:23,900 We think about it as an employee success in general, right?

142 00:15:23,900 -> 00:15:26,800 And the idea that companies have a so much time.

143 00:15:26,800 -> 00:15:28,600 So much energy into customer success.

144 00:15:29,000 -> 00:15:43,600 It's an entire sometimes at companies and is one of the biggest teams it makes up one third of a company's head count many ways, and they exist only to make sure that the customers to cuss well, and then the question we're asking is like, what does that look like for our employee success?

145 00:15:43,900 -> 00:15:47,800 And so, Jason back to your point of map and Entire employee Journey.

146 00:15:48,500 -> 00:15:51,200 We were looking at these the same thing and asking the question.

147 00:15:51,200 -> 00:15:56,600 Okay, how do we put those same levels intention into equipping?

148 00:15:56,600 -> 00:16:00,200 Our employees to be successful retaining them and helping them Thrive.

149 00:16:00,200 -> 00:16:02,800 What does that look like and mapping out those touch points?

150 00:16:04,100 -> 00:16:08,500 I think what we're seeing also just in the market in general because we see a lot of companies.

151 00:16:08,600 -> 00:16:11,700 We partner with a lot of companies that are in this space, right?

152 00:16:11,700 -> 00:16:13,500 I am talking to HR leaders every day.

153 00:16:13,500 -> 00:16:16,000 I am talking to people that are part of internal.

154 00:16:16,200 -> 00:16:25,800 I am saying trying to drive these employee experiences and what I am finding is that It's just the top item in conversation.

155 00:16:25,900 -> 00:16:27,700 Like it's a top item in conversation.

156 00:16:27,700 -> 00:16:34,800 And but there's a big gap as well between angry when you talk about holding toes to the fire of leaders.

157 00:16:34,800 -> 00:16:36,100 I think that's really important.

158 00:16:36,100 -> 00:16:36,400 Right?

159 00:16:36,400 -> 00:16:41,400 Like top five issues across the board for HR leaders.

160 00:16:41,700 -> 00:16:43,700 There's a few of them that you think about it.

161 00:16:43,700 -> 00:16:48,200 It's like, how do we make sure that we actually drive change forward?

162 00:16:48,200 -> 00:16:57,800 So, for instance, you know, there was this Gardener report at one of Do the top five, one of them I recall was future of work at the top of my conversation for everybody.

163 00:16:57,900 -> 00:17:09,300 Distributed, Workforce is top of my conversation, but less than 40% of people feel like they have actual plan to address the shifting landscape, right?

164 00:17:09,300 -> 00:17:20,000 And so what we're seeing our customers do is actually put a lot of intention behind that and drive, not just technology, but experiences of those employees forward.

165 00:17:20,000 -> 00:17:30,600 So for instance, you know, one of our Murmurs, they're being super intentional about hosting these monthly employee company-wide experiences.

166 00:17:32,700 -> 00:17:33,200 Why?

167 00:17:33,200 -> 00:17:44,100 Because you're for that remote employee for a distributed Workforce that person is going from their bed to their desk and then back to the kitchen and sort of that's like their commute.

168 00:17:44,200 -> 00:17:49,400 It's just a couple steps away and there's isolation that case in and all these other things that kick in.

169 00:17:49,600 -> 00:17:53,100 And so no longer are the perks of Beautiful office.

170 00:17:53,100 -> 00:17:54,900 I used to work at Google and it was fantastic.

171 00:17:54,900 -> 00:18:00,700 Going from the third floor to the first floor on a slide and grab your latte on the way to the next meeting.

172 00:18:00,800 -> 00:18:02,000 All that goes away.

173 00:18:02,000 -> 00:18:02,800 All that goes away.

174 00:18:02,800 -> 00:18:06,800 So what it does it make it so that us as Leaders?

175 00:18:06,800 -> 00:18:13,800 We have to actually provide value beyond the perks and that just invites deeper conversation.

176 00:18:13,800 -> 00:18:24,400 And so what we're seeing our customers do is be intentional about the space, be much more intentional and I think you know, with folks that are shown Own up today and sort of events that we posted the past.

177 00:18:24,400 -> 00:18:32,300 And the future is evident that people are looking for ways to solve and close the gaps of Employee Engagement and culture.

178 00:18:32,300 -> 00:18:45,300 So anyway, I will stop there Gina, but super, super exciting to see sort of the intention sort of surface to the top and maybe it was a crisis that made it happen.

179 00:18:45,300 -> 00:18:48,000 And say, hold on the things that's most important is our people.

180 00:18:48,200 -> 00:18:49,600 We have to put more attention about this.

181 00:18:49,600 -> 00:18:50,600 What does that look like?

182 00:18:51,100 -> 00:18:52,000 And so that's what I have been seeing.

183 00:18:52,300 -> 00:18:56,000 On my side, you know, I want to pull a thread a little bit more.

184 00:18:56,000 -> 00:18:59,100 You were both talking about holding leadership accountable.

185 00:18:59,800 -> 00:19:10,800 Now if that statistic from Gallup says that the number one reason to failure of Engagement programs is because a lack of ownership from leaders, how are you all doing that today?

186 00:19:11,500 -> 00:19:17,700 How do you keep the leaders accountable to driving these initiatives forward?

187 00:19:20,500 -> 00:19:21,800 I will start off with Jesus.

188 00:19:21,800 -> 00:19:27,300 You took the last one and I think, I think it starts with us, right at the end of the day.

189 00:19:28,600 -> 00:19:33,200 Founders and CEOs, the buck stops there.

190 00:19:33,300 -> 00:19:36,800 And, so I think that we just have to take ownership of what's right?

191 00:19:36,800 -> 00:19:38,500 And what's wrong for us.

192 00:19:38,500 -> 00:19:51,400 We do a quarterly post survey, and we just got results recently, and they're not the ones I was looking to continue to crush and continue to grow and it's like, okay, like we got some work to do.

193 00:19:51,500 -> 00:19:53,800 And the question is, what do I do about that?

194 00:19:53,800 -> 00:19:54,300 Do I say?

195 00:19:54,300 -> 00:19:54,500 Okay.

196 00:19:54,500 -> 00:20:08,200 I am just going to keep taking customer calls and investor calls and Keep working on the product feature, or we can actually put more intention and keep growing employee satisfaction and I think it starts and stops there Gina, I think from a leadership perspective.

197 00:20:08,200 -> 00:20:11,000 Then it becomes that from there're managers.

198 00:20:11,100 -> 00:20:25,600 And the idea that your managers are actually, you know, when I am interviewing managers, and I am thinking about this, you know, they're responsible for a big portion of your people in many times, in many ways.

199 00:20:25,600 -> 00:20:30,900 They're responsible for the culture that Is marinated in there.

200 00:20:30,900 -> 00:20:39,900 Something you can say from the top and say, these are our core values as a difference in terms of the practicality of that being carried out at the team level and at the individual level.

201 00:20:40,100 -> 00:20:47,500 And, so I think it starts at the top and then it goes right into the management and I think measuring things is what we have to do.

202 00:20:47,500 -> 00:20:59,200 So for us, looking at Polk survey, whether their quarterly or more frequent and that having skip levels, so that we understand sort of not just for more direct reports what's happening, but also, So, what are other folks?

203 00:20:59,200 -> 00:21:02,700 That other organizations that you typically don't have time with?

204 00:21:03,000 -> 00:21:04,700 How do you break bread with them and understand?

205 00:21:04,700 -> 00:21:06,800 Hey, how can we improve your job?

206 00:21:06,800 -> 00:21:11,700 How can we improve the work that you're trying to do, and what you're trying to accomplish?

207 00:21:11,700 -> 00:21:17,700 And so, I think it starts with us at the top and then obviously our Frontline managers to be held accountable.

208 00:21:19,800 -> 00:21:22,500 Yeah, I think that's a super good summary Rob.

209 00:21:22,500 -> 00:21:27,600 I may decide just a couple of bullet points that even Echo a lot of the key things.

210 00:21:27,800 -> 00:21:32,100 Saying, but like are saying is like the fish will rot from the head down.

211 00:21:32,100 -> 00:21:40,900 So unless your leadership really walks to talk, like you're not going to get buy-in alignment and I truly believe everything kind of Rises and falls with leadership as well.

212 00:21:40,900 -> 00:21:52,300 So leaders have to be accountable for the failures and also ideally push down the winds to the team, but in terms of creating accountability, I think there's a lot of systems and processes you can do to drive down accountability.

213 00:21:52,300 -> 00:21:53,600 So it's not just the seat does.

214 00:21:53,600 -> 00:21:57,000 This should not be should not rest just on the CEOs shoulder.

215 00:21:57,000 -> 00:21:58,600 They should be the champion up there.

216 00:21:58,800 -> 00:21:59,900 We should be the torchbearer.

217 00:21:59,900 -> 00:22:06,600 I believe in and around culture, but a good CEO should create alignment and simplicity around these sort of goals.

218 00:22:06,600 -> 00:22:14,100 And so, for example, as I mentioned before setting a quarterly goal, that's public you shared with your company or your team.

219 00:22:14,100 -> 00:22:16,800 So, we use okrs objective key results.

220 00:22:16,800 -> 00:22:19,100 We know whatever your company may do.

221 00:22:19,600 -> 00:22:24,800 I highly, Advocate sharing those publicly not, just with the leadership team, but the entire company.

222 00:22:25,500 -> 00:22:32,000 And so we have our, okay, ours, this That typically sit with the leadership team and there will be a Leaders name assigned to it.

223 00:22:32,200 -> 00:22:47,500 We talked about those every week, and we say whether the green yellow or red and then on a monthly basis, we share our progress with the entire company and a company wide, how everybody can kind of full transparency on whether we're green yellow or red fork over a great culture.

224 00:22:48,200 -> 00:22:55,000 And there's the result when you stay at a goal publicly and then attach some of these name to it and then see what you're on track or off track.

225 00:22:55,200 -> 00:22:56,200 That's a beautifully.

226 00:22:56,200 -> 00:22:57,600 Simple way to drive accountability.

227 00:22:57,700 -> 00:23:01,500 You know, it's we have had a lot of, we have had a lot of success with that.

228 00:23:01,500 -> 00:23:07,200 And again, it anchors into that the public transport were super transparent about everything we do here.

229 00:23:07,200 -> 00:23:09,500 So, I am a big believer of that.

230 00:23:10,200 -> 00:23:19,000 When you say on track or off track, what are some examples of quantifiable ways that you can track the success of Employee Engagement.

231 00:23:19,300 -> 00:23:27,600 So for example, the onboarding goal of getting an, a score of 9 or higher out of 10, that score was made public with the entire.

232 00:23:27,700 -> 00:23:35,600 You so green scored benign or higher, a yellow scored kind of be 7 point 5, to 8 in red is sub 7.5.

233 00:23:35,600 -> 00:23:38,100 So that's attached a number to it.

234 00:23:38,100 -> 00:23:40,600 Make it green, yellow, or red and then share it with everybody.

235 00:23:40,600 -> 00:23:42,800 So they can see how we're doing.

236 00:23:43,400 -> 00:23:43,700 This.

237 00:23:43,700 -> 00:23:50,300 Really inside bar, color coding is really motivational, like you could you can be had an outstanding result.

238 00:23:50,300 -> 00:23:52,700 But if it's in the red people do not like that.

239 00:23:52,700 -> 00:23:57,500 Whether you're a sales rep, whether you're ahead of culture, you only find him.

240 00:23:57,700 -> 00:24:02,900 People simple markers that are shared with the team can again drop performance and accountability.

241 00:24:02,900 -> 00:24:06,000 So That's a great tip.

242 00:24:06,900 -> 00:24:08,300 Thank you for that.

243 00:24:08,300 -> 00:24:09,000 Both of you.

244 00:24:09,800 -> 00:24:11,200 We're going to go into Q&A.

245 00:24:11,200 -> 00:24:13,900 I, it looks like we actually do have some questions coming in.

246 00:24:13,900 -> 00:24:14,700 Oh, this is great.

247 00:24:14,700 -> 00:24:15,100 All right.

248 00:24:15,100 -> 00:24:17,000 First question is from Spencer.

249 00:24:17,100 -> 00:24:18,100 It's for you Jason.

250 00:24:18,900 -> 00:24:25,200 What were some of the weaknesses you uncovered in your onboarding process that you think everyone could learn from?

251 00:24:25,500 -> 00:24:33,000 So I am gonna, I am gonna go big picture, obvious ones, and I will talk about some more recent ones because we're constantly surveying for feedback.

252 00:24:33,200 -> 00:24:42,900 So, Early in the process prior to building a true culture part of me prior to hiring for and Building Systems people and systems.

253 00:24:43,200 -> 00:24:43,800 Cultures.

254 00:24:44,100 -> 00:24:44,900 One of the things we did.

255 00:24:44,900 -> 00:24:49,500 That's so obvious that I think everybody will know, but it's embarrassing and it's for the sake of transparency.

256 00:24:49,500 -> 00:24:50,200 I will mention it.

257 00:24:50,400 -> 00:24:53,000 We ghosted some of the candidates who applied with us.

258 00:24:53,000 -> 00:25:00,400 So like sometimes people would apply, and we didn't reply to everybody since we have committed to providing a really transparent high-level communication.

259 00:25:00,400 -> 00:25:01,800 Everybody gets a response.

260 00:25:01,800 -> 00:25:03,900 So there's no ghosting in the application process.

261 00:25:04,000 -> 00:25:04,400 Process.

262 00:25:04,400 -> 00:25:18,600 I know that one's kind of obvious but for my informal and formal research, it's a pretty common theme that a lot of companies are guilty of that and that I also was guilty of and then more recently, I have as our systems, become more evolved.

263 00:25:19,000 -> 00:25:25,000 Some we're getting really granular, and we're starting to appreciate how we onboard different team members matters.

264 00:25:25,000 -> 00:25:38,200 So at first we had a one consistent kind of onboarding process that I thought was pretty sweet, but for example in sales, the sales team will teach them in the Worried about Discovery demo and Etc, but it turns out on day one.

265 00:25:38,200 -> 00:25:40,700 They really want to get a big picture of exactly how the product works.

266 00:25:40,700 -> 00:25:42,800 They want to see like what the heck they want context.

267 00:25:42,800 -> 00:25:43,800 What the heck, am I selling?

268 00:25:43,800 -> 00:25:49,100 So in that last piece of feedback, I shared that was based upon.

269 00:25:49,800 -> 00:25:54,300 I did a met with some of the new account Executives who just met joined our team.

270 00:25:54,300 -> 00:26:03,400 And I would ask them like, where we strong, where we weaken our onboarding, and they share, there's a bunch of great stuff, but they had shared having detailed insights into exactly other product works from day.

271 00:26:03,400 -> 00:26:04,600 One would be early viable.

272 00:26:04,600 -> 00:26:10,500 So those are just kind of too top of mine things that I have seen recently.

273 00:26:11,800 -> 00:26:14,000 I would add on to that, just a bit.

274 00:26:14,000 -> 00:26:19,700 I had a great conversation with another CEO about comparing notes about onboarding and interviewing.

275 00:26:19,700 -> 00:26:27,600 And I think it's worth were saying that especially in this market like Your time as a Founder.

276 00:26:27,600 -> 00:26:37,900 As a leader, jumping on calls, with candidates jumping on cost, to close them, jumping on costs, understand like what their goals are, even beyond your company, I think is super important.

277 00:26:37,900 -> 00:26:48,500 And so making time for that Canada to feel like you can say like I really want this candidate, but if they don't feel they're on the other side, it's not real.

278 00:26:48,600 -> 00:26:49,300 It's not real.

279 00:26:49,300 -> 00:27:16,400 And, so I make time to show up for those candidates who are making a big decision, you know, when I am interviewing And by the way, all of our Founders three founders, we interviewed every single candidate at welcome, we committed to until we can no longer because of time, time constraints, but we're going to keep doing that for as long as we can and, you know, at the end like part of the last interview, and I am typically doing the last, the last touch point on an interview at that point.

280 00:27:16,400 -> 00:27:18,600 I am just really just getting to know the person story.

281 00:27:18,600 -> 00:27:26,000 So they're coming in prepped with all their things and sort of all the tough because my team, I really trusted my team has done their due diligence.

282 00:27:26,000 -> 00:27:28,000 Diligence on this candidate at this point.

283 00:27:28,000 -> 00:27:29,800 I just want to get to know who she is.

284 00:27:30,000 -> 00:27:33,300 Like what's like, what's your biggest challenge right now?

285 00:27:33,300 -> 00:27:36,100 Even Beyond welcome, how can we help like, what does that look like?

286 00:27:37,300 -> 00:27:45,700 And just get to know them and their story and I think us being able to even like make sure that everyone that interview that candidate if the offer is out to them.

287 00:27:46,800 -> 00:27:52,800 It doesn't hurt for people to drop them at extract from a message up with an email and say, hey, we're excited about the potential of working with you.

288 00:27:53,000 -> 00:27:54,700 Let me know how we can answer any questions?

289 00:27:54,900 -> 00:28:00,900 It just makes it especially in the remote world where you're not meeting people face-to-face, and grab a coffee or grab a lunch with them.

290 00:28:01,400 -> 00:28:05,200 We just had to be more intentional and leaning into those conversations.

291 00:28:07,000 -> 00:28:10,000 Those are some great practical tips and points.

292 00:28:10,000 -> 00:28:10,600 Thank you.

293 00:28:11,100 -> 00:28:11,900 Alexandria.

294 00:28:11,900 -> 00:28:13,400 Lane has a question.

295 00:28:13,900 -> 00:28:15,900 What is an example?

296 00:28:16,100 -> 00:28:21,400 Of an intention besides collaboration when redesigning the in-office experience.

297 00:28:23,600 -> 00:28:25,500 It's a great question, and I am pretty sure.

298 00:28:25,500 -> 00:28:25,800 Jason.

299 00:28:25,800 -> 00:28:29,900 You have some, some thoughts to what you're seeing in the market, especially around employee recognition.

300 00:28:30,200 -> 00:28:36,900 I think I will answer this from The Experience side of a distributed Workforce.

301 00:28:36,900 -> 00:28:44,100 And so, you know, besides collaboration and sort of like thinking how the office experience should be.

302 00:28:44,100 -> 00:28:50,700 I think, I think, attention shows up a lot in the in-betweens that goes ignored in many ways.

303 00:28:51,400 -> 00:29:02,600 So for instance, you know, higher Employee, let us say you have a headquarters in New York and la and Austin but you're hiring someone that lives in Tennessee, and she is the only employee in Tennessee.

304 00:29:03,600 -> 00:29:09,900 It's all the in-betweens of thinking about that employee as if that's the most important point.

305 00:29:09,900 -> 00:29:10,700 We at your company.

306 00:29:10,700 -> 00:29:13,800 And asking the question, what is her experience?

307 00:29:14,700 -> 00:29:16,400 What is her experience from Tennessee?

308 00:29:16,400 -> 00:29:21,800 She's not going to be anybody else for a long time until we hire some other people, maybe start pod and Tennessee.

309 00:29:23,000 -> 00:29:24,200 What is her experience?

310 00:29:24,200 -> 00:29:38,700 And going back to what Jason was saying, map and I have experienced, but bringing the attention down to even those and I go back to from what I am seeing in the market, you know, our customers, they're taking that little contention into every touchpoint from the employee onboarding.

311 00:29:39,100 -> 00:29:44,300 How do we make that better than another Zoom call or performance, review, call or interview cop?

312 00:29:44,900 -> 00:29:52,600 From the company Town Hall, which is the most important event at your company, that builds culture and drives the values of the company.

313 00:29:52,700 -> 00:29:53,800 How do we do that better?

314 00:29:53,800 -> 00:30:08,000 Then just another call, like the whole another call, that's the easy way out putting intention and to and fill in the gaps in something they want is for that person, especially that's not submitted to, the office goes, goes really, really far.

315 00:30:08,000 -> 00:30:13,700 And that's just one example of what we're seeing, how our companies are taking that and little contention.

316 00:30:15,700 -> 00:30:24,900 Nice, I might kind of share an idea around like if it sounds like the question is around, understanding how to create better collaboration in person and virtually in hybrid.

317 00:30:25,400 -> 00:30:33,300 I think what we're trying to do is Design Systems that work in both environments and I will share a couple of examples of things that seem to work really well.

318 00:30:33,600 -> 00:30:36,900 So, I think fundamentally there's this huge desire for human connection.

319 00:30:36,900 -> 00:30:38,000 No surprises there.

320 00:30:38,200 -> 00:30:45,000 And so what we're trying to be to Rob's point is we're trying to create all these, what we call them micro moments where people can connect ideally in a day.

321 00:30:45,100 -> 00:30:47,900 Basis and have meaningful connection.

322 00:30:48,300 -> 00:30:54,000 And so, one thing we have done that works well in person or remotely as we do a daily huddle, a daily scrum.

323 00:30:54,000 -> 00:31:00,500 So everybody in the entire company to 10 minute long meeting, they get broken up into small groups, and these aren't the normal functional groups.

324 00:31:00,500 -> 00:31:03,600 It's not like software developers of soft, develop software developers.

325 00:31:03,600 -> 00:31:14,900 It's like, it can be like a customer success person, an Ops person, a software engineer their lumped together in small groups of sort of 7 to 10 people, and they talk about one personal goal and one work goal.

326 00:31:15,100 -> 00:31:17,200 Every single day and it's really cool.

327 00:31:17,200 -> 00:31:19,100 You hear about what matters in their life.

328 00:31:19,100 -> 00:31:23,300 And like, for example, we have one software engineer, mark, an amazing guy.

329 00:31:23,600 -> 00:31:27,000 He's done a, he's hit 100 over 100 days streak on Duolingo.

330 00:31:27,000 -> 00:31:29,200 I know that he's learning Spanish, which is amazing.

331 00:31:29,900 -> 00:31:30,500 Just the other day.

332 00:31:30,500 -> 00:31:37,700 I learned one of our sdrs Guillermo wants to do his MBA and I as a CEO, I could potentially be in a good position to help them maybe with educational practice.

333 00:31:37,700 -> 00:31:39,000 Maybe just some time off.

334 00:31:39,500 -> 00:31:48,100 So creating these micro moments in a very deliberate matter is super powerful and the other thing is It's not it's obviously not just about me but about connecting the team.

335 00:31:49,000 -> 00:31:52,600 And so yeah, every single day on video 10 minutes long, the whole team connects.

336 00:31:52,800 -> 00:31:59,200 And then one other the way you wrap it up, everybody comes back together in one big room, and we are we asked a fun fact question.

337 00:31:59,200 -> 00:32:00,700 So one person lost the question.

338 00:32:01,100 -> 00:32:04,600 One person will answer it, and they're kind of playful silly questions.

339 00:32:04,900 -> 00:32:07,600 But again, it creates humor creates his likeness in the day.

340 00:32:07,900 -> 00:32:14,900 And yesterday's question, for example, was, if you're on a baseball team, what would be your entrance song and the fellowship?

341 00:32:15,000 -> 00:32:17,200 Has meant so, so run.

342 00:32:17,200 -> 00:32:18,900 I am sorry friend of but love it.

343 00:32:19,200 -> 00:32:25,000 Like it's it connects people and yet to hear you get to see the human side of what people are all about.

344 00:32:25,000 -> 00:32:36,400 So, I think these are micro moments can be, well, then important is to create repeatable scalable systems that you can stamp into your company, whether it's us or yourself and create fun environment.

345 00:32:37,100 -> 00:32:44,000 So Jason, what was your wish your entry song to the baseball game, so I didn't answer it, but I will tell you Shawn.

346 00:32:45,200 -> 00:32:47,500 He's like just because like here comes the bride.

347 00:32:47,500 -> 00:32:48,900 So Sean's not married.

348 00:32:49,100 -> 00:32:49,400 I don't know.

349 00:32:49,400 -> 00:32:54,300 It was just a random answer ever and then there's the Rick Ashley song.

350 00:32:54,300 -> 00:32:55,400 Somebody else answered.

351 00:32:55,400 -> 00:32:57,200 Never going to give up.

352 00:32:57,200 -> 00:32:59,300 So it was like, oh, that's fun.

353 00:33:00,100 -> 00:33:01,200 Playful silliness.

354 00:33:01,700 -> 00:33:02,300 That's fine.

355 00:33:02,900 -> 00:33:03,200 That's great.

356 00:33:03,200 -> 00:33:04,400 That's awesome.

357 00:33:04,500 -> 00:33:06,900 Love this micro moment ideas.

358 00:33:06,900 -> 00:33:07,800 That's great.

359 00:33:07,900 -> 00:33:14,900 All right, we have time for one last question, and I am already cutting into some of the meditation time, but we have got some good up votes on this question.

360 00:33:15,000 -> 00:33:15,800 From Abby.

361 00:33:15,800 -> 00:33:16,900 So Rob.

362 00:33:16,900 -> 00:33:19,400 Jason, if you can make a quick, that would be great.

363 00:33:19,500 -> 00:33:24,600 How do you keep employees, engaged and connected in a fully remote Workforce?

364 00:33:24,600 -> 00:33:26,500 What are some exciting ideas?

365 00:33:26,500 -> 00:33:28,700 You have seen for remote employees.

366 00:33:28,700 -> 00:33:31,500 I think you have covered some of them, but are there any others?

367 00:33:31,500 -> 00:33:33,400 Yeah, I will cover 11.

368 00:33:33,400 -> 00:33:34,100 That we do here.

369 00:33:34,100 -> 00:33:34,500 Welcome.

370 00:33:34,500 -> 00:33:39,000 We call it the welcome Cafe and it's a No Agenda.

371 00:33:39,100 -> 00:33:47,100 It's picture yourself walking into the building and you're gonna go grab coffee at the Adding space and you bump into some employees.

372 00:33:47,400 -> 00:33:48,700 And so, is an unstructured way.

373 00:33:48,700 -> 00:33:53,200 It's a happens at noon, East Coast, which is 9 AM Pacific.

374 00:33:53,500 -> 00:34:09,000 And so, whether you're having your first cup of coffee, or just starting to eat your lunch, we encourage employees to drop by and have unstructured conversations and so on, welcome, we basically have some tunes that you land into in this Auditorium and then you go into some Lounge.

375 00:34:09,000 -> 00:34:11,199 We call them now and we call them Lounge rooms.

376 00:34:11,500 -> 00:34:15,400 You can go and grab a table, sit down and have a conversation and it's Interesting.

377 00:34:15,400 -> 00:34:22,100 Because someone there's a few employees here at, welcome, learning, Spanish, kind of keeping the Duolingo thing going learning Spanish.

378 00:34:22,199 -> 00:34:26,600 And they created a table within the welcome Cafe called, welcome espanyol.

379 00:34:26,800 -> 00:34:30,000 And now, people are jumping in there, and they're practicing their Spanish.

380 00:34:30,100 -> 00:34:44,900 And, so I think what we're seeing is structured and unstructured ways where you have the structured opportunities of company Town Hall employee experience, onboarding, all these ERT group communities really making those cow.

381 00:34:45,199 -> 00:34:53,699 Whether you have these unstructured ways of just holding space, whether that's for a light conversation or a deeper conversation.

382 00:34:53,900 -> 00:34:56,100 It's about just making space for those conversations.

383 00:34:57,800 -> 00:34:58,500 That's awesome.

384 00:34:58,500 -> 00:34:59,200 I love it.

385 00:34:59,700 -> 00:35:01,500 And then again, really quickly.

386 00:35:01,500 -> 00:35:10,500 That one thing I might add, is we to part, quick answer, we have weekly one-to-ones between all team leads, and all employees.

387 00:35:10,900 -> 00:35:15,200 And one of the questions we asked is what's on your bucket list and I like, how can we support you in that journey?

388 00:35:16,200 -> 00:35:21,300 And in summary if you can help an employee achieve, what matters most to them.

389 00:35:21,500 -> 00:35:26,800 Like, that's how you break that traditional employee-employer barrier and you come alongside as I can.

390 00:35:27,000 -> 00:35:28,000 Partner in life.

391 00:35:28,200 -> 00:35:35,000 And I tell you if you want to see people light up, you f*** find out what matters to them and you help them achieve it and it could be something incredibly Spa.

392 00:35:35,000 -> 00:35:36,800 Maybe there are stray.

393 00:35:37,100 -> 00:35:38,400 It could be something incredibly simple.

394 00:35:38,400 -> 00:35:39,400 Maybe they're single mom.

395 00:35:39,400 -> 00:35:52,400 Maybe they work in healthcare, given the day off, sending them to the spa, can be massively impactful, maybe something, bigger middle of traveling or wine, sending them to Napa Valley, can be, you know, really meaningful as well.

396 00:35:52,900 -> 00:35:53,400 Whatever.

397 00:35:53,400 -> 00:35:58,100 It is, find out what that thing is and help them achieve it and you're going to break that barrier.

398 00:35:58,100 -> 00:36:04,200 You can become a mentor or a cheerleader in their life, and they're never going to forget you as a leader colleague or friend.

399 00:36:05,100 -> 00:36:07,000 So good, got a snap.

400 00:36:09,400 -> 00:36:10,400 Amazing.

401 00:36:10,400 -> 00:36:10,700 Wow.

402 00:36:10,700 -> 00:36:13,500 Well, thank you so much Roberto Jason.

403 00:36:13,500 -> 00:36:22,400 It is a pleasure to hear from each of your experiences and inspiring quite honestly to see how you are executing employee experiences within your org.

404 00:36:22,400 -> 00:36:26,500 So, thank you so much, and we're going to actually transition now.

405 00:36:26,900 -> 00:36:30,400 Into our marvelous experience.

406 00:36:30,400 -> 00:36:35,500 So, let us all clear our minds, like, keep those insights.

407 00:36:35,500 -> 00:36:38,500 Keep those amazing golden nuggets that are applicable to you.

408 00:36:38,700 -> 00:36:42,700 And now we're going to move into a session with Marda.

409 00:36:42,800 -> 00:36:46,100 But before we jump into that, we want to take a quick poll.

410 00:36:46,600 -> 00:36:48,400 So Jessica is my producer.

411 00:36:48,500 -> 00:36:50,800 Thanks, Jess for putting that up on stage.

412 00:36:51,000 -> 00:36:53,100 How are you feeling right now?

413 00:36:53,200 -> 00:36:56,700 And all of you can just click one through ten.

414 00:36:57,100 -> 00:36:59,900 One being the worst ten being absolutely marvelous.

415 00:37:00,400 -> 00:37:01,500 How are you feeling?

416 00:37:01,900 -> 00:37:02,500 All right.

417 00:37:02,500 -> 00:37:07,100 Okay, we have got some, a lot of AIDS which is great some fives and fours.

418 00:37:07,100 -> 00:37:10,300 Well, we're going to take this poll again at the end of this event.

419 00:37:10,300 -> 00:37:15,900 So we hope to see some of that, adjust Marta, take it away for us.

420 00:37:22,600 -> 00:37:23,300 Thanks, Gina.

421 00:37:23,300 -> 00:37:24,500 And hello everyone.

422 00:37:24,900 -> 00:37:26,300 My name is Marta Kagan.

423 00:37:26,300 -> 00:37:28,800 I am the co-founder of marvelous.

424 00:37:29,200 -> 00:37:32,400 And if you have never heard of marvelous, you're going to get to know us right now.

425 00:37:32,400 -> 00:37:38,600 We are on a mission to help humans flourish through mental, emotional Fitness.

426 00:37:39,500 -> 00:37:41,300 Now, what is mental, emotional Fitness?

427 00:37:41,300 -> 00:37:42,800 Some of you may be familiar with that.

428 00:37:42,800 -> 00:38:02,500 You may already have your own practice, but if you're not the best way to think of it is the analogy of physical fitness, you know, you Physical fitness to get stronger to build stamina, endurance, resilience to be more flexible and to perform at our physical best.

429 00:38:03,000 -> 00:38:07,200 We could do the same thing for our mental emotional, state for our inner world.

430 00:38:07,200 -> 00:38:22,600 And if we can Master our inner world, if we can become more self-aware that are able to self-regulate that are able to bounce back from setbacks and failures, then we can show up and feel marvelous and be Arboles every day.

431 00:38:23,000 -> 00:38:39,600 And so what we offer, our inner workouts, back to the fitness analogy, like the one you're going to experience today coaching support Community accountability, all kinds of ways to support you on your journey, to flourishing to showing up and being your best every single day.

432 00:38:41,000 -> 00:38:48,600 The important thing I want to point out here is we have this philosophy at marvelous, that it doesn't matter what the Day brings to you, right?

433 00:38:48,600 -> 00:38:51,500 It doesn't matter if you had a great onboarding experience.

434 00:38:51,600 -> 00:38:52,100 Answer not.

435 00:38:52,100 -> 00:38:58,200 I mean it does matter, no offense Jason and Rob but what really matters is what you bring to the day, right?

436 00:38:58,200 -> 00:38:58,800 It matters.

437 00:38:58,800 -> 00:39:02,000 How you respond to situations that may not be ideal.

438 00:39:02,100 -> 00:39:02,500 It matters.

439 00:39:02,500 -> 00:39:05,700 How you respond to feedback, you get that isn't desired.

440 00:39:06,000 -> 00:39:12,000 So we are about helping you bring your very best to the day, no matter what that day, May throw at you.

441 00:39:13,100 -> 00:39:15,600 All right to begin.

442 00:39:15,600 -> 00:39:21,400 I am going to take you today through one of my favorite mini mental, emotional workouts.

443 00:39:22,000 -> 00:39:23,800 It's called the three, two one.

444 00:39:23,900 -> 00:39:27,900 And it is something I do literally almost daily.

445 00:39:27,900 -> 00:39:29,400 So I am going to take you through it.

446 00:39:29,400 -> 00:39:34,200 I am going to teach you what, you can experience it and something that you can do not just right now.

447 00:39:34,500 -> 00:39:42,500 But tomorrow, the next day, anytime you need, the equivalent of the control, alt delete button on your mental emotional state.

448 00:39:42,600 -> 00:39:45,400 It's a beautiful way to reset relatively quickly.

449 00:39:46,200 -> 00:39:49,100 You can even take pieces of it apart and use them as needed.

450 00:39:49,100 -> 00:39:51,400 But we're going to do three, two, one, and what that involves.

451 00:39:51,700 -> 00:40:05,400 Is three rounds of breath work to moments of gratitude and one moment of power, and I am going to explain what each of those are before I start, I am just going to ask you this mental.

452 00:40:05,400 -> 00:40:11,900 Emotional Fitness is not a spectator sport just like you wouldn't go to the gym and watch people, you know workout and go.

453 00:40:12,300 -> 00:40:13,000 Yeah, I am good.

454 00:40:13,000 -> 00:40:13,800 I feel fit.

455 00:40:14,500 -> 00:40:15,700 You gotta do the work.

456 00:40:15,700 -> 00:40:18,400 The same is true for mental, emotional Fitness.

457 00:40:18,400 -> 00:40:20,100 So please join me.

458 00:40:20,100 -> 00:40:21,400 Do this stuff with me.

459 00:40:21,500 -> 00:40:22,300 Going to count you out.

460 00:40:22,300 -> 00:40:28,500 I am going to coach him and explain everything but Let us make this a participation not observation moment.

461 00:40:28,500 -> 00:40:30,800 All right, the three, two one.

462 00:40:31,300 -> 00:40:34,500 We're going to begin with three rounds of breath work.

463 00:40:34,800 -> 00:40:40,100 Now, why breathwork we take roughly 22,000?

464 00:40:40,100 -> 00:40:43,700 Breaths a day, something along those lines and most of them, we don't pay attention to.

465 00:40:43,900 -> 00:40:45,200 We take it for granted.

466 00:40:45,200 -> 00:40:51,200 They just happen if we can tune into just a few, just a few minutes of our breathing.

467 00:40:51,400 -> 00:40:54,400 It's an opportunity for us to shut off.

468 00:40:54,700 -> 00:41:11,700 Autopilot the program that's running in our head to step away from worries, thoughts, judgments to-do, lists to tune, into our bodies, to tune into how we feel internally and to tune into just the present moment.

469 00:41:11,900 -> 00:41:15,300 It gives us that control-alt-delete starting point.

470 00:41:15,500 -> 00:41:20,000 So we're going to do some intentional breathing and to get started.

471 00:41:20,000 -> 00:41:22,400 I want you to put your hands on your belly.

472 00:41:23,000 -> 00:41:24,500 First of all, make sure you're seated.

473 00:41:24,600 -> 00:41:29,800 It sometimes when people do breath work for the first time, or they do, you know, type, they haven't done before.

474 00:41:29,900 -> 00:41:31,500 You can get a little bit lightheaded.

475 00:41:31,500 -> 00:41:34,100 And, so I want to make sure you're safe and seated.

476 00:41:34,300 -> 00:41:35,200 So, take a seat.

477 00:41:35,200 -> 00:41:42,500 If you're not sitting in the, put your hands on your belly and then go ahead and take a big deep breath in at your own pace.

478 00:41:42,800 -> 00:41:45,100 And notice what happens with your hand?

479 00:41:45,100 -> 00:41:54,000 See if you can feel your belly, Rising, as you inhale and then falling as you exhale, or does your belly sort of stay still and most of that breathing happen up here.

480 00:41:55,200 -> 00:41:59,100 Now, if you're a belly breather, good, that's what I want you to do.

481 00:41:59,100 -> 00:42:04,900 If you're not, if you took a deep inhale, and then on the exhale, you didn't feel anything happen.

482 00:42:04,900 -> 00:42:07,100 You're probably breathing, more up in your chest.

483 00:42:07,100 -> 00:42:07,800 And that's okay.

484 00:42:07,800 -> 00:42:09,000 A lot of us do that.

485 00:42:09,800 -> 00:42:17,900 We're going to try to focus on belly breathing because that's going to give us a chance to really use our diaphragm to fully engage our full lung capacity.

486 00:42:17,900 -> 00:42:19,400 Get more oxygenation.

487 00:42:19,500 -> 00:42:20,500 We're going to feel it more.

488 00:42:20,500 -> 00:42:21,400 We're going to enjoy it more.

489 00:42:21,400 -> 00:42:22,600 It's going to benefit us more.

490 00:42:23,300 -> 00:42:24,500 You're going to put your hands on your belly.

491 00:42:25,500 -> 00:42:31,000 And we're going to start off with simple inhales and exhales for about 30 seconds.

492 00:42:31,700 -> 00:42:33,100 So simple inhales and exhales.

493 00:42:33,100 -> 00:42:34,000 I am going to count you out.

494 00:42:34,000 -> 00:42:36,300 We're going to inhale, exhale, inhale.

495 00:42:36,300 -> 00:42:38,900 Exhale, keep your hands on your belly as accuse.

496 00:42:38,900 -> 00:42:41,400 You can kind of notice on the inhale belly goes out.

497 00:42:41,400 -> 00:42:42,600 Exhale it goes in.

498 00:42:43,100 -> 00:42:46,400 This is going to be relatively not too fast, not too slow.

499 00:42:46,400 -> 00:42:52,200 But again, if you start to feel light-headed or uncomfortable, you can stop at any point in this process from there.

500 00:42:52,200 -> 00:42:55,700 We're going to switch to a couple other movements, and we're to do three cycles.

501 00:42:55,700 -> 00:42:58,800 So you're gonna have a Q on the screen, and I am going to talk you through it.

502 00:42:58,800 -> 00:43:01,200 All you need to do is listen and breathe.

503 00:43:02,100 -> 00:43:02,700 Are you ready?

504 00:43:03,800 -> 00:43:07,700 All right, hands on the belly and begin again with just one.

505 00:43:07,700 -> 00:43:09,700 Nice deep inhale through the nose.

506 00:43:11,700 -> 00:43:13,200 And exhale through the mouth.

507 00:43:14,600 -> 00:43:15,800 And here we go.

508 00:43:16,600 -> 00:43:33,000 Inhale one, exhale, one, inhale to Exhale to inhale, three, exhale, three, inhale four exhale for inhale.

509 00:43:33,000 -> 00:43:33,800 Five.

510 00:43:34,300 -> 00:43:35,700 Exhale, five.

511 00:43:36,000 -> 00:43:39,500 Inhale 6, exhale 6.
512 00:43:40,900 -> 00:43:41,500 Seven.
513 00:43:43,800 -> 00:43:45,300 Inhale 8.
514 00:43:46,500 -> 00:43:48,700 Exhale, inhale nine.
515 00:43:49,900 -> 00:43:59,900 Exhale, inhale, 10, exhale, inhale 11 exhale,
inhale 12.
516 00:44:00,900 -> 00:44:03,400 Exhale through the nose 13.
517 00:44:04,200 -> 00:44:06,600 Exhale, inhale, 14.
518 00:44:06,600 -> 00:44:10,400 Don't forget the belly, exhale, 15.
519 00:44:11,500 -> 00:44:16,000 Exhale, inhaling through the nose, exhale, 16.
520 00:44:16,400 -> 00:44:25,700 Inhale, belly gets big 17, inhale, 18, exhale,
19.
521 00:44:26,700 -> 00:44:41,800 Exhale, inhale, 20, Exhale, 21, exhale, 22!
Exhale, 23 x, an l.
522 00:44:42,100 -> 00:44:44,700 24, getting close to the end.
523 00:44:44,700 -> 00:44:47,400 Still, through the nose, 25.
524 00:44:47,600 -> 00:44:49,500 Exhale, belly goes in.
525 00:44:49,500 -> 00:44:51,500 Inhale belly gets big.
526 00:44:52,500 -> 00:44:53,800 Exhale.
527 00:44:54,000 -> 00:44:54,400 Inhale.
528 00:44:54,400 -> 00:44:59,100 27, exhale, 28.
529 00:45:00,000 -> 00:45:06,300 Exhale 29, exhale and 30.
530 00:45:06,300 -> 00:45:09,000 And don't exhale, just yet.
531 00:45:09,000 -> 00:45:09,600 Exhale.
532 00:45:09,600 -> 00:45:12,200 Now and keep those lungs empty.
533 00:45:12,200 -> 00:45:13,700 We're going to fir count of 30.
534 00:45:13,700 -> 00:45:16,000 Just holding the lungs, empty.
535 00:45:17,300 -> 00:45:18,800 We're at about five now.
536 00:45:18,800 -> 00:45:19,900 Just holding them.
537 00:45:19,900 -> 00:45:22,500 Empty just in the present moment.
538 00:45:22,900 -> 00:45:25,900 Lips are closed hands resting on your belly.
539 00:45:27,500 -> 00:45:28,400 12.

540 00:45:29,600 -> 00:45:32,600 If you can't hold it, the First full 30 seconds, that's okay.

541 00:45:32,600 -> 00:45:35,400 Try and take little sips of are as you need to.

542 00:45:35,600 -> 00:45:38,300 If you can't try and just hold the lungs empty.

543 00:45:39,100 -> 00:45:40,000 Just keep them empty.

544 00:45:40,000 -> 00:45:41,600 You're going to get a nice, big, beautiful.

545 00:45:41,600 -> 00:45:45,800 Inhale, at the end of this, we have got less than 10 seconds to go.

546 00:45:47,200 -> 00:45:48,800 Just feeling that oxygen.

547 00:45:48,800 -> 00:45:58,400 You just took in circulate through your body and 321, exhale! Beautiful.

548 00:46:00,200 -> 00:46:09,600 Now, inhale for a count of five through the nose, so, And then hold that breath for 10.

549 00:46:09,600 -> 00:46:11,900 We're holding the lungs full the belly.

550 00:46:11,900 -> 00:46:14,700 Full for another four.

551 00:46:15,500 -> 00:46:19,100 Three, two, one.

552 00:46:19,200 -> 00:46:21,600 Exhale for five through the nose.

553 00:46:22,300 -> 00:46:26,400 Three, two, one.

554 00:46:27,400 -> 00:46:29,000 Inhale for five.

555 00:46:30,300 -> 00:46:35,300 321 holding for 10.

556 00:46:38,500 -> 00:46:39,200 76.

557 00:46:41,700 -> 00:46:48,700 42 and exhale for a count of 5 3.

558 00:46:49,800 -> 00:46:50,300 Two.

559 00:46:51,600 -> 00:46:54,900 One, beautiful and just close your eyes.

560 00:46:54,900 -> 00:46:55,500 For a moment.

561 00:46:55,500 -> 00:46:58,700 We're going to repeat that round for a moment.

562 00:46:58,700 -> 00:47:00,900 Just feel what you feel.

563 00:47:03,400 -> 00:47:12,800 Let your body settle, let your breath go back to its natural state and take this moment just to observe whatever sensation may be there.

564 00:47:21,300 -> 00:47:24,900 Maybe you feel some tingling in your fingers or your face.

565 00:47:25,600 -> 00:47:27,800 Maybe feel a little Renewed Energy.

566 00:47:32,800 -> 00:47:34,500 And whatever it is that you're noticing.

567 00:47:34,500 -> 00:47:38,600 Go ahead and open your eyes, and we're going to go through that same sequence, one more time.

568 00:47:39,800 -> 00:47:43,500 So sitting up comfortably in your seat, hands are on your belly.

569 00:47:45,100 -> 00:47:46,300 And we're going to do that.

570 00:47:46,500 -> 00:47:49,000 30 inhales and exhales ready.

571 00:47:50,000 -> 00:47:52,100 Inhale and exhale.

572 00:47:53,300 -> 00:47:55,900 Two and exhale.

573 00:47:56,000 -> 00:48:03,900 Inhale three bellies gets big, exhale, inhale for exhale, inhale.

574 00:48:03,900 -> 00:48:04,600 Five.

575 00:48:05,400 -> 00:48:16,800 Exhale belly gets big on each, inhale and then it gets flatter on the exhale, seven on the inhale and exhale 8.

576 00:48:17,900 -> 00:48:20,600 Exhale nine.

577 00:48:21,300 -> 00:48:24,600 Exhale, we're doing this through the nose and out through the nose.

578 00:48:24,600 -> 00:48:35,100 Exhale, 11, exhale, 12, inhale, using the diaphragm 13 on the inhale.

579 00:48:35,300 -> 00:48:36,100 Exhale.

580 00:48:37,400 -> 00:48:40,000 14 and exhale.

581 00:48:41,100 -> 00:48:43,500 15, exhale.

582 00:48:44,900 -> 00:48:49,800 16 exhale try and make it as full as you can on each count.

583 00:48:49,800 -> 00:48:51,000 It's short.

584 00:48:51,000 -> 00:48:54,600 But you're trying to get maximum are maximum use.

585 00:48:54,600 -> 00:48:56,800 We're on 18 now.

586 00:48:57,100 -> 00:49:00,200 Exhale, 19.

587 00:49:00,800 -> 00:49:09,100 Exhale 2010 more to go inhale using that diaphragm, exhale.

588 00:49:09,700 -> 00:49:10,700 21.

589 00:49:11,600 -> 00:49:16,300 Exhale 22, you're doing great.

590 00:49:16,300 -> 00:49:21,800 Keep it up 23! Exhale 24.

591 00:49:21,800 -> 00:49:23,800 Just focusing on the breath.

592 00:49:23,800 -> 00:49:28,000 The belly 25, just kidding.

593 00:49:29,000 -> 00:49:29,800 26.

594 00:49:29,800 -> 00:49:41,200 No, laughing just breathing 27 and exhale, 28, exhale, 29, exhale.

595 00:49:42,400 -> 00:49:46,400 And 30, exhale, beautiful.

596 00:49:47,000 -> 00:49:54,700 Now, inhale once more for me and exhale, then hold the lungs, empty for count of 30.

597 00:49:54,700 -> 00:49:55,500 Here we go.

598 00:49:58,300 -> 00:50:01,100 Just holding the breath nose closed.

599 00:50:01,100 -> 00:50:04,800 We have got about 25, 20 seconds to go.

600 00:50:05,200 -> 00:50:07,200 Try and hold it in the whole time.

601 00:50:07,800 -> 00:50:08,200 They're guessed.

602 00:50:08,200 -> 00:50:11,200 Hold it out, because we exhaled not letting air in.

603 00:50:11,300 -> 00:50:13,200 In just sitting with it.

604 00:50:13,200 -> 00:50:17,800 Just feeling what you feel about, 10 more seconds to go.

605 00:50:17,800 -> 00:50:28,500 You're almost there and five, four, three, two, and one.

606 00:50:28,500 -> 00:50:37,600 Take a nice big, inhale to a count of 5 3 2 1 and then hold the lungs full for 10.

607 00:50:39,500 -> 00:50:40,200 Eight.

608 00:50:41,600 -> 00:50:42,300 Six.

609 00:50:43,800 -> 00:50:50,400 42 and exhale for a count of five.

610 00:50:51,200 -> 00:50:54,800 Three, One release.

611 00:50:54,800 -> 00:50:55,500 One more time.

612 00:50:55,500 -> 00:50:58,400 Inhale for a count of five.

613 00:51:00,700 -> 00:51:20,500 And one and at the top holds the are in for a count of 10, you're doing great almost done here, 3 2 1, and then exhale for a count of five 31, beautiful.

614 00:51:22,400 -> 00:51:24,800 I am just take whatever kind of breath feels good.

615 00:51:24,800 -> 00:51:29,800 Now, at the end of this, I sometimes like to just take a big inhale and just sigh it out, right?

616 00:51:33,600 -> 00:51:36,700 Just letting everything go and then, close your eyes with me for a moment.

617 00:51:36,700 -> 00:51:43,900 And again, settle into sensation, settle into, whatever you're noticing in your body.

618 00:51:44,600 -> 00:51:49,100 I often get tingling in my fingertips or get a little heated around my chest.

619 00:51:50,100 -> 00:51:52,000 Take a moment just to observe.

620 00:51:54,200 -> 00:51:58,000 To let your breathing go back to whatever its natural state is.

621 00:51:59,700 -> 00:52:08,100 Feel what you feel without judgment without wondering if you did it right or wrong without thinking you could have done, it better.

622 00:52:10,400 -> 00:52:11,100 Just noticing.

623 00:52:11,100 -> 00:52:15,500 What is total radical acceptance of the year now?

624 00:52:22,500 -> 00:52:28,900 And then in this sort of blissful post conscious mindful breathing moment.

625 00:52:29,200 -> 00:52:35,500 I want to slip right into our two moments of gratitude and it's up to you can keep your eyes closed if you'd like or you can keep them open.

626 00:52:38,300 -> 00:52:43,200 And what I want you to do is I want you to put one hand on your chest and one in back on your belly.

627 00:52:44,400 -> 00:52:52,900 A nice can be closed if you wish and in this Blissful present State, this refreshed oxygenated plays we are together.

628 00:52:53,100 -> 00:53:03,700 I want you to take a moment to say thank you to express some gratitude to appreciate someone or something in your life.

629 00:53:11,300 -> 00:53:12,400 Don't overthink it.

630 00:53:13,600 -> 00:53:17,900 It might be the person that gave you the parking spot today.

631 00:53:21,200 -> 00:53:22,700 You might be grateful for the weather.

632 00:53:24,900 -> 00:53:30,000 You might be grateful for yourself that you showed up here to do this.

633 00:53:32,800 -> 00:53:34,500 Whatever it is big or small.

634 00:53:35,700 -> 00:53:37,700 Take a moment to recognize.

635 00:53:39,400 -> 00:53:48,800 Two things people or situations for which you feel gratitude, and feel that gratitude as you acknowledge that.

636 00:53:51,300 -> 00:53:53,200 Thank you for this beautiful day.

637 00:53:53,500 -> 00:53:56,500 Thank you for the air in my lungs.

638 00:53:56,500 -> 00:53:57,400 Thank you.

639 00:53:59,100 -> 00:54:08,000 For this moment, whatever it is, you can say it out loud, or you can say it in your head but say it and feel it.

640 00:54:18,700 -> 00:54:22,800 And when you're ready, if your eyes are closed, you can go ahead and open them.

641 00:54:23,100 -> 00:54:31,400 And if you have pen and paper, handy, go ahead and write down the two people or things for which you just express your gratitude.

642 00:54:31,900 -> 00:54:34,000 Take a moment and write down what it is.

643 00:54:34,000 -> 00:54:35,100 You're grateful for.

644 00:54:36,200 -> 00:54:38,400 Why you are grateful?

645 00:54:40,100 -> 00:54:50,400 And after we're done here today, you might even think about telling that person that you're thankful or taking a moment to express your gratitude in a more.

646 00:54:52,300 -> 00:54:56,600 Public or direct kind of way optional bonus points.

647 00:54:57,600 -> 00:55:04,100 And the final thing we're going to do is of the three, two, one R1 is Our Moment of power.

648 00:55:04,600 -> 00:55:08,100 So a lot of us starter days off with the to-do list, right?

649 00:55:08,100 -> 00:55:09,700 How, what do we got to do today?

650 00:55:10,200 -> 00:55:16,100 I want to shift that and I want to focus on how we want to be how we want to feel.

651 00:55:16,100 -> 00:55:18,800 I personally want to be in feel marvelous.

652 00:55:20,600 -> 00:55:22,500 You may want to be or feel something different.

653 00:55:22,500 -> 00:55:24,000 You might want to feel motivated.

654 00:55:24,000 -> 00:55:26,600 You might want to feel peaceful.

655 00:55:26,900 -> 00:55:31,200 You might want to feel capable focused, patient.

656 00:55:31,200 -> 00:55:32,000 Whatever it is.

657 00:55:32,000 -> 00:55:44,600 There's a beautiful truth Around The Power of Words and language and our ability to express how we feel and how we wish to feel or be, we don't spend enough time on that the average person.

658 00:55:44,600 -> 00:55:47,600 If you ask them, how they are fine, right?

659 00:55:47,800 -> 00:55:50,600 Or best case scenario of sad, happy angry.

660 00:55:50,600 -> 00:55:51,400 That's it.

661 00:55:51,500 -> 00:55:52,300 We can do better than that.

662 00:55:52,300 -> 00:55:53,600 We can choose.

663 00:55:54,400 -> 00:56:02,400 Not only how we want to feel and how we want to be, but we can choose the language that empowers us to actually embody that desired state.

664 00:56:02,500 -> 00:56:03,800 So that's what this is about.

665 00:56:03,800 -> 00:56:05,300 So I want you to take a moment.

666 00:56:05,500 -> 00:56:10,100 Again, eyes closed or open and decide how you want.

667 00:56:10,200 -> 00:56:16,600 It to feel for the rest of the state, how you want to feel At this moment and going forward for this day.

668 00:56:17,400 -> 00:56:20,800 If you have pen and paper handy, go ahead and write that down.

669 00:56:23,200 -> 00:56:24,100 You can also frame.

670 00:56:24,100 -> 00:56:27,100 It could be either part 2 or different way to frame it.

671 00:56:27,900 -> 00:56:29,100 Who do you want to be?

672 00:56:29,200 -> 00:56:30,700 How do you want to show up?

673 00:56:36,800 -> 00:56:41,200 And then between those two answers and might be the same answer, might be two different words.

674 00:56:41,400 -> 00:56:49,300 I want you to choose the most specific encouraging, like the most magnetic word.

675 00:56:49,300 -> 00:56:53,900 You can think of to describe that thinking power words, right?

676 00:56:53,900 -> 00:56:57,300 So if you're if you want to feel sad today, which I hope no one's rain down.

677 00:56:57,300 -> 00:56:58,100 You want to feel sad.

678 00:56:58,100 -> 00:57:00,000 I don't want you to say, I want to feel sad today.

679 00:57:00,200 -> 00:57:02,100 I want to feel devastated.

680 00:57:02,100 -> 00:57:04,400 I want few props are known why it takes that.

681 00:57:04,400 -> 00:57:09,700 Sorry, if you want to feel Today, I want to feel vibrant.

682 00:57:09,800 -> 00:57:11,700 I want to feel joyful.

683 00:57:11,800 -> 00:57:14,000 I want to feel euphoric, right?

684 00:57:14,000 -> 00:57:15,200 Pick the best word.

685 00:57:15,200 -> 00:57:25,700 You can think of and write that down and say it to yourself because that's going to be your keyword, your Mantra, your like pavlovian symbol.

686 00:57:25,900 -> 00:57:35,600 When you catch yourself out of that state, when you catch yourself feeling mat, if your desired state is, euphoric, you're going to do some of what we just did.

687 00:57:35,600 -> 00:57:38,600 You're going to do a little a bit of breathing going to remind yourself of that word.

688 00:57:38,600 -> 00:57:41,800 You're going to choose how you want to show up.

689 00:57:41,800 -> 00:57:44,300 It's not what the Day brings that you bring to the day.

690 00:57:45,100 -> 00:57:45,700 Okay.

691 00:57:45,800 -> 00:57:49,000 So write down your power word, choose that word.

692 00:57:52,100 -> 00:57:53,300 Burn it into your brain.

693 00:57:53,300 -> 00:57:55,100 Keep it on your paper and your back pocket.

694 00:57:55,100 -> 00:57:55,900 If you need to.

695 00:57:56,500 -> 00:58:04,200 And the last thing we're going to do together is we're going close this three, two, one three rounds of breath work, few moments of gratitude.

696 00:58:04,300 -> 00:58:08,900 One moment of Power with the marvelous closing Mantra.

697 00:58:08,900 -> 00:58:11,800 We do this at the end of every marvelous, in her workouts.

698 00:58:12,900 -> 00:58:16,200 If you're not standing, I encourage you to stand if not see it as.

699 00:58:16,200 -> 00:58:16,600 Okay.

700 00:58:16,600 -> 00:58:19,300 Put your hands together your palms together at your heart.

701 00:58:20,900 -> 00:58:23,300 And say these words out loud with me.

702 00:58:23,300 -> 00:58:35,500 Again, the power of language and intention the emotion we put behind our words, really changes our brains operating system and allows us to become the things we say.

703 00:58:35,700 -> 00:58:37,600 So say these words with me now.

704 00:58:39,000 -> 00:58:42,400 I am the master of my inner world.

705 00:58:44,400 -> 00:58:47,700 I am the champion of my outer world.

706 00:58:49,300 -> 00:58:51,100 I am strength.

707 00:58:51,900 -> 00:58:52,900 I am Grace.

708 00:58:53,800 -> 00:58:55,100 I am Joy.

709 00:58:56,700 -> 00:59:01,300 I am marvelous and you are marvelous to my friends.

710 00:59:01,300 -> 00:59:05,800 Thank you so much for joining me for this moment of 321.

711 00:59:05,800 -> 00:59:06,700 Marvelousness.

712 00:59:06,700 -> 00:59:07,100 I am Marta.

713 00:59:07,100 -> 00:59:07,700 Kagan.

714 00:59:07,900 -> 00:59:09,500 I hope I will see you all again soon.

715 00:59:09,500 -> 00:59:11,000 Have a marvelous day.

716 00:59:15,300 -> 00:59:17,500 That was amazing Marta.

717 00:59:17,700 -> 00:59:18,700 Thank you so much.

718 00:59:18,700 -> 00:59:21,200 In fact, I have my word.

719 00:59:21,200 -> 00:59:22,100 Well, we're it's here.

720 00:59:22,100 -> 00:59:23,300 It's well-nourished.

721 00:59:23,300 -> 00:59:25,500 This is my power word that I am going to.

722 00:59:25,900 -> 00:59:27,700 I should probably just stick this to my forehead.

723 00:59:27,700 -> 00:59:28,800 So every Zoom call.

724 00:59:28,800 -> 00:59:29,500 I am on.

725 00:59:29,500 -> 00:59:32,500 I am just reminded me to be well nourished.

726 00:59:32,900 -> 00:59:34,700 But thank you again so much.

727 00:59:35,500 -> 00:59:36,200 All right.

728 00:59:36,200 -> 00:59:42,700 Well, I hope all of you are feeling just as refreshed, and we centered as I am right now.

729 00:59:42,900 -> 00:59:44,300 Let us do a quick little poll.

730 00:59:44,300 -> 00:59:45,000 A pulse check.

731 00:59:46,100 -> 00:59:51,500 Once you drop in where you are, rating yourself on a scale of 1 to 10.

732 00:59:51,700 -> 00:59:52,900 Ooh, I love it.

733 00:59:53,200 -> 00:59:56,100 Already seeing a difference from the previous poll.

734 00:59:57,000 -> 00:59:57,800 Okay.

735 00:59:58,900 -> 00:59:59,900 Awesome.

736 01:00:00,000 -> 01:00:00,500 Awesome.

737 01:00:00,500 -> 01:00:09,800 Well, I hope that you will be able to take some of these practices that Marta just walked us through and even the insights that were gleaned with Jason and Roberto and bring them.

738 01:00:09,800 -> 01:00:14,100 Pull them into your day today and apply them to your own teams.

739 01:00:14,100 -> 01:00:15,300 Your personal lives.

740 01:00:15,500 -> 01:00:16,600 Whatever that may be.

741 01:00:16,700 -> 01:00:16,900 Now.

742 01:00:16,900 -> 01:00:19,000 There's a couple of tabs at the top.

743 01:00:19,000 -> 01:00:24,600 We do have our next event on April 26th, and speaking of wellness and balance.

744 01:00:24,600 -> 01:00:33,600 The topic is going to be around burnout and being able to You address the signs of burnout within yourself and also within your teams.

745 01:00:33,600 -> 01:00:39,800 So we're going to have this asks me anything style panel, and we got a great lineup of speakers for that.

746 01:00:40,000 -> 01:00:41,300 So please sign up.

747 01:00:41,300 -> 01:00:42,900 We hope to see you there.

748 01:00:43,300 -> 01:00:48,800 And also just to know you're on this amazing platform.

749 01:00:48,800 -> 01:00:57,300 It is welcome is an employee event platform that powers the key Milestones across the entire employee experience, like Roberto had shared.

750 01:00:57,400 -> 01:01:04,200 So if you have any questions, Jean how you can leverage, welcome for your own town halls, or do these type of team.

751 01:01:04,200 -> 01:01:05,800 Building sessions.

752 01:01:05,800 -> 01:01:11,300 Feel free to ask us and there's a tab up there to talk to some of our Specialists.

753 01:01:11,800 -> 01:01:12,200 All right.

754 01:01:12,200 -> 01:01:24,100 So with that, I send all of those, Matt marvelous blessings of Joy Grace and the centeredness that we received together today.

755 01:01:24,400 -> 01:01:31,100 So grateful for you, all being part of this event, and I hope to see you Again, have a wonderful rest of your day.

1 00:04:55,300 -> 00:04:59,800 Hi everyone, welcome to this event AMA style.

2 00:04:59,800 -> 00:05:08,400 We are so excited to have you all here and talk about a very relevant topic on preventing burnout, very close near and dear to home.

3 00:05:08,600 -> 00:05:11,200 And it's great to see people tuning in.

4 00:05:11,400 -> 00:05:16,300 We have folks from Boulder, Chicago, Angelica from Fresno, California.

5 00:05:16,300 -> 00:05:18,900 Hello, Joey from Minneapolis.

6 00:05:19,100 -> 00:05:24,300 I see charlena from Puerto Rico and La Robin from Portland.

7 00:05:24,400 -> 00:05:25,200 Love this.

8 00:05:25,200 -> 00:05:27,700 Love that we're all over yet.

9 00:05:27,700 -> 00:05:29,600 We're so close together here today.

10 00:05:29,600 -> 00:05:34,100 So, just, you know, talking about burnout.

11 00:05:34,100 -> 00:05:39,500 I was doing a little bit of research and the American Psychological Association survey.

12 00:05:39,500 -> 00:05:48,900 There was one that was taken recently and a massive 79 percent of us workers, reported having a severe sense of work-related stress.

13 00:05:50,400 -> 00:05:53,500 30% of those said they were struggling with emotional exhaustion.

14 00:05:54,400 -> 00:05:58,300 Will fatigue lack of motivation at work and cognitive weariness.

15 00:05:58,600 -> 00:06:11,900 So I am so excited about the panelists that we have today as they are the experts on the front lines, not only managing burn out for themselves, but also for their teammates at a company level, so we're going to hear from them.

16 00:06:11,900 -> 00:06:14,200 But before we jump into that, a couple things to note.

17 00:06:14,200 -> 00:06:17,000 Housekeeping wise, we have got to help tab.

18 00:06:17,100 -> 00:06:22,000 So, if there's any technical issues, you encounter, feel free to chat us there.

19 00:06:22,100 -> 00:06:24,300 There's also a volume and a close.

20 00:06:24,500 -> 00:06:30,600 Captioning knob underneath the screen so you can flip those on or adjust the volume as you need to.

21 00:06:31,000 -> 00:06:33,200 Alright, so we're going to start with a poll.

22 00:06:33,400 -> 00:06:35,500 Jessica, my producer in the green room.

23 00:06:35,600 -> 00:06:37,100 Could you put that pull up?

24 00:06:38,000 -> 00:06:39,700 How burnt out?

25 00:06:39,900 -> 00:06:40,800 Are you feeling?

26 00:06:41,600 -> 00:06:44,600 And y'all can keep it real on a scale of one to ten.

27 00:06:44,900 -> 00:06:45,100 This.

28 00:06:45,100 -> 00:06:46,700 This is for you yourself.

29 00:06:46,700 -> 00:06:48,000 We're not talking about teams.

30 00:06:48,000 -> 00:06:49,500 We're not talking about company level.

31 00:06:49,600 -> 00:06:50,600 We're just talking about you.

32 00:06:51,200 -> 00:06:52,400 All right, this is real.

33 00:06:53,300 -> 00:06:55,200 Wow, we have got some tens.

34 00:06:55,400 -> 00:06:56,600 So it's some sevens.

35 00:06:56,800 -> 00:06:57,400 Okay?

36 00:06:57,900 -> 00:06:58,500 All right.

37 00:06:58,500 -> 00:07:04,800 This is very real and I think all of us are feeling and experiencing this at this time.

38 00:07:05,000 -> 00:07:10,100 So with that I would love to invite to the stage our panelists today.

39 00:07:10,600 -> 00:07:20,800 Vicky VP of people off operations at bonus lie, Brittany head of recruiting Ops and employer brand at Breck's and our co-founder and CEO Roberto.

40 00:07:21,100 -> 00:07:22,500 Please join me on stage.

41 00:07:22,500 -> 00:07:22,900 Hello.

42 00:07:23,400 -> 00:07:25,500 Oh, hey Xena.

43 00:07:26,200 -> 00:07:27,400 Hey.

44 00:07:27,700 -> 00:07:28,000 Hello.

45 00:07:28,000 -> 00:07:28,400 How are you?

46 00:07:28,400 -> 00:07:29,400 All doing?

47 00:07:30,300 -> 00:07:31,300 Hi everyone.

48 00:07:32,200 -> 00:07:33,900 Hey folks, doing good?

49 00:07:33,900 -> 00:07:34,600 Ready for this.

50 00:07:35,200 -> 00:07:36,100 Good.

51 00:07:36,100 -> 00:07:36,400 Good.

52 00:07:36,400 -> 00:07:37,000 Good.

53 00:07:37,200 -> 00:07:37,900 Yeah.

54 00:07:37,900 -> 00:07:40,600 I am so excited to hear from each of you.

55 00:07:40,800 -> 00:07:46,900 You know, we actually received up to 40 questions that were submitted in advance.

56 00:07:47,200 -> 00:07:52,800 And so there's a lot of folks that are curious and have some questions around this.

57 00:07:53,000 -> 00:07:53,600 Topic.

58 00:07:53,600 -> 00:08:02,500 We went through all of those questions and identify the top 10 most burning questions, which we have under the Q&A tab right now.

59 00:08:02,800 -> 00:08:08,600 So all attendees of this event, feel free to jump into that Q&A and upvote.

60 00:08:08,600 -> 00:08:11,100 The question that is most burning to you.

61 00:08:11,300 -> 00:08:12,400 In the meantime.

62 00:08:12,500 -> 00:08:14,200 What we have done is broken down.

63 00:08:14,200 -> 00:08:17,400 The questions under three categories.

64 00:08:17,700 -> 00:08:22,900 One is managing burn out for yourself to is managing it for your team.

65 00:08:23,100 -> 00:08:27,100 At that level and then three managing it at a company level.

66 00:08:27,400 -> 00:08:32,600 And so, I wanted to get really real with each of you all as we tackle.

67 00:08:32,600 -> 00:08:43,500 The first category of burnout for yourselves, you know, each of you are leading teams leading companies, and how are you all doing for real?

68 00:08:43,600 -> 00:08:46,900 And how are you managing burn out for yourselves?

69 00:08:50,000 -> 00:08:51,500 We're going to take it their guys.

70 00:08:53,700 -> 00:08:57,500 I love that question Jenna and there's a friend of mine.

71 00:08:57,500 -> 00:08:57,800 Actually.

72 00:08:57,800 -> 00:08:59,300 He always asks, how are you really?

73 00:08:59,300 -> 00:08:59,800 Really?

74 00:09:00,300 -> 00:09:03,800 Because I think it's really easy to say I am fine and honestly the last two weeks.

75 00:09:03,800 -> 00:09:05,200 I have not been fine.

76 00:09:05,200 -> 00:09:06,000 It's been hard.

77 00:09:06,000 -> 00:09:15,100 It's been really hard to kind of handle what's going on in the world and what was going on at home and then also still perform in the way that I want to put my job.

78 00:09:15,200 -> 00:09:18,500 So definitely feeling it.

79 00:09:19,800 -> 00:09:20,700 Belong wise.

80 00:09:21,000 -> 00:09:22,200 I think there's a lot of different things.

81 00:09:22,200 -> 00:09:22,700 I am doing.

82 00:09:22,800 -> 00:09:31,600 Personally, therapies one of them and just kind of like learning and educating myself on kind of the things to do to take care of ourselves.

83 00:09:31,600 -> 00:09:49,600 I think, we sometimes know what those are in the back of our minds, but to actually be intentional about taking that time to do those things and seeing that the impact even a short period of time with it

and how that helps, but then I will fall off the wagon, so to speak and not do it in the next week or so.

84 00:09:49,600 -> 00:09:51,500 And I will be back in the same spot.

85 00:09:51,600 -> 00:09:58,200 But yeah, constantly try to remind myself to do those things like working out reading watching shows.

86 00:09:58,200 -> 00:09:59,400 I love that kind of thing.

87 00:10:01,800 -> 00:10:04,600 Yeah, I think Vicki makes a really good point event.

88 00:10:04,600 -> 00:10:12,200 However, was doing a few months ago has completely changed from how I am doing now, which has probably completely changed from last week.

89 00:10:12,500 -> 00:10:16,500 So I think it's definitely not working at a start-up.

90 00:10:17,300 -> 00:10:19,600 There's always so much to do there.

91 00:10:19,800 -> 00:10:23,000 Always, especially when you're a manager, people manager.

92 00:10:23,000 -> 00:10:30,600 You want to, you have so many things to think about in my developing, my team enough and I caught up on my projects at my am I giving it my best?

93 00:10:30,600 -> 00:10:38,300 And I think sometimes that imposter syndrome starts to creep in which starts to lead to burnout because you feel like your list keeps getting longer and longer.

94 00:10:38,600 -> 00:10:49,600 So I definitely have to remind myself to constantly check in with myself, and I am really big on reflecting on previous month's and kind of saying what went well what didn't what should I be doing more?

95 00:10:49,700 -> 00:10:55,300 Of and sometimes it's I should be doing a lot more of self-care and I should be doing a lot more of what we call it.

96 00:10:55,300 -> 00:11:06,000 Where ax is declaring meeting bankruptcy, which is reorganizing my calendar and getting rid of meetings that are not serving purpose and scheduling things like a walk with my dog.

97 00:11:06,300 -> 00:11:09,300 I literally check weather.com every Monday.

98 00:11:09,300 -> 00:11:18,600 And I look at the week and I figure out when I can get outside with my dog for a half hour just to decompress and you know, take a little reset between meetings.

99 00:11:21,300 -> 00:11:22,100 So good.

100 00:11:22,200 -> 00:11:22,800 That's good.

101 00:11:23,100 -> 00:11:23,900 That's good.

102 00:11:24,200 -> 00:11:24,500 Brittany.

103 00:11:24,500 -> 00:11:26,900 I am just going to follow up on what you said.

104 00:11:26,900 -> 00:11:29,300 They're around getting outside.

105 00:11:29,300 -> 00:11:34,800 Well, first of all, I think you know, when Gina was putting together this panel and still response.

106 00:11:34,800 -> 00:11:36,200 We got was fantastic.

107 00:11:36,200 -> 00:11:42,900 So I am happy that everyone is here to learn and sort of learn from each other and share best practices and tips.

108 00:11:44,000 -> 00:11:48,900 But really, you know, us as M A lot of times we feel burnt out, and we're trying to help burnt.

109 00:11:49,100 -> 00:11:49,700 Employees.

110 00:11:50,500 -> 00:11:55,900 All right, if we're honest and I think asking the question with the leader.

111 00:11:55,900 -> 00:12:01,000 First, I think is really powerful question because we get to set the pace.

112 00:12:01,000 -> 00:12:05,300 We get to set the president's, we get this like the example with our team's, right?

113 00:12:05,300 -> 00:12:16,400 And so once a couple of small things that I do, I try to get outside every day, and I have been doing walking talks for 10 ones, and I encourage folks that I am speaking with it.

114 00:12:16,400 -> 00:12:18,200 We don't really have to look at the screen.

115 00:12:18,600 -> 00:12:18,900 Call me.

116 00:12:19,000 -> 00:12:27,900 On my cell phone, and we're going to go for a walk and what I found doing this over the last couple months has been a game-changer for me because one you get good vitamin D.

117 00:12:28,200 -> 00:12:38,700 But to I think it also the psyche changes in how you communicate with that person as well wherever from one Zoom meeting to another Zoo meeting.

118 00:12:39,300 -> 00:12:42,400 Just pick up the phone and putting some are pods and going for a walk.

119 00:12:42,800 -> 00:12:48,900 I don't know it just it makes a big difference and so overall though Gino when you ask that question, how are we?

120 00:12:49,200 -> 00:12:57,200 Burnout, I went back to thinking about my wife because I feel like it's like this family affair like to beat burnout.

121 00:12:57,200 -> 00:12:59,000 It's like it's not just work.

122 00:12:59,100 -> 00:13:07,000 It's like this holistic perspective that we have to take, and so we put boundaries up around it.

123 00:13:07,200 -> 00:13:13,000 And now as a CEO that your phone is almost all like 24/7.

124 00:13:13,000 -> 00:13:18,900 And so we had to, as a family, put the boundaries in place and say, you know what this time is for.

125 00:13:19,000 -> 00:13:21,300 Family, so, I block out the time on my calendar.

126 00:13:21,700 -> 00:13:24,800 That's like the golden hours, and I say, do not book.

127 00:13:24,800 -> 00:13:29,000 And I, the block is actually in yellow and it is a reminder for me.

128 00:13:29,000 -> 00:13:31,000 Like these are the golden hours of the day.

129 00:13:31,000 -> 00:13:41,600 When I get to spend with my two year old and my wife and is when we do dinner and when I, whenever I have to miss those idea tends to not be a good signal, right?

130 00:13:41,600 -> 00:13:42,900 It tends to be too.

131 00:13:43,000 -> 00:13:44,000 You're pushing things out.

132 00:13:44,000 -> 00:13:47,000 They really, really matter that you said really matter.

133 00:13:47,900 -> 00:13:55,200 And, that's That typically triggers me, go back and re-evaluate my time and my calendar and all these different things.

134 00:13:55,200 -> 00:13:58,000 And so anyway, yeah burn.

135 00:13:58,000 -> 00:14:01,100 I was real, I am here for to talk about it.

136 00:14:02,200 -> 00:14:02,700 That's great.

137 00:14:02,700 -> 00:14:05,000 Thank you for being vulnerable and sharing.

138 00:14:05,300 -> 00:14:06,000 From each of you.

139 00:14:06,000 -> 00:14:07,600 It's very insightful to hear.

140 00:14:08,400 -> 00:14:12,700 What are the signs and triggers a burnout?

141 00:14:13,100 -> 00:14:18,500 Are there signs that we could be looking at way before each of us are even feeling it?

142 00:14:21,600 -> 00:14:24,400 I will kick off here if that's okay.

143 00:14:25,300 -> 00:14:28,100 I, you know, getting ready for this conversation.

144 00:14:28,100 -> 00:14:35,000 I just went online and just, you know what, how do people Define burnout like let us start with that.

145 00:14:35,000 -> 00:14:37,000 Like what is the definition of burnout?

146 00:14:37,300 -> 00:14:39,400 And I think there's obvious.

147 00:14:39,400 -> 00:14:40,200 There're two definitions.

148 00:14:40,200 -> 00:14:40,700 Actually.

149 00:14:41,000 -> 00:14:49,200 There's one that as people leaders there's definition in the space of HR and Leadership and foot with the posture of employees.

150 00:14:49,400 -> 00:14:53,300 And then there's the Out from Webster's perspective, right?

151 00:14:53,300 -> 00:15:03,700 And so, on our side burnout is a state of emotional, physical and mental exhaustion, caused by excessive and prolonged stress.

152 00:15:06,000 -> 00:15:07,700 That's where real we can all head.

153 00:15:07,700 -> 00:15:08,200 Not to that.

154 00:15:08,200 -> 00:15:08,700 Is that yep?

155 00:15:08,700 -> 00:15:08,900 Yep.

156 00:15:08,900 -> 00:15:09,100 Yep.

157 00:15:09,100 -> 00:15:09,300 Yep.

158 00:15:09,300 -> 00:15:09,500 Yep.

159 00:15:09,500 -> 00:15:15,100 Yep, and then my mind went to okay with the what does Webster say?

160 00:15:15,200 -> 00:15:29,600 And it's really interesting to correlation here is basically the reduction of fuel is being on empty, is a motor that has nothing else to give is your cup is fully empty and you don't have the fuel to operate.

161 00:15:29,900 -> 00:15:38,400 It's another term is, you know, a mechanical device that failed it, overheated.

162 00:15:38,900 -> 00:15:42,200 It's done the poop and it's like you.

163 00:15:42,200 -> 00:15:45,200 Look at those two terms that you have overlap them and a lot of them.

164 00:15:45,200 -> 00:15:49,600 I mean, are super relevant to how people describe the feeling of burnout.

165 00:15:49,800 -> 00:16:08,500 And I think that when you're asking about the signs and triggers, you know, I went on to even do research in this area as well, because I want to be equipped for, and we're here, talking about it and I will just read out a couple of the things that people more professional than

I am at this space at Keep their lives to this and helping people manage these things.

166 00:16:10,100 -> 00:16:10,800 What they say are.

167 00:16:10,800 -> 00:16:13,800 Some of the signs that lead to burnout.

168 00:16:15,500 -> 00:16:17,500 One is every day feels like a bad day.

169 00:16:17,500 -> 00:16:23,600 When the day just feels like a bad day and it happens more often than you.

170 00:16:23,600 -> 00:16:29,600 Like when you start caring about things less things at work, things at home.

171 00:16:29,600 -> 00:16:32,800 You think about is a waste of energy, doing X, Y, or Z.

172 00:16:34,300 -> 00:16:36,000 When you feel exhausted all the time.

173 00:16:36,000 -> 00:16:46,600 The time even if you had a good night's sleep and you still exhausted and the majority of your time is spent on tasks that feel overwhelming.

174 00:16:48,600 -> 00:16:53,300 These are like some of those top signs that folks, relate to burnout.

175 00:16:53,300 -> 00:16:58,200 And, so I think that pointing back to the question you were asking about signs and such.

176 00:16:58,200 -> 00:17:00,500 I think we can all relate to those things.

177 00:17:00,500 -> 00:17:02,800 Quite significantly in our, in our rows.

178 00:17:02,800 -> 00:17:05,200 And so anyways, I felt like it was good to Anchor.

179 00:17:05,200 -> 00:17:08,500 The conversation is Going with like what's the definition of it?

180 00:17:08,500 -> 00:17:10,500 Because I think it helps at framing there.

181 00:17:14,200 -> 00:17:23,099 Yeah, I think it really if you think about the signs and triggers it varies so much person to person and I think, burnout and stress.

182 00:17:23,099 -> 00:17:25,500 It's so unique to each individual.

183 00:17:25,500 -> 00:17:27,500 That as a manager.

184 00:17:29,000 -> 00:17:31,800 I would say first at with your own self.

185 00:17:31,800 -> 00:17:34,100 You need to really know yourself and check in with yourself.

186 00:17:34,100 -> 00:17:41,000 But as a manager, you need to really know your people and pay attention to them and observe how your team works.

187 00:17:41,000 -> 00:17:45,000 And I think what I have noticed with my Small team is.

188 00:17:45,400 -> 00:17:58,600 I understand what their normal behaviors are, and I understand when things are starting to fall off a little bit and I had something happen on my team recently, where someone who never is probably the most detail-oriented person.

189 00:17:59,400 -> 00:18:07,700 So strong with ownership, just was starting to slip on some details and I wondered if she happy and I asked her flat out.

190 00:18:07,700 -> 00:18:08,400 Are you happy here?

191 00:18:08,400 -> 00:18:12,800 And I just wanted to check in and ask how things were going and just kind of hearing her out.

192 00:18:12,800 -> 00:18:22,200 I realized she's Has not taken a vacation day and four months and it was my fault for not recognizing that she has not really taken any time off.

193 00:18:22,200 -> 00:18:25,500 And we have been doing so much work lately.

194 00:18:25,500 -> 00:18:27,800 That I mean, we have were balancing a lot right now.

195 00:18:27,800 -> 00:18:30,600 So I pushed her to in the next month.

196 00:18:30,600 -> 00:18:47,800 I want to see you taking time off on the calendar, and she took five days off, and she spread it out over two weeks, but took five days off, went to Coachella had a great time, came back fully recharged, and I mean, It's like seeing a completely different person.

197 00:18:47,800 -> 00:18:54,200 So I think by knowing that and being able to recognize that something was off and by asking them comfortable questions.

198 00:18:54,200 -> 00:18:55,000 Are you happy here?

199 00:18:55,000 -> 00:18:56,200 Because no manager wants to hear.

200 00:18:56,200 -> 00:18:56,500 No.

201 00:18:56,500 -> 00:18:57,400 I am not happy.

202 00:18:57,800 -> 00:18:59,800 It led us to this point of realizing.

203 00:19:00,000 -> 00:19:00,300 Okay.

204 00:19:00,300 -> 00:19:01,700 You need to take some time off.

205 00:19:01,900 -> 00:19:07,000 Let me you know, let me pick up the slack and make sure you're taking care of yourself.

206 00:19:09,800 -> 00:19:14,000 I think the only thing I would add to that is just doubling down on that recognizing signals.

207 00:19:14,000 -> 00:19:18,100 I think for yourself and in your team and straight out, also asking.

208 00:19:18,100 -> 00:19:23,900 And I think it's a good exercise for yourself and your team to write down, like, what are, what are the responses?

209 00:19:23,900 -> 00:19:25,000 You have to stress?

210 00:19:25,500 -> 00:19:26,700 What does that look like?

211 00:19:27,000 -> 00:19:30,900 Because I don't think we sit down and really think about it until it's almost too late.

212 00:19:30,900 -> 00:19:43,400 When in fact, if you had kind of paid attention to it earlier, you could see those little things kind of happening over because it is repeated that kind of Some sort of stress, that kind of goes over and over again to can cause burnout.

213 00:19:43,400 -> 00:19:48,500 So definitely, definitely ask and don't be afraid to ask the question.

214 00:19:50,000 -> 00:19:53,900 I think there's actually a very tangible walk away with Vicki.

215 00:19:53,900 -> 00:20:00,400 What you just said, as you're managing your, your remote teams, you could actually ask them and document.

216 00:20:00,400 -> 00:20:03,200 These things about your team members and even for yourself.

217 00:20:03,400 -> 00:20:06,300 It's, I noticed there were some journaling comments in the chat.

218 00:20:06,400 -> 00:20:08,500 I think knowing yourself.

219 00:20:08,600 -> 00:20:08,900 Okay.

220 00:20:08,900 -> 00:20:10,000 These are the triggers.

221 00:20:10,000 -> 00:20:12,200 These are the things that make me stressed out.

222 00:20:12,200 -> 00:20:14,700 It actually does the act of writing it down.

223 00:20:15,000 -> 00:20:16,000 Typing it out.

224 00:20:16,200 -> 00:20:17,700 Can, it can really help.

225 00:20:19,500 -> 00:20:20,600 Great inputs.

226 00:20:22,400 -> 00:20:25,100 Now, there was a question that came up.

227 00:20:25,500 -> 00:20:31,700 How do we differentiate burnout from stress, or a mental health issue?

228 00:20:33,900 -> 00:20:35,000 Any takers on that one.

229 00:20:36,000 -> 00:20:38,500 I will take a stab at this one because I think this is something.

230 00:20:38,500 -> 00:20:45,900 I have thought a lot about when I saw this question come in because I think it's tough because it's not like their three different line items.

231 00:20:46,200 -> 00:20:49,800 There's a lot of, I mean, there's a lot of similarities.

232 00:20:49,800 -> 00:20:54,800 They think stress is something as I said before, all individuals deal with, it's really unique to themselves.

233 00:20:55,900 -> 00:20:58,500 The triggers are different from one person to another.

234 00:20:58,500 -> 00:21:03,100 And I think it's a lot about, you know, overall perception of pressure.

235 00:21:04,300 -> 00:21:09,400 But it's connected to burnout because it really depends on how you manage your stress and how you let it affect you.

236 00:21:09,400 -> 00:21:14,800 How you, you know, how much you are handling it, and how you're handling it.

237 00:21:14,900 -> 00:21:20,500 And then I think, at the end of the day, burnout can eventually lead to mental health.

238 00:21:20,500 -> 00:21:43,800 I think this is where, if you're not managing that stress, if you're not setting boundaries similar to what, you know, I think just talking about calendar blocks before Like if you are not setting those boundaries for family time for gym time, you are taking on too much and it gets to the point where you really need to like take a step back and think about how can I Implement?

239 00:21:43,800 -> 00:21:48,700 Some really strong self care practices and figure out what works for you.

240 00:21:48,800 -> 00:21:52,900 I mean, I am someone who sometimes I will let things build up, build up.

241 00:21:52,900 -> 00:21:57,500 And then I am like, okay, you know, I need to come working super late one night.

242 00:21:57,700 -> 00:21:59,500 I need to sleep in a little bit longer tomorrow.

243 00:21:59,500 -> 00:22:02,500 I need to make carve out time for the gym that day.

244 00:22:03,500 -> 00:22:13,600 But it's, you know, strut if what leads to poor mental health is when you're really not able to recognize those limits and take a step back, and I think we have all been there before.

245 00:22:13,600 -> 00:22:21,800 And I have personally been there before where I have needed to take that step back and whether it's take a mental health day or, you know, share with my team.

246 00:22:21,800 -> 00:22:25,200 I need to reprioritize this because I just don't have time for it right now.

247 00:22:25,200 -> 00:22:28,100 And so, I think it's all really connected.

248 00:22:30,300 -> 00:22:34,600 Yeah, I am not sure you could tease it apart and then there're differences in mental health to write.

249 00:22:34,600 -> 00:22:36,000 Is this a temporary thing?

250 00:22:36,000 -> 00:22:38,900 Is, it's a chronic issue is a developing into a chronic issue.

251 00:22:40,200 -> 00:22:44,500 So definitely a pieces of the same puzzle.

252 00:22:44,500 -> 00:22:46,900 I think a lot of stress can lead to burnout.

253 00:22:46,900 -> 00:22:48,700 I think mental health is that whole Spectrum?

254 00:22:48,700 -> 00:22:51,400 Really of like, you are you taking care of it?

255 00:22:51,600 -> 00:22:55,900 Is it to the point where it's chronic and maybe someone needs medication.

256 00:22:55,900 -> 00:22:57,100 And how do we do stigmatize?

257 00:22:57,100 -> 00:22:57,800 Some of that?

258 00:22:59,200 -> 00:23:03,300 I love what you said about like he calling out when you need that time.

259 00:23:03,300 -> 00:23:04,100 I have had people telling me.

260 00:23:04,100 -> 00:23:15,800 Hey, can we move this meeting with my brains not here today, or I have had too many and I just can't and I won't be at my full capacity and doing it more like yeah, let us do that and making sure we're having kind of opening the space to have those kinds of conversations.

261 00:23:15,800 -> 00:23:18,100 Say today is not a good headspace day.

262 00:23:19,300 -> 00:23:19,900 Hmm.

263 00:23:20,100 -> 00:23:32,000 I think the key right there to is how you as a manager, you're opening that up, like you're saying, it's okay to admit that, you know, giving the permission you also addressed the boundaries.

264 00:23:32,500 -> 00:23:34,300 That's a question that came in.

265 00:23:34,800 -> 00:23:38,300 How do I manage work versus personal boundaries?

266 00:23:38,300 -> 00:23:42,600 Everything collides together in this remote, remote working world.

267 00:23:42,800 -> 00:23:46,100 So how are you all managing that for yourselves?

268 00:23:46,300 -> 00:23:47,800 And then how do you do it for your teams?

269 00:23:47,800 -> 00:23:48,900 Will go right into that.

270 00:23:49,200 -> 00:23:49,700 Teams.

271 00:23:52,300 -> 00:23:56,100 Yeah, I will kick off a little bit on my side again.

272 00:23:56,100 -> 00:23:58,600 Like, when I started I said I have this chunk of time.

273 00:23:58,800 -> 00:24:01,700 Every single day for family, five days a week.

274 00:24:01,700 -> 00:24:04,600 It doesn't move on Wednesdays.

275 00:24:04,600 -> 00:24:19,100 I try to have no meetings, Wednesdays, obviously, sometimes that doesn't work and what we're having some teams experiment is at the team level is they get to select a no meeting day like within their teams, right?

276 00:24:19,100 -> 00:24:21,900 So like in product, it might be Thursday, might be won.

277 00:24:22,100 -> 00:24:27,500 For engineering and it's less about like being on 24/7 back-to-back.

278 00:24:27,500 -> 00:24:29,800 One meeting to meetings to be meetings for meetings.

279 00:24:31,500 -> 00:24:37,300 And then for me again going back to the 10 one's having those be walking talks have been phenomenal.

280 00:24:37,800 -> 00:24:39,100 For me personally.

281 00:24:39,700 -> 00:24:44,300 Now, I think going back to Brittany what you mentioned around?

282 00:24:45,200 -> 00:24:47,600 The clear calendar bankruptcy.

283 00:24:47,700 -> 00:24:48,400 I love that.

284 00:24:48,400 -> 00:24:51,900 In fact, when we kicked off this court, I remember telling my staff.

285 00:24:52,000 -> 00:24:54,200 Is a reevaluate.

286 00:24:54,500 -> 00:25:04,900 All your meetings is quarter, like take a pause and kind of look at the calendar because the calendar ends up defining, everything we do whether we like it or not like that.

287 00:25:04,900 -> 00:25:05,700 Invite is send.

288 00:25:05,700 -> 00:25:08,300 There's people waiting for you on the other side of that Zoom link.

289 00:25:08,700 -> 00:25:13,700 And if you're not taking inventory of whether this needs to be an actual call, can this be a phone call?

290 00:25:13,800 -> 00:25:16,700 Can this just be an email or slack message?

291 00:25:16,800 -> 00:25:17,400 Then?

292 00:25:17,400 -> 00:25:26,300 Basically your lack of intentionality of checking in and In your time actually is going to pull you into a direction that you don't want to be in.

293 00:25:26,900 -> 00:25:32,700 And so one things, I encourage my staff was to just re-evaluate that and I think what it does to.

294 00:25:33,400 -> 00:25:41,200 It actually helps you not just create space for you and your team but it also helps you prioritize meetings actually matter.

295 00:25:41,700 -> 00:25:50,900 If you take inventory of all your meetings, if you don't take inventory of your meetings, whether that's weekly monthly quarterly, then there's price and recurring meetings on there that don't need to be there.

296 00:25:52,000 -> 00:25:57,500 And, so I go back to the calendar as this how I function every single day.

297 00:25:57,700 -> 00:26:06,200 So the only way that I can operate is by making sure my calendar, reflects what I want, not necessarily what other people want as well.

298 00:26:10,100 -> 00:26:10,600 That's great.

299 00:26:10,600 -> 00:26:11,100 Roberto.

300 00:26:11,800 -> 00:26:13,100 Any other thoughts?

301 00:26:13,700 -> 00:26:18,900 Brittany make me, I was going to say, Roberto.

302 00:26:18,900 -> 00:26:19,900 I feel like our calendars.

303 00:26:19,900 -> 00:26:26,200 Probably look identical, because I do the same thing with icalendar blocks for family, time at night and blocks.

304 00:26:26,200 -> 00:26:26,900 In the morning.

305 00:26:27,300 -> 00:26:31,000 I think that overall, if anyone's booking over them, it's myself.

306 00:26:31,000 -> 00:26:37,900 So I think having a visible calendar, we have transparent, calendars, attracts, people aren't going to go over those blocks.

307 00:26:37,900 -> 00:26:40,300 When they see, you're taking Time for yourself.

308 00:26:41,200 -> 00:26:53,000 I think the one thing that I would probably add is just in terms of, like, kind of the personal burnout when I have meetings back-to-back all day long, by the time I am signing off at night.

309 00:26:53,000 -> 00:26:56,100 The last thing I want to do is talk to my husband or my family.

310 00:26:56,400 -> 00:27:05,900 I am like, I have been talking all day long and it affects, you know, it if it's like, I want to end the day and spend that time with, you know, catching up on how your day was.

311 00:27:06,200 -> 00:27:13,300 But sometimes when I realize I have so many at meetings, a it doesn't lead to a productive end of the day meeting.

312 00:27:13,300 -> 00:27:16,200 So those last two meetings are really getting about 50% of me.

313 00:27:16,600 -> 00:27:24,900 And then by the time I am signing off, it's really just not, I am not getting that personal time because I am so overwhelmed and thinking about, okay.

314 00:27:24,900 -> 00:27:25,800 I had 10 meetings.

315 00:27:26,200 -> 00:27:28,000 What do I need to action for each of those meetings?

316 00:27:28,000 -> 00:27:29,600 And then I am probably working late into the night.

317 00:27:29,600 -> 00:27:38,600 So I really try to manage my calendar and reorganize it as much as possible, which I would normally tell, you know, any new managers on my team.

318 00:27:38,600 -> 00:27:41,800 I am like, Be consistent with your meetings, but you have to wear it.

319 00:27:41,800 -> 00:27:44,800 We're working in such a different world now, so you have to reorganize things.

320 00:27:47,600 -> 00:27:57,600 Solid morning, ruthless need to prioritize, which we don't always do when I know I am people offices, especially hard because we're like, the empathy is so high and really all we want to get this done for people.

321 00:27:57,600 -> 00:28:00,800 But you gotta sit down and say, no, this is where that line is.

322 00:28:00,800 -> 00:28:03,400 Because if I am not gonna get my best, I won't be able to give you what you need.

323 00:28:03,400 -> 00:28:03,900 Either.

324 00:28:04,800 -> 00:28:05,200 The other thing.

325 00:28:05,200 -> 00:28:06,100 I did want to call it.

326 00:28:06,100 -> 00:28:13,100 Someone mentions the chat to is, if there isn't, you know, some people don't feel empowered to be able to have those conversations with their managers and that's true.

327 00:28:13,100 -> 00:28:22,500 And I wish there was a really good solution for that if it doesn't come from the top down, And we as managers and leaders aren't displaying that, then it won't work.

328 00:28:23,200 -> 00:28:27,100 And I mean it won't so that it won't work, but it won't be as effective.

329 00:28:27,100 -> 00:28:27,300 Right?

330 00:28:27,300 -> 00:28:30,100 I think as an individual, you can still try to do what you can.

331 00:28:30,100 -> 00:28:32,800 But it definitely helps me have a support system and your team.

332 00:28:35,600 -> 00:28:36,200 It's powerful.

333 00:28:36,200 -> 00:28:38,900 I think I am seeing a lot of people resonating.

334 00:28:38,900 -> 00:28:40,000 This is so real.

335 00:28:40,500 -> 00:28:46,100 I have three children and you know II totally aligned to what you said, Brittany, right?

336 00:28:46,100 -> 00:28:48,100 The other day after your, on all these calls.

337 00:28:48,300 -> 00:28:55,100 It's like, I don't feel like talking, you know, so being able to prioritize scheduling.

338 00:28:55,100 -> 00:29:00,300 I mean, how often do each of you manage your prioritization of your calendars?

339 00:29:02,200 -> 00:29:04,200 Day by day week by week.

340 00:29:05,500 -> 00:29:11,600 It's unfortunately, I, so I try to do Sunday night check in and look at my week ahead.

341 00:29:12,500 -> 00:29:13,700 That's when I typically check for.

342 00:29:13,800 -> 00:29:17,000 And then every night, I check with the next day.

343 00:29:17,000 -> 00:29:20,500 He's looking like, so then I can move things around if I need to.

344 00:29:22,200 -> 00:29:26,300 But sometimes like today, I just move the meeting, just because I needed more space.

345 00:29:26,300 -> 00:29:28,000 And I said, I see another slot on your calendar.

346 00:29:28,000 -> 00:29:28,300 This time.

347 00:29:28,300 -> 00:29:29,000 Does that work?

348 00:29:29,100 -> 00:29:29,600 Okay, cool.

349 00:29:29,900 -> 00:29:31,900 Well, I'ma go take a breather right now, or I am gonna go.

350 00:29:33,600 -> 00:29:37,700 Have lunch with my kid as downstairs because I need that for me.

351 00:29:37,700 -> 00:29:39,500 I do know, one thing as a new parent to.

352 00:29:39,500 -> 00:29:41,300 I have one little girl.

353 00:29:41,300 -> 00:29:50,900 She's two and a half going on 22 and I talk about this all the time like parenting and also being in a start-up is hard.

354 00:29:51,200 -> 00:30:01,900 But also for me, what it does is it forces me to unplug if you really are serious about that, if you say family time is family time, that time becomes rest.

355 00:30:02,000 -> 00:30:06,500 But for me personally and it injects a different amount of energy, right?

356 00:30:06,500 -> 00:30:18,900 Having a young kid that you can like nurture and play with and it's just a different world where I am going from like having an investor meeting to go in and clean blocks with your Barbies or whatever, whatever.

357 00:30:18,900 -> 00:30:19,800 She's into that day.

358 00:30:19,800 -> 00:30:21,200 PAW Patrol happens to be the thing.

359 00:30:21,200 -> 00:30:22,000 She's into now.

360 00:30:22,800 -> 00:30:25,100 So it's like this nice mix of things.

361 00:30:25,100 -> 00:30:27,500 And, so I leaned into that really have the weight.

362 00:30:27,700 -> 00:30:37,700 I lean into those moments and say, you know what, like yes, I have 30 I am gonna go grab that, and I am gonna go walk with the dog, or take a phone call instead.

363 00:30:37,700 -> 00:30:42,000 And so, I do Sunday night for the week and then daily at night for the next day.

364 00:30:42,000 -> 00:30:43,400 That's how I look at the calendars.

365 00:30:45,300 -> 00:30:46,100 That's great.

366 00:30:47,900 -> 00:30:49,900 Well, we got some questions that are going up voted.

367 00:30:49,900 -> 00:30:51,000 So I am going to jump into this.

368 00:30:51,000 -> 00:30:55,000 I know we were in the category of management of burnout with your teams.

369 00:30:55,300 -> 00:30:58,500 So, a couple questions related to that.

370 00:30:58,800 -> 00:31:03,700 What are the burnout signs and triggers with team members that I should be aware of?

371 00:31:06,300 -> 00:31:08,900 And I think we might have addressed some of this earlier.

372 00:31:08,900 -> 00:31:09,500 Britney.

373 00:31:09,900 -> 00:31:12,000 But is there, is there anything else you would?

374 00:31:12,100 -> 00:31:13,500 You would add to that?

375 00:31:15,000 -> 00:31:21,600 Yeah, I mean, I think I try to be really observant and remind myself and I say this to my team as well.

376 00:31:21,600 -> 00:31:24,700 I am managing managers for the first time in my career.

377 00:31:24,700 -> 00:31:31,900 So I am realizing that I am kind of playing back what I have learned in my experience and what I know of management a lot.

378 00:31:33,000 -> 00:31:46,100 And I think some of just the obvious trigger signs are, you know, as someone eating lunch like we're very, were very aware of time zones, it breaks because we're remote company, but if someone eating lunch at 4:00 Is someone not taking PTO?

379 00:31:46,100 -> 00:31:49,600 Time is someone sending emails after hours as someone have?

380 00:31:49,900 -> 00:31:51,700 No again, we have transparent calendars.

381 00:31:51,700 -> 00:31:54,100 So am I seeing someone's on back-to-back meetings?

382 00:31:54,500 -> 00:31:58,300 And just kind of reminding yourself like we're not superhuman.

383 00:31:58,300 -> 00:31:59,900 We cannot do this.

384 00:31:59,900 -> 00:32:08,000 And I think, just by recognizing it with the team and letting them know, like, I will also say, like, I have to reschedule my calendar.

385 00:32:08,000 -> 00:32:08,800 It's just too.

386 00:32:09,100 -> 00:32:10,600 I have too much going on this week.

387 00:32:11,000 -> 00:32:13,000 It gives them kind of what Vicki was saying.

388 00:32:13,000 -> 00:32:14,300 It lets them know it's okay.

389 00:32:14,500 -> 00:32:21,400 Okay, so I think just really being observant of what's going on with your, your team and giving them an out.

390 00:32:21,400 -> 00:32:22,100 Or sometimes.

391 00:32:22,100 -> 00:32:23,200 I will just reschedule something.

392 00:32:23,200 -> 00:32:24,500 I will say hey, sorry, calendars.

393 00:32:24,500 -> 00:32:25,300 Crazy today.

394 00:32:25,800 -> 00:32:27,500 I have nothing urgent for a one-on-one.

395 00:32:27,500 -> 00:32:29,200 Let us move this to tomorrow if you want.

396 00:32:29,300 -> 00:32:30,200 So, giving them that out.

397 00:32:30,200 -> 00:32:33,300 I think really helps them feel a little relieved.

398 00:32:36,400 -> 00:32:37,100 That's good.

399 00:32:37,600 -> 00:32:38,600 That's really good.

400 00:32:38,800 -> 00:32:54,800 The permission to you're giving permit, you're releasing permission, even by the language that you use with your team members and obviously, like modeling it as Leaders yourselves, is key for that accountability and behavior to manifest with your team members.

401 00:32:56,300 -> 00:32:57,200 Are there any other points?

402 00:32:57,200 -> 00:33:01,200 Yeah, that is interesting because I was just having this conversation with Gina.

403 00:33:01,200 -> 00:33:02,600 I am put us on the spot.

404 00:33:02,900 -> 00:33:09,000 I think it was like last night and or like, one day this week and it was around.

405 00:33:11,400 -> 00:33:18,000 It was around like, hey, I see that your notifications on or off and it's like these weird times that it comes on and off like your slack.

406 00:33:18,000 -> 00:33:24,300 Like the green.is, the so interesting because we take that for granted, like when they green.is on, it means go.

407 00:33:24,400 -> 00:33:25,300 Like in many ways.

408 00:33:25,300 -> 00:33:26,800 It's like this person is available.

409 00:33:26,800 -> 00:33:28,000 So go ahead and DM them.

410 00:33:28,000 -> 00:33:42,100 Go ahead and go my slack versus controlling that even setting the boundaries even at that level and say, you know what, like I'ma put these boundaries in place, the tools have the capabilities for you to have Boundaries in place.

411 00:33:42,100 -> 00:33:51,200 A lot of people don't even take advantage of that and I think as managers holding people to that holding people to, you know, time off at welcome.

412 00:33:51,200 -> 00:34:01,700 We like a lot of companies, you know, we, we have like the unlimited vacation policy and that's a double-edged sword because many people just don't take the vacations, right?

413 00:34:01,700 -> 00:34:07,200 And so it means that we have to be more proactive around that, and we have some things in place that helps with that.

414 00:34:07,300 -> 00:34:15,699 I am and, and I know we're getting to that Gina in a minute, but I think is having a pulse on the Small Things Brittany to what you're saying?

415 00:34:15,699 -> 00:34:17,699 This person is responding after hours.

416 00:34:18,199 -> 00:34:19,100 I haven't seen this person.

417 00:34:19,100 -> 00:34:19,900 Take a vacation.

418 00:34:19,900 -> 00:34:21,300 Can I look that up?

419 00:34:21,400 -> 00:34:25,600 Have they not taking vacation level of energy?

420 00:34:25,600 -> 00:34:28,500 I think is as well as a big is a big deal as well.

421 00:34:28,500 -> 00:34:36,300 Like seeing their energy, you know this, you know your people well, you should know your people and when something is off and you feel like something's off.

422 00:34:36,300 -> 00:34:37,900 Typically, it is off.

423 00:34:38,000 -> 00:34:40,500 And so the question is, are you going to lean in and have the conversation?

424 00:34:41,300 -> 00:34:51,000 I think that's something that I am learning every day as well as the leader in the fast-growing company is like those things matter and have them post when people really does matter.

425 00:34:54,000 -> 00:34:55,900 Yeah, I think just add.

426 00:34:55,900 -> 00:35:03,200 I think there's some very obvious signals that you can pick up on but then there's some of the not so obvious and that's where I think are.

427 00:35:03,200 -> 00:35:04,300 We do a quarterly culture?

428 00:35:04,300 -> 00:35:08,400 Survey that tells us so much about how our employees are feeling.

429 00:35:08,700 -> 00:35:09,800 That's huge.

430 00:35:09,800 -> 00:35:16,200 We also do I do 360 feedback, surveys with our teams with, with my directs.

431 00:35:16,200 -> 00:35:29,700 I do them every six months which also tells us a lot of how they're doing and I think it gives them Overall, it gives them a really good idea of how their Partners think they're doing, and gives them some really great goals to work towards.

432 00:35:30,100 -> 00:35:32,600 But just by that culture survey.

433 00:35:32,600 -> 00:35:33,800 We monitor the trends.

434 00:35:33,800 -> 00:35:37,700 We learn a lot from that, and we action a lot from that.

435 00:35:38,200 -> 00:35:43,000 I have done these in the past and as an employee taking these, I have always liked, they don't read them.

436 00:35:43,100 -> 00:35:52,200 But like being on the other side of it and like, we read every comment, and we literally make changes to policy and employee experience based on those comments.

437 00:35:56,700 -> 00:35:58,200 Vicki, did you want to add anything?

438 00:35:59,900 -> 00:36:03,500 Proud of have you +1 to everything that was said, yeah.

439 00:36:05,100 -> 00:36:05,400 All right.

440 00:36:05,400 -> 00:36:06,400 Here's another question.

441 00:36:06,400 -> 00:36:07,500 That's getting up.

442 00:36:07,500 -> 00:36:08,500 Voted pretty high.

443 00:36:08,800 -> 00:36:10,800 What are low cost Solutions?

444 00:36:10,800 -> 00:36:15,100 We can take to positively impact, our employees well-being.

445 00:36:17,900 -> 00:36:18,700 I think that's a tough.

446 00:36:18,700 -> 00:36:19,200 One.

447 00:36:20,600 -> 00:36:35,300 One thing I would say is at least for me in my experience, educating myself on what burnout is similar like, really understanding it understanding what we can do to combat.

448 00:36:35,300 -> 00:36:37,800 Some that's what are some, what are some of those therapy techniques.

449 00:36:38,200 -> 00:36:47,300 What are some of those mindfulness techniques and then sharing that outright having discussions with your team, having discussions with the company talking about what this is talking about.

450 00:36:47,500 -> 00:36:51,300 All of those things are University of Pennsylvania.

451 00:36:51,300 -> 00:36:53,200 Did a study on resiliency.

452 00:36:53,800 -> 00:36:57,200 So if you look up you can and the word Karma to erm a.

453 00:36:57,400 -> 00:37:05,600 It they actually figured out all those pieces that kind of connect to what was really what creates resiliency, which is what helps with burnout.

454 00:37:05,600 -> 00:37:05,900 Right?

455 00:37:05,900 -> 00:37:09,300 And so there's like moments of positivity that can help with that.

456 00:37:09,300 -> 00:37:11,000 So there's like a Magic Bullet.

457 00:37:11,000 -> 00:37:17,300 I think this team kind of talked about how there wasn't one to fix burnout, but what are those little pieces that you can do?

458 00:37:17,400 -> 00:37:27,200 Do to go and create more or build your resiliency, build your energy back up and really looking at those pieces to kind of help support some of that.

459 00:37:27,800 -> 00:37:40,600 So that way, you know, it doesn't cost money to go and kind of do the research and share that back out and then maybe if you do have a budget, you can start finding other ways to build some of that in Yeah.

460 00:37:40,600 -> 00:37:44,700 Yeah, Gina looks like we talked about like inexpensive ways.

461 00:37:44,700 -> 00:37:52,300 I think that going back to the PTO thing and I see people having compliments inside of chat about the unlimited PTO and its controversial thing.

462 00:37:52,300 -> 00:37:56,300 And you know for us we're in year 2 as a company.

463 00:37:56,300 -> 00:37:59,800 Welcome, by the way, welcome is this platform that you guys are on today.

464 00:37:59,900 -> 00:38:01,400 So welcome to welcome.

465 00:38:01,900 -> 00:38:14,600 One of the things we were in year, two of our business of being in the market and what we It is look at your one and evaluating things, and we were asking what, what can we do better?

466 00:38:14,700 -> 00:38:21,500 Right going back to the post surveys that we're getting from employees and asking the question, and we're startup, we were to like this young startup.

467 00:38:21,500 -> 00:38:23,200 They were tripping over ourselves and we're running.

468 00:38:23,200 -> 00:38:30,300 We're doing our best we can, and we tend to punch each other, you know, punch yourself in the face sometimes and Miss. opportunities.

469 00:38:30,300 -> 00:38:33,400 When we saw it may be a glimmer of an opportunity that we should have taken.

470 00:38:33,400 -> 00:38:35,600 And so we're constantly learning, right?

471 00:38:36,100 -> 00:38:48,600 And one of the things we said, when we kicked off the show, Here we kicked off Wellness weekends, and it's a simple idea, but I think it has a high impact.

472 00:38:48,800 -> 00:38:54,700 And what it means is that we are shutting down the first Friday of every month.

473 00:38:55,300 -> 00:38:57,200 So we always have a three-day weekend.

474 00:38:57,200 -> 00:39:01,600 So employees always have a three-day weekend, every single month.

475 00:39:02,000 -> 00:39:06,500 Now when we do the calculations on that, as a business, that's almost like two weeks off.

476 00:39:06,500 -> 00:39:08,000 That's 12 days a year.

477 00:39:08,500 -> 00:39:26,100 That you have no option but to be off like we're forcing you to take 12 days off of year so that you can have a pause so that you have some intention around that three day weekend and sometimes, you know, the holiday kicks in, and they will be like a 40 weekend because a Monday is awful.

478 00:39:26,100 -> 00:39:26,800 What have you?

479 00:39:27,900 -> 00:39:29,700 But that's a small thing.

480 00:39:29,700 -> 00:39:32,900 I think that we have been experimenting with this year.

481 00:39:33,300 -> 00:39:41,000 And what would it helps with what it helps with as well, is when everybody is off, nobody's feeling like they have to be on.

482 00:39:42,400 -> 00:39:49,400 Quite a similar to some of the hard times have you taken off is because you're saying, you know what, we have to catch up so much.

483 00:39:49,400 -> 00:39:50,600 It might take a week off.

484 00:39:50,700 -> 00:39:51,100 Imagine.

485 00:39:51,100 -> 00:39:59,300 All the emails have to catch up on those critical meetings that I want to be a part of when you shut down a company-wide, and we do it again.

486 00:39:59,700 -> 00:40:07,000 One day a month that we focus on wellness, and we talked about how are you planning your Wellness weekend means that nobody else is on slide?

487 00:40:07,000 -> 00:40:08,300 There is no other meeting happening.

488 00:40:08,300 -> 00:40:10,700 You don't have to catch up because everybody's off.

489 00:40:11,300 -> 00:40:13,500 And I think that's just an All way that.

490 00:40:14,800 -> 00:40:18,900 And I think it's a cheap way actually because the Accord, the question was like, what's inexpensive ways.

491 00:40:18,900 -> 00:40:27,300 I think is this is an inexpensive way to do that for you for your employees and something that we have been experimenting with and it's fun to see.

492 00:40:29,600 -> 00:40:31,600 Yeah, we do a version of that.

493 00:40:31,600 -> 00:40:34,000 We do two weeks, long breaks.

494 00:40:34,000 -> 00:40:54,100 We do want it Fourth of July and when it Christmases and I think, what's most beneficial about it to your point is everyone just signing off the same time and then when you log back in after that 10 days because really from Friday that Monday, it's about 10 days off, you're signing on and you don't have an email inbox full that you have to catch up on.

495 00:40:54,300 -> 00:40:58,100 You can actually enjoy the break and not think about what am I missing?

496 00:40:58,400 -> 00:40:59,200 There're times when I have taken.

497 00:40:59,300 -> 00:41:01,200 Off when no one else is taken off.

498 00:41:01,600 -> 00:41:03,600 And I can't help but check slack, check email.

499 00:41:03,600 -> 00:41:06,300 So I am a big fan of those, those brakes.

500 00:41:06,300 -> 00:41:09,500 And we have we did the first one we did was right after covid.

501 00:41:09,500 -> 00:41:14,700 And we were like, okay, people need to take some time, and we kept them because they have been so beneficial.

502 00:41:17,000 -> 00:41:21,100 The other thing I would add is, you know, really, again, I think we're Berta.

503 00:41:21,100 -> 00:41:37,300 We're very similar in terms of Zoom fatigue, as much as I can turn off cameras, taking walking meetings, thinking about

When we can do a call and said seems to just really help people and sometimes it's like this can be 5 minutes.

504 00:41:37,300 -> 00:41:42,200 We don't have a ton to catch up on just because it's a 30-minute meeting on your calendar, doesn't mean you need to use the whole time.

505 00:41:42,400 -> 00:42:11,800 So we're really big on sitting agendas and making sure I think I saw someone write in the chat, you know if you don't need to be there, feel free to decline the meeting, and we're not taking it personally, but I think also just being really intentional with your meetings and explaining why you have invited or what the context of the meeting is or what the goal of the meeting is, and then we have tried some other things at such as you know, employee LED self care, which I think just keeps the conversation going, whether it's meditation or workouts.

506 00:42:11,800 -> 00:42:17,000 It's just letting people know that it's okay to do this during the day because we need to, and we need to focus on ourselves.

507 00:42:17,300 -> 00:42:24,400 And that's actually, I don't think they always stick but I think it sends the right message and it really is appreciated.

508 00:42:28,000 -> 00:42:28,800 So good.

509 00:42:29,500 -> 00:42:29,800 All right.

510 00:42:29,800 -> 00:42:33,900 I am going to jump into one of our highest voted questions goes into the company.

511 00:42:34,800 -> 00:42:36,000 Topic category.

512 00:42:36,100 -> 00:42:43,100 How do you prioritize employees mental health at a company level with limited time staff and other resources?

513 00:42:48,300 -> 00:42:53,600 I think this the likes pulling similar threats of what we were just talking about, right?

514 00:42:53,600 -> 00:42:59,000 I think that as Leaders it starts at the top down, so like for it's just us, right?

515 00:42:59,000 -> 00:42:59,700 You're saying okay.

516 00:43:00,000 -> 00:43:02,900 Can we afford to give everybody a force?

517 00:43:02,900 -> 00:43:04,600 Can we shut the company down every Friday?

518 00:43:04,600 -> 00:43:05,500 What does that look like?

519 00:43:05,800 -> 00:43:21,400 So as the decision you have to make from the top down and then there's the when you think about empowering your employees, have the freedom to Have ownership about their mental health and preventing burnout.

520 00:43:21,500 -> 00:43:24,000 I think that's probably the best thing we can do.

521 00:43:24,000 -> 00:43:33,800 As Leaders is actually encouraging and holding folks accountable to take control of what they need because everybody needs something very different.

522 00:43:33,800 -> 00:43:36,200 You know, I was a few weeks ago.

523 00:43:36,200 -> 00:43:39,600 I had the pleasure of getting to know Arianna Huffington.

524 00:43:39,600 -> 00:43:47,500 We were having a conversation, and she had this one question that I think for everybody as a manager here, I think for me, I wrote it down.

525 00:43:47,500 -> 00:43:54,500 It's very simple, but I think it's very important and it was during the onboarding during the first 30 days.

526 00:43:54,500 -> 00:43:59,800 Make sure you get time with your employee and ask them a simple question.

527 00:44:02,100 -> 00:44:05,000 What is most important to you outside of work?

528 00:44:05,300 -> 00:44:07,400 What is something that you're striving to do?

529 00:44:07,400 -> 00:44:07,800 What's it?

530 00:44:07,800 -> 00:44:08,800 What's a good life goal?

531 00:44:08,800 -> 00:44:11,000 What's really important for you in this season?

532 00:44:12,300 -> 00:44:15,300 And it sounds like a simple question.

533 00:44:15,300 -> 00:44:21,700 But and then when you start to unpack that you start to realize as a manager, how do I hope that employee win on?

534 00:44:21,700 -> 00:44:24,000 What's most important for them in this season?

535 00:44:24,000 -> 00:44:25,900 What's a most important for her in the season?

536 00:44:25,900 -> 00:44:29,300 So for example, an employee that lives in Tennessee?

537 00:44:29,300 -> 00:44:30,400 She's remote.

538 00:44:30,900 -> 00:44:35,500 She has a little girl, and she's involved in a sporting function.

539 00:44:35,500 -> 00:44:37,500 She has to be at this time.

540 00:44:37,500 -> 00:44:41,800 Every single Thursday is really important for her to be there.

541 00:44:42,100 -> 00:44:44,500 It's like super important for her personally.

542 00:44:45,000 -> 00:44:56,200 So now as a manager, you know, I am not going to book anything critical no meetings on that Thursday, because I don't want her to feel like she has to choose between that very important thing.

543 00:44:56,200 -> 00:45:00,600 She has to go accomplish for her personally or being part of this meeting.

544 00:45:00,900 -> 00:45:08,400 And so just having that self-awareness, as a leader, but also encouraging your employees to take full control of that and respecting that as well.

545 00:45:08,800 -> 00:45:11,900 I think this is the way we scale this across with limited amount of resources.

546 00:45:12,000 -> 00:45:16,000 Sources, because all we have to do is Empower them to take ownership of it.

547 00:45:16,100 -> 00:45:20,500 Is that the end of the day, you're only playing a part in their lives?

548 00:45:20,600 -> 00:45:27,300 That's confound in this area, like, burnout and overwhelmed, like, seeps into every area.

549 00:45:27,400 -> 00:45:27,600 Right?

550 00:45:27,600 -> 00:45:30,800 And so, just understanding that better and empowering them to take control.

551 00:45:31,200 -> 00:45:34,200 I think it's how we scale some of this with limited resources.

552 00:45:36,800 -> 00:45:41,600 Empowerment is huge from the leadership and the other thoughts.

553 00:45:42,300 -> 00:45:46,800 I think the other thing to ask is one, there is a cost to burn out.

554 00:45:47,700 -> 00:45:53,500 I mean, mental health platforms, like Spring Health, Modern Health, they all have data around like, what the cost of it is.

555 00:45:53,500 -> 00:45:55,200 We know there's a cost to turn over.

556 00:45:55,500 -> 00:45:57,700 So there's actual like, monetary cost.

557 00:45:57,700 -> 00:46:01,300 If you are having trouble kind of convincing, maybe leadership, there're dollars.

558 00:46:01,300 -> 00:46:02,500 You can put behind it.

559 00:46:02,900 -> 00:46:10,800 And then I think what we're gonna touch on like, the Letty, is something people are really craving and I think we have to ask ourselves.

560 00:46:10,800 -> 00:46:13,900 You know, what can we change about the way we work?

561 00:46:14,400 -> 00:46:20,800 That would help because I think in our heads we think are eight to five days a week.

562 00:46:20,800 -> 00:46:22,200 That's how it's always been.

563 00:46:22,300 -> 00:46:23,700 But does it have to be a why?

564 00:46:23,700 -> 00:46:26,900 I think a lot of people, when we came into doing things virtually.

565 00:46:26,900 -> 00:46:28,600 Oh, no, it's going to screw everything up.

566 00:46:28,700 -> 00:46:29,900 Did not screw everything up.

567 00:46:29,900 -> 00:46:33,100 We very clearly know how to, at least in most, I should say in all Industries.

568 00:46:33,100 -> 00:46:35,000 Obviously, in some, it's very difficult to do that.

569 00:46:35,000 -> 00:46:47,000 But in many is Actually possible, but we are so rigid in the way we think about how we sometimes operate that if we start there, really think about what problem are we trying to solve with helping people, and ensuring productivity?

570 00:46:47,300 -> 00:46:50,400 Because there's this fear that if we don't do it to 5 Monday through Friday, right?

571 00:46:50,400 -> 00:46:57,200 We're not going to be productive as a whole other topic in and of itself, but how do we then rethink how we do this?

572 00:46:57,200 -> 00:47:00,500 Because maybe there's a better way to do it a different way to do it.

573 00:47:00,500 -> 00:47:03,400 That would still get better results of someone's them more engaged.

574 00:47:07,100 -> 00:47:08,800 Yeah, I think just to add to that.

575 00:47:09,100 -> 00:47:13,100 The cost of not prioritizing it is detrimental to the business.

576 00:47:13,400 -> 00:47:20,300 Think about how much time it takes to recruit and onboard and hire someone, and you have them for six months and you run them.

577 00:47:20,300 -> 00:47:22,700 So dry that they're burnt out by the end of they leave.

578 00:47:23,000 -> 00:47:24,700 You have to start that process all over again.

579 00:47:24,700 -> 00:47:34,900 It's it really, I think it's super beneficial to have just an open dialogue about burnout and mental health and, and work-life balance.

580 00:47:34,900 -> 00:47:35,900 And all of the above.

581 00:47:36,200 -> 00:47:41,800 From day one and being able to offer those resources to your company and let them know your stance on it.

582 00:47:43,100 -> 00:47:47,600 I think is so incredibly important and I think hearing from it top down which I think we have said a few times.

583 00:47:47,600 -> 00:48:01,500 Now are one of our co-founders, Pedro wrote a whole blog post on mental health and really just opened up to the company and it really showed just a vulnerable side of a Founder that you typically don't see.

584 00:48:01,500 -> 00:48:05,500 And it made everyone feel like it's okay to have days that you're high.

585 00:48:05,500 -> 00:48:11,600 You have highs and lows and it just really allowed people to relate to him and really just understand his stance.

586 00:48:11,600 -> 00:48:13,600 So it was, I think really empowering.

587 00:48:17,000 -> 00:48:17,600 That's great.

588 00:48:17,600 -> 00:48:20,400 This company level support comes up.

589 00:48:20,600 -> 00:48:22,300 I have another high vote on it.

590 00:48:22,300 -> 00:48:24,000 I think we did answer a lot of it.

591 00:48:24,000 -> 00:48:29,400 This question is very similar, are there policies that can be put in place at a company level.

592 00:48:29,600 -> 00:48:38,000 And, so I think all of you have shared something about that, which I think is really it starts from the top and talking.

593 00:48:38,000 -> 00:48:46,500 I am hearing empowerment of your employees and really creating that culture and environment where it's safe to be able to be vulnerable.

594 00:48:46,700 -> 00:48:47,500 And be real.

595 00:48:47,900 -> 00:48:49,500 So I think those are all powerful things.

596 00:48:49,500 -> 00:48:52,600 Here's another question from Alexandria.

597 00:48:52,800 -> 00:49:01,600 How do you encourage people to prioritize treating their burnout when it feels like another task on their already unmanageable to-do list?

598 00:49:07,500 -> 00:49:16,800 This actually came up and whenever meetings one of our team members left and the manager inherited the calendar, and they saw kind of what was on it.

599 00:49:17,000 -> 00:49:19,500 So you like oh, I could have done a better job here.

600 00:49:19,500 -> 00:49:22,500 It may be going through and helping them figure out what to prioritize.

601 00:49:22,500 -> 00:49:23,500 How to think about it.

602 00:49:24,800 -> 00:49:30,500 Another thing I have done with our people managers at least and I think it's a good exercise to kind of do in groups.

603 00:49:30,500 -> 00:49:34,700 Is to really just sit down and ask each other.

604 00:49:34,700 -> 00:49:36,600 How do we, what can we get?

605 00:49:36,800 -> 00:49:39,800 Up, like our marketing team has sat down and done that before.

606 00:49:39,800 -> 00:49:41,200 Like what do we stop doing?

607 00:49:41,200 -> 00:49:45,400 And really when we say stop doing is not kind of sort of keep doing it.

608 00:49:45,400 -> 00:50:02,400 It's actually really stop doing it because we all agree that there's like too much right now, and we have to prioritize stuff and even just sitting down with someone else, because when you're in it, you're kind of too close to it and having an external person, come and look at what's going on, that kind of knows what your work is.

609 00:50:02,400 -> 00:50:04,100 And they can say, hey, do you actually need to do that?

610 00:50:04,100 -> 00:50:05,400 Or does that one really matter?

611 00:50:05,400 -> 00:50:06,600 What's that one for?

612 00:50:06,700 -> 00:50:10,800 Or and it might help to get that kind of separate View.

613 00:50:13,300 -> 00:50:15,300 Yeah, I will follow on that Vicki.

614 00:50:15,300 -> 00:50:15,800 I think.

615 00:50:16,100 -> 00:50:21,900 Yeah, like the ideal focus, and we take that for granted for we just focus on the right things.

616 00:50:21,900 -> 00:50:32,900 But actually there's probably 30 40 percent of the things that you're working on that can be optimized and or removed.

617 00:50:32,900 -> 00:50:43,000 And you can focus that other 40% of energy on the other 60 and supercharged that for yourself for the business and for the results, but sometimes it's hard to say, no, and let go of things.

618 00:50:43,400 -> 00:50:46,600 But in the reality is, I am a double down on things that are working.

619 00:50:46,700 -> 00:50:53,300 And when they were down to things that have traction, given my limited T, my resources, I am gonna say no to a lot of things.

620 00:50:53,300 -> 00:51:05,600 So I can say yes, the right things and I just freeze up a lot of head space because now, you start your week, you know, these are the only three things I care about and these are the things that my manager cares about and what's going to get us results.

621 00:51:05,900 -> 00:51:10,600 And then a super important, especially for start-up that you tend to just wear.

622 00:51:10,600 -> 00:51:21,200 So many hats is being able to prioritize The things that actually matter one thing that I want to Anchor back to I think somebody talked about ending meetings early.

623 00:51:21,300 -> 00:51:21,900 I love that.

624 00:51:21,900 -> 00:51:25,100 I love the idea of ending meetings early like just because it's 30 minutes.

625 00:51:25,100 -> 00:51:25,800 It doesn't need to be.

626 00:51:25,800 -> 00:51:37,100 I remember when I was at Google we had these meetings that They were always like an hour meeting was to be 50 meetings and 30 minute meetings will always be 25-minute meetings.

627 00:51:37,100 -> 00:51:39,200 And I remember being new employee at go on our side.

628 00:51:39,200 -> 00:51:43,000 You know, what is because we have to walk from this building that this building.

629 00:51:43,000 -> 00:51:46,200 I got to get on that silly Google bike and go from one building to the other building.

630 00:51:46,200 -> 00:51:49,600 So they want like that buffer time, but we still need that buffer time.

631 00:51:49,800 -> 00:51:53,900 Even now, even at the zoom level of connecting to another room.

632 00:51:53,900 -> 00:51:54,800 Another meeting.

633 00:51:55,200 -> 00:52:00,000 And so, in your Google calendar, if you go to your Google calendar, there are a settings.

634 00:52:00,000 -> 00:52:05,100 And, in fact, Go ahead and drop the image inside of chat.

635 00:52:05,200 -> 00:52:07,000 There's a setting that you can enable.

636 00:52:07,400 -> 00:52:10,500 So every time you book a meeting, it always defaults to fight.

637 00:52:10,500 -> 00:52:17,600 Give you a five or ten minute buffer to every meeting you said, and that's and then it takes your discipline to be able to cut it off at that point.

638 00:52:17,600 -> 00:52:21,800 But at least you set it up and say, that's the time, we're going to be meeting with me.

639 00:52:21,800 -> 00:52:24,600 Five minutes, Gap or 10 minutes in between.

640 00:52:27,900 -> 00:52:28,200 All right.

641 00:52:28,200 -> 00:52:29,400 I am going to go through these unless.

642 00:52:29,400 -> 00:52:30,300 Did you have Brittany?

643 00:52:30,300 -> 00:52:31,200 Another note on that?

644 00:52:31,400 -> 00:52:33,100 Okay, I have got nine minutes left.

645 00:52:33,100 -> 00:52:36,500 So I am going to try to get through as many questions as we can here.

646 00:52:37,300 -> 00:52:39,300 This is more specific to sales roles.

647 00:52:39,900 -> 00:52:42,100 How do you encourage reps to take time off?

648 00:52:42,100 -> 00:52:45,000 Especially since quota is a large part of the Roll.

649 00:52:49,900 -> 00:52:51,000 Tricky balance.

650 00:52:52,600 -> 00:52:53,600 That's a tricky one.

651 00:52:53,700 -> 00:52:57,000 Yeah, I think especially in sales.

652 00:52:58,600 -> 00:53:05,500 This is a very tricky one because it's your like every day that I am off is actually hurting my performance quote unquote, right?

653 00:53:05,500 -> 00:53:21,000 Because I am putting numbers on the board and I think it comes down to just Being able to manage a book of business in a way I think about, I think about sales folks as entrepreneurs is like they're running their own business, right?

654 00:53:21,000 -> 00:53:23,800 So you could you have the advantage of running your own business?

655 00:53:23,800 -> 00:53:39,000 You can say, you know what I am going to use Monday through Thursday to hammer this home in Friday's, you know, I am going to take, I am gonna do half days on Friday, and I am actually going to go to a coffee shop and do this, but it's around owning your book of business in a way that as an entrepreneur, you can think about it.

656 00:53:39,000 -> 00:53:42,100 And say, you know what, like I get to own my business.

657 00:53:42,500 -> 00:53:44,300 And I am a run it this kind of way.

658 00:53:44,300 -> 00:53:47,200 So maybe Monday, Tuesday and Wednesday are going to be like this.

659 00:53:47,400 -> 00:53:50,000 Maybe Mondays are going to be like this in Friday is going to be like that.

660 00:53:50,300 -> 00:53:51,900 I think you do have that Advantage.

661 00:53:52,000 -> 00:54:07,800 If again, if you take the owners ownership mentality, it's, you know, one of our core values on at welcome is simply own it, and it talks about like, taking full ownership of it, no matter how big or how small, and I think applying that to your time and how you work.

662 00:54:08,200 -> 00:54:13,300 I think in the sales and sales case can be very fruitful as well.

663 00:54:16,500 -> 00:54:21,200 I think one thing that we do it, Brax is we enforce decompression days.

664 00:54:21,700 -> 00:54:26,400 So, we will tell people take the day off after 12 or take the full day off.

665 00:54:26,400 -> 00:54:32,200 Sometimes, we will say, spend \$50 on your brakes card or a hundred dollars in a bricks card, and go do something to decompress.

666 00:54:32,600 -> 00:54:37,700 And I think again, it just gives them that like we're giving that permission and pushing you guys.

667 00:54:37,700 -> 00:54:47,700 And then we also share in our slack channels of, you know, tell us what you did today and I think it just kind of lets people be a little more comfortable taking that and now, That everyone else is taking it too.

668 00:54:51,500 -> 00:54:52,100 It's great.

669 00:54:52,200 -> 00:54:52,500 Britney.

670 00:54:52,500 -> 00:54:53,600 Looks like we have another question.

671 00:54:53,600 -> 00:54:54,500 Actually for you.

672 00:54:54,900 -> 00:54:59,900 How do you suggest dealing with imposter syndrome and overcoming those negative effects?

673 00:55:02,000 -> 00:55:03,400 That's a great question.

674 00:55:03,700 -> 00:55:12,300 It's, I think it's something that You just have to shove to the back of your mind because it's really hard.

675 00:55:12,700 -> 00:55:15,300 And at the end of the day, you have to remind yourself.

676 00:55:15,900 -> 00:55:18,500 It's so much of your, it's so much of you doing it.

677 00:55:18,500 -> 00:55:21,400 And what I am really, I am huge on self-reflection.

678 00:55:21,400 -> 00:55:27,600 So at the end of every quarter, I have written down accomplishments and improvements and things that I want to work on.

679 00:55:27,800 -> 00:55:29,600 But I also don't set the bar too high.

680 00:55:29,600 -> 00:55:38,500 I am not expecting 20, huge accomplishments and I do this with my team to wear even if we look at daily goals when we're Prioritizing weekly goals.

681 00:55:39,000 -> 00:55:43,400 Most days, I will just set if I can accomplish these three things today.

682 00:55:43,600 -> 00:55:44,500 I have had a good day.

683 00:55:44,900 -> 00:55:50,200 And then when I reflected, I write this all down on a notepad so that I can look back week to week at the end of each quarter.

684 00:55:50,700 -> 00:55:55,500 It's a nice reminder that I am not doing as bad as the little voice in my head is telling me I am doing.

685 00:55:55,700 -> 00:55:56,800 I am not even close to it.

686 00:55:56,800 -> 00:56:10,300 And I think also between that and performance review is just, you know, I think it really is in your head so much, but I am really huge on documentation and being able to look back at things and it's just a nice reminder.

687 00:56:10,900 -> 00:56:15,800 And then the one other thing is I have a happy days filter of every time I get praise or recognition.

688 00:56:16,000 -> 00:56:21,200 I save it in my email and I go back and look at that and I it's just again a nice reminder that.

689 00:56:21,600 -> 00:56:25,500 I am in my own head, and I am doing good work and it really helps.

690 00:56:26,900 -> 00:56:27,600 So good.

691 00:56:27,600 -> 00:56:29,800 I think I want to start that happy praise folder.

692 00:56:31,300 -> 00:56:35,000 I have seen Pope affirmation, Post-it notes as an exercise as well.

693 00:56:37,000 -> 00:56:37,900 Put that on your wall.

694 00:56:40,300 -> 00:56:42,200 Vicky any added thoughts.

695 00:56:44,700 -> 00:56:47,800 I would say also, you make sure you have a good support network around you.

696 00:56:47,800 -> 00:56:49,600 I think similar to Britney's point.

697 00:56:49,600 -> 00:56:53,300 It's in our head and for sitting in our head alone that's even worse.

698 00:56:53,300 -> 00:56:53,500 Right?

699 00:56:53,500 -> 00:56:58,900 But when you have other people who remind you of the things that you're really good at that can be really powerful.

700 00:56:59,500 -> 00:57:01,200 I like how Jeff mention the bonus baby doll.

701 00:57:01,200 -> 00:57:03,200 Go back and look through my own boat asleep.

702 00:57:03,200 -> 00:57:06,600 Eat if I am having a crappy day because it does remind me like, oh, yeah.

703 00:57:06,800 -> 00:57:17,900 I did all these things and you know, our brain naturally, we will go to the — so you need to yank it out of there because our threat response is Hi to just sit in the positive for a bit and really think about.

704 00:57:17,900 -> 00:57:18,400 Okay.

705 00:57:18,700 -> 00:57:22,600 What am I really proud of another thing that my team does is every month.

706 00:57:22,600 -> 00:57:26,900 We have a highlights and learnings slide that I have everyone fill out.

707 00:57:26,900 -> 00:57:32,400 So we talked about the things that we were really proud of and the things that we learned, so we're constantly one, it's to help.

708 00:57:32,400 -> 00:57:34,100 Make sure that we're talking about the mistakes we made.

709 00:57:34,100 -> 00:57:37,000 And what we learn from them to is like, hey, what were you really proud of?

710 00:57:37,000 -> 00:57:43,300 So that you remember that you did something great because my type performance review comes around, sometimes you're like, I don't even remember what I did last month.

711 00:57:45,400 -> 00:57:50,800 By the way, I will jump in and say at welcome bonus, Lee feed is the most lit feed.

712 00:57:50,800 -> 00:57:55,200 Welcome, and it's so good because you see it's like, it's like the Love Fest.

713 00:57:55,200 -> 00:57:57,000 Everybody's like, hey, this person is awesome.

714 00:57:57,000 -> 00:57:57,400 This person.

715 00:57:57,400 -> 00:57:57,500 No.

716 00:57:57,500 -> 00:57:58,300 No, you're awesome.

717 00:57:58,300 -> 00:58:04,300 Is like, I would love seeing and I think it's interesting because I think it's correlated in helping burnout as well.

718 00:58:04,300 -> 00:58:07,300 Because one of the reasons for a burnout was in a symptom of it.

719 00:58:07,300 -> 00:58:12,400 It's feeling like you're not recognized enough and I think small things like a bonus.

720 00:58:12,400 -> 00:58:15,400 Lee recognition can go a long.

721 00:58:15,500 -> 00:58:16,600 Way, I think for folks.

722 00:58:19,700 -> 00:58:20,300 All right.

723 00:58:20,300 -> 00:58:23,900 I don't know if we could fit two questions because there's some a couple of really good questions.

724 00:58:23,900 -> 00:58:25,300 But here's one.

725 00:58:25,700 -> 00:58:28,300 How do you signal burnout to your boss?

726 00:58:28,300 -> 00:58:32,800 When everyone around, you seem to be doing just fine with the same or even more work?

727 00:58:36,000 -> 00:58:41,700 I think the best advice I received early in my career was don't compare your beginning to someone else's middle.

728 00:58:42,300 -> 00:58:45,500 And you have to remember, we're all starting at different times.

729 00:58:46,700 -> 00:58:49,700 And I am also just the I have over the years.

730 00:58:49,700 -> 00:58:53,100 I was always like how I want to be, I want to always be positive for my boss.

731 00:58:53,100 -> 00:58:54,500 I always want to show up for my boss.

732 00:58:55,000 -> 00:59:00,600 But again, we're human, and we're going to have bad days and I find that just having that level of transparency with my boss.

733 00:59:01,200 -> 00:59:08,200 He will actually recognize when I am having an off day and I think Just really helps to just be really open.

734 00:59:11,200 -> 00:59:21,200 You have also at least I talk to my colleagues sometimes and I think we make assumptions because everyone's kind of put on their work face when they're at work or you know, especially if you're a leader, right?

735 00:59:21,200 -> 00:59:32,400 Because you bring the weather so it may not be actually true that they're doing the same or even more work and it'd be a good way to if you can is you feel safe enough to gut check that too.

736 00:59:33,800 -> 00:59:38,900 And said, maybe actually find out, you're all kind of in the same boat and then that's even easier to go and bring to a leader.

737 00:59:40,700 -> 00:59:41,200 It's great.

738 00:59:41,200 -> 00:59:43,000 All right one last question.

739 00:59:43,400 -> 00:59:45,600 I am pulling up Spencer's question here?

740 00:59:46,300 -> 00:59:47,300 I don't know if you all see it.

741 00:59:47,300 -> 00:59:53,200 It says now that I have been remote for two plus years having zero decompression time between work and family.

742 00:59:53,500 -> 00:59:58,000 I hate traffic, but that who I just lost it.

743 00:59:58,600 -> 00:59:59,100 There it is.

744 00:59:59,300 -> 01:00:02,600 Okay, I hate traffic, but that was my deep compression time.

745 01:00:02,700 -> 01:00:06,500 How are you solving that for yourself and your employees?

746 01:00:10,800 -> 01:00:11,600 That's a real one.

747 01:00:11,800 -> 01:00:12,700 I hate you.

748 01:00:12,700 -> 01:00:14,100 I really wanted percent.

749 01:00:14,100 -> 01:00:16,800 I hate traffic, but I was into, I love driving.

750 01:00:16,800 -> 01:00:18,100 Actually, it's a form.

751 01:00:18,300 -> 01:00:25,600 Driving is a form of self care, for me, like sometimes when I need some space, just going for a drive actually helps.

752 01:00:25,600 -> 01:00:36,400 And my wife knows that is when I get to actually turn up the music and Feel the Bass without like freaking everybody out in the house with like the music I listened to or any of that.

753 01:00:36,500 -> 01:00:37,800 I think it's my time.

754 01:00:37,800 -> 01:00:40,500 And, so I don't know what the solution is.

755 01:00:40,700 -> 01:00:49,700 On this, especially in, this remote World outside of self-awareness, and knowing what you need, because you get to manage that time.

756 01:00:49,700 -> 01:00:55,000 And for me, it starts and stops at the calendar level, like me being able to block off.

757 01:00:55,000 -> 01:01:06,600 Even before I start my day, being able to block off that buffer time of transition, whether that's a work out, whether that's a walk, whether that's putting my little girl down for a nap, right?

758 01:01:07,200 -> 01:01:10,500 So yeah, I don't have the answers Spencer, but I miss those days.

759 01:01:10,600 -> 01:01:13,400 Days of filling the base with music as well.

760 01:01:15,300 -> 01:01:16,500 Love it, and I see Vicky.

761 01:01:16,500 -> 01:01:20,100 You take short walks for your decompression time, Brittany.

762 01:01:20,100 -> 01:01:22,000 What do you do for decompressing?

763 01:01:26,200 -> 01:01:27,300 Oh, you're a mute.

764 01:01:29,100 -> 01:01:33,800 Sorry, I made it the whole time without doing that and, you know, with one minute to go.

765 01:01:34,000 -> 01:01:36,400 But yeah, big on going for walks with my dog.

766 01:01:36,400 -> 01:01:46,100 I think just spending time with my dog, in general gives me like so much joy, so as much as I can get outside to decompress with her, it really helps love it.

767 01:01:46,600 -> 01:01:47,000 Wow.

768 01:01:47,000 -> 01:01:47,200 Okay.

769 01:01:47,200 -> 01:01:48,900 Well, these wraps are time.

770 01:01:48,900 -> 01:01:55,000 It's so rich that we made it right at the our thank you so much Vicki, Brittany, Roberto.

771 01:01:55,000 -> 01:01:58,700 And everybody who participated with providing us some great questions.

772 01:01:59,200 -> 01:02:01,500 We look forward to seeing you at our next event.

773 01:02:01,700 -> 01:02:03,900 So we have got a tab at the top.

774 01:02:04,000 -> 01:02:04,600 Check it out.

775 01:02:04,600 -> 01:02:08,500 We have got a couple of events one coming up Thursday next week Tuesday.

776 01:02:08,600 -> 01:02:11,500 We're doing the spotlight with coffee plus drinks.

777 01:02:12,200 -> 01:02:13,000 So check them out.

778 01:02:13,000 -> 01:02:18,100 We have got team leaders that are figuring out how to inspire and motivate their teams.

779 01:02:18,100 -> 01:02:21,200 Remotely including the DEA leader of Envision.

780 01:02:21,200 -> 01:02:23,200 Tamsin will be joining us next Tuesday.

781 01:02:23,400 -> 01:02:28,600 So definitely register, we will get the recording of this event sent to you.

782 01:02:28,800 -> 01:02:29,600 Right away.

783 01:02:29,800 -> 01:02:32,000 And as you see and you're experiencing, we're on.

784 01:02:32,000 -> 01:02:32,600 Welcome.

785 01:02:32,600 -> 01:02:51,000 And if you have any questions of how to be hosted, these type of events, or do these kind of community oriented conversational vents with your own team, members talk to us, and we have got a tab at the top or you can chat with us at any given time have a wonderful rest of your day and week.

786 01:02:51,300 -> 01:02:53,900 Please manage your own burn out for yourself.

787 01:02:53,900 -> 01:02:58,700 First and foremost oxygen mask on ourselves and decompressed.

788 01:02:58,800 -> 01:02:59,600 Take the walks.

789 01:02:59,600 -> 01:03:01,100 Go, grab some ice cream.

790 01:03:01,200 -> 01:03:04,100 Enjoy the beautiful sun, if it's shining out there.

791 01:03:04,300 -> 01:03:04,800 All right.

792 01:03:04,800 -> 01:03:05,300 Take care.

793 01:03:05,300 -> 01:03:06,100 Until next time.

794 01:03:06,100 -> 01:03:06,900 We will see you later.

795 01:03:08,500 -> 01:03:09,200 See you guys.

1 00:18:34,985 -> 00:18:36,685 Hello everyone.

2 00:18:36,985 -> 00:18:42,385 I don't know what part of the world you're at, but I am in Hawaii and so tuning in.

3 00:18:42,385 -> 00:19:03,185 It's 7 AM over here but it's so good to be your police drop in chat if and let us know where you're tuning in from Gina head of marketing with welcome, and we're so excited that you are here, and we're able to chat about a really interesting topic that I think is very relevant for this time.

4 00:19:04,085 -> 00:19:07,085 Volunteering and really having purpose.

5 00:19:07,085 -> 00:19:13,385 LED Purpose Driven alignment with your company and with your team's, all right?

6 00:19:13,385 -> 00:19:15,685 People are beginning to drop that their locations.

7 00:19:15,685 -> 00:19:18,085 We got Kelly from l.a.

8 00:19:18,285 -> 00:19:18,785 India.

9 00:19:18,785 -> 00:19:20,885 Toronto, India.

10 00:19:21,085 -> 00:19:21,885 Wow.

11 00:19:21,985 -> 00:19:22,285 Okay.

12 00:19:22,285 -> 00:19:23,585 Puerto Rico.

13 00:19:23,785 -> 00:19:25,185 Very nice New York.

14 00:19:25,185 -> 00:19:25,985 Hey Lena.

15 00:19:26,385 -> 00:19:27,885 Okay, good.

16 00:19:27,885 -> 00:19:28,885 Good.

17 00:19:28,985 -> 00:19:33,985 Well before we jump into the panel discussion, we have also got a really cool.

18 00:19:33,985 -> 00:19:36,685 Cool lgbtq+ affirmation.

19 00:19:36,685 -> 00:19:40,685 While activity that we're going to do as a group together, which is going to be awesome.

20 00:19:40,985 -> 00:19:43,585 Hey, Kristen, a Brady Colorado, what's up?

21 00:19:43,585 -> 00:19:43,985 Whoo.

22 00:19:46,185 -> 00:19:48,385 So let us jump right into this poll.

23 00:19:48,785 -> 00:19:57,685 And we want to know how many of you have ever participated in a virtual volunteering before just drop your votes.

24 00:19:58,085 -> 00:19:58,785 Let us see.

25 00:19:59,085 -> 00:20:02,285 For me, this is going to be my first time, actually.

26 00:20:02,285 -> 00:20:03,885 So I have not yet.

27 00:20:04,085 -> 00:20:05,085 Anticipated.

28 00:20:05,985 -> 00:20:07,285 How about you all?

29 00:20:07,885 -> 00:20:11,285 Okay, well, I am not seeing the numbers come in.

30 00:20:11,285 -> 00:20:11,885 Oh, there we go.

31 00:20:11,985 -> 00:20:12,785 I see him now.

32 00:20:12,785 -> 00:20:13,585 Alright.

33 00:20:14,185 -> 00:20:16,185 Alright, so a good chunk of y'all.

34 00:20:16,585 -> 00:20:20,985 We have got about half-and-half but majority have not yet.

35 00:20:20,985 -> 00:20:23,385 Done a group virtual volunteering activity.

36 00:20:23,385 -> 00:20:23,885 Okay.

37 00:20:23,985 -> 00:20:27,485 Now, that's starting to increase a little bit more great.

38 00:20:27,485 -> 00:20:35,685 Well, we have got some experts today to talk about engaging employees in a really meaningful way.

39 00:20:36,185 -> 00:20:39,385 With this transformative time of how we work.

40 00:20:39,385 -> 00:20:42,485 So, I would love to invite to the stage.

41 00:20:42,785 -> 00:20:50,185 If Abhishek CEO of gaudreau, please join me on stage along with our CEO, Roberto.

42 00:20:50,285 -> 00:20:51,185 Hello.

43 00:20:52,285 -> 00:20:54,285 Hey, Deena idea.

44 00:20:54,885 -> 00:20:55,585 Good to be here.

45 00:20:56,385 -> 00:21:02,985 So even right here where represented all over the world where are you Abhishek and Roberto?

46 00:21:04,685 -> 00:21:13,385 I will kick off, I mostly on the Eastern time zone right now, I am in Puerto Rico but you know in a couple weeks I am going to be in Philadelphia.

47 00:21:13,385 -> 00:21:24,485 And so this is a beauty about remote, work could be wherever in the world Yeah, I am in Bangalore in India, but I am working on PT time zone.

48 00:21:24,485 -> 00:21:28,085 So welcome everyone and great to meet with you.

49 00:21:29,985 -> 00:21:30,885 Awesome.

50 00:21:31,685 -> 00:21:32,485 That's cool.

51 00:21:32,485 -> 00:21:37,785 It's truly distributed represented here and even in our audience, which is amazing.

52 00:21:37,785 -> 00:21:39,685 And that's why engagement is.

53 00:21:39,685 -> 00:21:45,985 So, top of mind, takes a lot of intentionality, and I am excited to be able to dive into that a little bit more with each of you.

54 00:21:46,085 -> 00:21:49,385 Can you tell me a little bit more about your company's?

55 00:21:49,385 -> 00:21:56,685 And how you all are solving for the Transformer, formative work place today with distributed teams.

56 00:22:00,385 -> 00:22:02,985 If you said you weren't, you want to take that one first and then I will jump in.

57 00:22:02,985 -> 00:22:11,385 Oh, so you know very quickly about good ERA in very simple, terms could areas like an know what?

58 00:22:11,385 -> 00:22:20,785 We call an Airbnb of volunteering, where we work with nonprofits, thousands of nonprofits across, more than 100 countries globally.

59 00:22:21,485 -> 00:22:29,085 Understand their volunteering in requirements on board them on good errors platform and offer it to employees of our customers.

60 00:22:29,385 -> 00:22:36,285 So that Employee across any part of the world can volunteer in a very, very simple Manner.

61 00:22:36,785 -> 00:22:44,085 And the reason why we started that was, you know, it's just so strange that in this world volunteering is just so difficult.

62 00:22:44,585 -> 00:22:51,485 You know, it's so easy to get a pizza delivered home or get a cab but it's just so difficult to volunteer and that's what we wanted to Saul.

63 00:22:51,485 -> 00:23:00,085 And, you know, currently work with the hundreds of companies with 16 Fortune, 500 with 7 million employees volunteering with us across.

64 00:23:00,185 -> 00:23:02,785 Asset globe and, you know, great too great to be here.

65 00:23:03,985 -> 00:23:11,285 And you know, as soon as I heard about the topic and I know this was been in the works for a little while.

66 00:23:11,285 -> 00:23:32,885 I was just intrigued because I think that volunteering and I know I am talk about welcome here in a second, but I think volunteering is so important in connecting people together where I like when

you can work side by side with someone for a good cause Beyond like your day-to-day job, it does something pretty special and income and uniting employees for a bigger.

67 00:23:32,885 -> 00:23:35,885 Cause I have been Pretty Hands-On with volunteering.

68 00:23:35,985 -> 00:23:41,585 Like, in the real world virtually though, I haven't really experienced much of it.

69 00:23:41,585 -> 00:23:45,585 And, so I am looking forward to learning what this is all about, as well.

70 00:23:46,985 -> 00:23:48,885 So guys, my name is Roberto Ortiz.

71 00:23:48,885 -> 00:23:50,985 I am co-founder and CEO of welcome.

72 00:23:51,185 -> 00:23:52,985 Welcome is the platform that we're hosting.

73 00:23:52,985 -> 00:23:54,085 This experience on.

74 00:23:54,685 -> 00:24:00,485 What we do is we help companies that have distributed teams bringing them together in more intentional ways.

75 00:24:00,585 -> 00:24:10,585 And so employee experiences actually draw Drive a lot of connection belonging amounts of months of work force and our technology makes it.

76 00:24:10,585 -> 00:24:13,985 So it's much easier and engaging for everybody that's participating.

77 00:24:14,185 -> 00:24:22,985 And so we're serving customers from the startup that has a remote team to accompany a five, ten thousand people that have employees around the world.

78 00:24:22,985 -> 00:24:23,885 And so that's what we did.

79 00:24:23,985 -> 00:24:24,885 And I am glad to be here.

80 00:24:24,885 -> 00:24:25,485 Thanks for being here.

81 00:24:26,585 -> 00:24:27,185 Awesome.

82 00:24:27,285 -> 00:24:27,685 Thank you.

83 00:24:27,685 -> 00:24:29,585 Both for those intros.

84 00:24:30,385 -> 00:24:33,885 You know, I would love to kick it off, actually, with this survey.

85 00:24:34,485 -> 00:24:38,085 That Abhishek your team had conducted with your own customers.

86 00:24:38,285 -> 00:24:47,085 And so if we could pull that on stage, it actually gives some really good insights into why orgs are opting into virtual volunteering.

87 00:24:47,085 -> 00:25:03,885 So as we're seeing here, 33% care about Community impact, aligned in our cause areas, 33% care about Employee Engagement, 25% employee well-being, and mental health, and 9% care about the employee Learning and Development.

88 00:25:03,985 -> 00:25:08,585 Mint Abhishek, could you elaborate on this a little bit more for us?

89 00:25:09,385 -> 00:25:10,285 Yeah, absolutely.

90 00:25:10,285 -> 00:25:27,485 And you know us, as we all know, the pandemic has, you know, had a huge impact on everyone of us across the world and the need to do good or you know, help or contribute to the world is higher than ever before.

91 00:25:27,485 -> 00:25:35,085 So everyone feels that urge and need to do good, but because of constraints in a bit What's the pandemic?

92 00:25:35,285 -> 00:25:46,785 It's extremely difficult to go out there and help and contribute but you know, how do you then convert this intention and the need to do good and it's just not, you know, from a healthcare and education perspective.

93 00:25:46,785 -> 00:26:23,385 But you know, things like Racial equality and climate change and now her whole bunch of issues, especially the younger folks are extremely motivated to do something, and there needs to be a channelization of these energies and this need and Motivation in a positive manner and that's where virtual volunteering comes in is how can companies effectively channelize, the need, an urge to contribute in a much more engaging and effective manner than that's even the alignment with social causes and, you know, it's just not a greenwashing kind of thing, but it's actually very, very meaningful.

94 00:26:23,385 -> 00:26:33,885 It's not top down, but a very inclusive, very Democratic way in, which employees can come together to do good, another same time, it's probably the most meaningful Employee Engagement.

95 00:26:34,385 -> 00:26:47,585 You know, in today's world where we talk about, you know, the great resignation or the great reshuffle and every companies trying to do something around engagement which is very you know check the box kind of thing with just seems.

96 00:26:47,585 -> 00:26:50,085 Okay, why am I doing it versus doing something?

97 00:26:50,085 -> 00:27:03,785 Which is actually meaningful something, which is helping someone in need something, where you use your time and skills, effectively is just so much more satisfying for you individually, and that's where the meaningful employing.

98 00:27:03,985 -> 00:27:07,985 A judgment comes in and the last piece is around this mental health and well-being.

99 00:27:07,985 -> 00:27:17,785 And you know, we all know that when you volunteer there is something called as oxy toxin that's a hormone which gets released which, you know, makes you feel happier.

100 00:27:18,085 -> 00:27:24,085 And, you know, everyone wants a lot more happiness today and this is just a beautiful way of doing it.

101 00:27:24,085 -> 00:27:30,685 Where you know, it's your helping someone and feeling happy and as you do something for someone you also learn by using your skills.

102 00:27:30,685 -> 00:27:33,885 You know you might be an intern somewhere but you are helping.

103 00:27:33,985 -> 00:27:36,785 Nonprofit are really, really big way and that's the Learning and Development.

104 00:27:36,785 -> 00:27:40,685 So these are just some of the different ways in which, you know, volunteering is.

105 00:27:40,685 -> 00:27:48,685 So, so very powerful, and we have customers seeing the direct benefit of it as their employees volunteer across the world.

106 00:27:49,785 -> 00:27:52,785 Mmm, that's really.

107 00:27:52,785 -> 00:28:05,685 It's actually, I think, I think I just go back to, you know, when you were just, again, my experience in volunteering typically when you're volunteering, you think that?

108 00:28:05,785 -> 00:28:15,085 Hey, I am gonna go help a group of people or, you know, I am going to partner with my friends, are going to go volunteer all day or take a trip and help clean this up or go.

109 00:28:15,085 -> 00:28:28,485 He will be Hands-On and the school and go ready to And you do that with all the right intentions and typically people go to do it because they want to help people in many ways.

110 00:28:28,485 -> 00:28:41,585 Just like you're saying you walk away from that being helped so much more profoundly yourself and your team walks away with the better scent of accomplishment, not just because they help somebody.

111 00:28:41,585 -> 00:28:50,585 But this something within them I remember going to one trip I thought that hey we could just we have to go help me schools we have to help put the plumbing inside these Schools that don't have Plumbing.

112 00:28:50,585 -> 00:28:55,585 We have to go figure this out and I went for like two weeks, and we're working in the Sun and doing all of this work.

113 00:28:57,085 -> 00:29:00,285 But it was the most rewarding thing for me like fine back home.

114 00:29:00,285 -> 00:29:13,185 It wasn't that I was hoping people but it was the appreciation for the people that are on the ground that people that do

this every single day, the people that are inside of these, you know, like these volunteering.

115 00:29:13,185 -> 00:29:17,485 Hubs that are dedicated the entire lives to go make a difference, right?

116 00:29:17,485 -> 00:29:21,885 And then you get to an Of that purpose that they do every single day.

117 00:29:21,885 -> 00:29:27,785 And that just, you just walk away just more much more impacted, than anything else and so, I just, I don't know.

118 00:29:27,785 -> 00:29:30,285 I am just a big fan of doing things like this.

119 00:29:30,285 -> 00:29:37,585 I think, remote, we may be good to kind of talk about, like, what are the opportunities in doing this remotely?

120 00:29:37,885 -> 00:29:40,185 And what are the challenges in doing a remotely?

121 00:29:40,385 -> 00:29:44,385 Like, I am curious to say like what are like, at a high level?

122 00:29:44,385 -> 00:29:49,285 I think that, you know, some volunteering things, you can't do, because you can't go pick up.

123 00:29:49,885 -> 00:29:51,485 Paint brush and go pink or school.

124 00:29:51,485 -> 00:29:51,985 Right.

125 00:29:51,985 -> 00:29:57,285 There is probably a ton that you could do that.

126 00:29:57,285 -> 00:30:03,685 Even like if you think about like us as many ways like knowledge workers, there's a lot of things that we could do that.

127 00:30:03,685 -> 00:30:10,785 Maybe what you and your company do is unlock that and really start to catalyze.

128 00:30:10,785 -> 00:30:19,385 Those kind of things, I would be curious to learn like from your perspective, what are you seeing being some of the common things that companies are doing remotely?

129 00:30:19,585 -> 00:30:22,485 Virtually that you really can't do, right?

130 00:30:22,485 -> 00:30:23,685 If it's in the physical world.

131 00:30:24,585 -> 00:30:25,285 So absolutely.

132 00:30:25,285 -> 00:30:37,485 And I think the first thing is I we have seen teams being distributed across time zones locations languages and how do you bring a team together and do something, which is Meaningful?

133 00:30:37,985 -> 00:30:49,285 One of our most popular volunteering activities, is recording, audio books for blind, kids, you know, we're a team comes together on a virtual call.

134 00:30:50,185 -> 00:30:59,585 There is a good are a host, you know, someone like Carla would be hosting you today where they do some fun icebreakers to an orientation about the nonprofit.

135 00:30:59,785 -> 00:31:12,185 And then there are individual audio books, which are given to employees that they can record, and these audio books, once recorded and Q Cedar given to a local nonprofit, which works a blind kids, and these nonprofits is spread across the world with good error.

136 00:31:12,185 -> 00:31:22,085 So if you're a team in the US and the East Coast, a non-profit in New York or in California or in Dubai, or Singapore or Bangalore, They are local nonprofits who benefit from it.

137 00:31:22,685 -> 00:31:23,985 It's a very simple activity.

138 00:31:23,985 -> 00:31:26,585 Takes just, you know, one hour to do it.

139 00:31:26,685 -> 00:31:27,885 It's very fulfilling.

140 00:31:28,085 -> 00:31:31,885 It's also something where you don't require a lot of preparation.

141 00:31:31,885 -> 00:31:36,485 It's really, really fun, very engaging and you feel really, really happy after it.

142 00:31:36,485 -> 00:31:58,785 So it's something you know really wonderful and there are volunteering activities across different cause areas of its stem education, climate change, you know, Pride accessibility dni, and we work with a lot of these what we call employee resource groups, or ERG is our communities within companies to help them further their cause that they care about.

143 00:31:58,785 -> 00:32:04,685 So, so that's just one example of activities in other ones are reviewing resumes for you.

144 00:32:04,985 -> 00:32:16,185 In a lot of you don't have access to high-quality resumes, you could review those resumes, make it high quality, and they might get a job, which is just, you know, they would never get access to Talent like this.

145 00:32:16,185 -> 00:32:19,385 So we work with an apple or an Amazon or an Airbnb.

146 00:32:19,585 -> 00:32:23,985 And, you know, I would have loved to have someone at Apple review my résumé.

147 00:32:24,085 -> 00:32:28,785 You know, when I was a kid and that's something, you know, only possible through volunteering.

148 00:32:28,785 -> 00:32:35,985 So, it's really amazing, the kind of value that you could add remotely in just an hour together as a team and also have fun together.

149 00:32:36,985 -> 00:32:40,185 I mean, just by you even talk about this, it makes me feel good.

150 00:32:40,185 -> 00:32:40,685 How many?

151 00:32:40,685 -> 00:32:44,085 I mean can we do some hands in chat and you feel you feeling good?

152 00:32:44,085 -> 00:32:49,385 Now, do you realize you're volunteering yet and the thought in the thinking about tearing makes you just feel?

153 00:32:49,485 -> 00:32:50,385 I feel so much better.

154 00:32:50,585 -> 00:32:55,785 I, first of all we have to figure out how to do one of these things internally here at welcome.

155 00:32:55,785 -> 00:33:09,385 So in the Green Room which apart talk about like getting hooked up at figuring this out but at a high level I just, I don't know, I just, I just feel pretty bought into this whole opportunity of volunteering remotely.

156 00:33:09,385 -> 00:33:11,985 So and we do now set up because I will get us off.

157 00:33:11,985 -> 00:33:13,685 Try, these are good questions.

158 00:33:13,785 -> 00:33:14,385 Yeah, I know.

159 00:33:14,385 -> 00:33:14,985 Thank you.

160 00:33:15,085 -> 00:33:17,485 Thank you both for leaning into it.

161 00:33:18,185 -> 00:33:26,785 So, I kind of dig more into the challenges because engaging employees is hard remote.

162 00:33:27,185 -> 00:33:29,385 Everything feels a little bit extra.

163 00:33:29,385 -> 00:33:41,985 You know, we don't have those water cooler moments where we just run into the office, and we can have, you know, a quick little chat, connect even solve problems in those asynchronous informal manners, right?

164 00:33:41,985 -> 00:33:48,885 We don't have that and I think about volunteering Robbie were touching this bit being there in person.

165 00:33:48,885 -> 00:33:57,985 And, like, Really solving for whether it's like building the house for somebody or feeding somebody like you don't really have that virtually.

166 00:33:57,985 -> 00:34:02,785 So I do see how the things that you're calling out.

167 00:34:02,785 -> 00:34:09,585 Can help bring that oxytocin but I have since you know there's a little further intentionality that's needed.

168 00:34:09,985 -> 00:34:13,585 How do you guys solve for that in this evolving?

169 00:34:13,985 -> 00:34:17,585 Virtual District distributed world that we're in right now?

170 00:34:18,185 -> 00:34:19,784 You know, you constantly have to innovate Constant.

171 00:34:19,784 -> 00:34:20,784 Had to be creative.

172 00:34:21,085 -> 00:34:26,685 How you guys solving for both of you solving for this, for your customers, and for your own employees?

173 00:34:28,485 -> 00:34:36,284 So I will jump in and give it back just a broader one and then I mean Abhishek and you can bring it home with like you know the work that you're doing I think high level.

174 00:34:36,284 -> 00:34:48,685 So for us and I will just speak about because a lot of people here that are working remotely or hybrid type of setup or are trying to figure out and pull engagement at their companies as well as.

175 00:34:48,685 -> 00:35:01,885 So for us at welcome we're we were born a remote, we're staying remote, that's what we do, and then we huddle people upright regionally or yearly For in-person activities, just from a cultural perspective.

176 00:35:02,285 -> 00:35:20,085 I think something to just acknowledge is that throughout the last two years we were all forced to go remote and being forced to go remote, meaning means that you necessarily then, I mean you didn't opt into it, you're just figuring it out as you go, and we're all honest, we have been trying to figure it out as we go.

177 00:35:20,385 -> 00:35:30,885 But I think the companies that buy into being remote first or 100% remote or Embracing remote and distributed teams.

178 00:35:31,485 -> 00:35:48,285 I think it starts at the onboarding of bringing employee in and saying like your part of remote culture, that means that the way we operate the way we function is X y&z the way that we connect is a b and c versus this sort of hodgepodge that we have been in.

179 00:35:48,285 -> 00:35:54,285 We have been forced to figure it out and have a lot of questions and I think, honestly, like organizations.

180 00:35:54,285 -> 00:36:02,685 Haven't really figured it out because they have been sort of stuck in the Person only being forced to go remote hoping that we can come back to in person.

181 00:36:02,685 -> 00:36:17,685 And what we're finding is that there's tension and pool where employees don't want that and people want flexibility, but the

processes and practices have not been matured in a lot of organizations especially organizations that didn't start with remote first.

182 00:36:17,885 -> 00:36:20,985 And, so I think organizations that have already been functioning remote.

183 00:36:20,985 -> 00:36:26,585 We have figured out how to have an amazing culture and how to drive connection among their employees.

184 00:36:26,785 -> 00:36:51,985 So it's not that it's not possible, but it's actually something you have to be very intentional about Can and just to add to that, you know what you have seen amongst, the team is, sometimes the remote is tends to become very transactional that okay, this is a meeting, this is a call, this is the agenda, and we don't know each other as humans or you know, who are we as people?

185 00:36:52,785 -> 00:37:14,585 And you need a platform where you could be in a vulnerable where you could be sensitive, very could share stories Beyond work and that's where you know, to an extent volunteering comes in where You know when you see nonprofits when you see, you know folks on the ground having so much more problems and yourself, you tend to become a lot more emotional.

186 00:37:14,585 -> 00:37:34,885 You tend to become a lot more sensitive, you become more resilient and you start sharing a lot more and you feel safe sharing in the in that you know group or in that time and that builds connection and that bills, you know, empathy and that bills, you know like a family feeling where you feel safe to share things with each other and that Pins.

187 00:37:34,885 -> 00:37:38,985 Only because that's atmosphere gets created during a voluntary experience.

188 00:37:39,185 -> 00:37:45,985 Very learn about the nonprofit about the cause about things which people go through about in all the good and bad things happening.

189 00:37:45,985 -> 00:37:46,985 I was in the world.

190 00:37:47,085 -> 00:37:55,985 And when you as a group and as a team come together and go through that, emotional experience, share stories in a work together, create something, which is Meaningful.

191 00:37:56,185 -> 00:37:59,985 You feel a lot more connected and that builds human connection.

192 00:37:59,985 -> 00:38:02,585 And we were on a volunteering call.

193 00:38:02,585 -> 00:38:19,485 Where there was a CEO there was An intern and there was a fire old kid and the kid didn't know that this who is the CEO and who's the intern and, you know, just talking as normal people and that created such a great bond between the CEO and the intern, which was never possible earlier.

194 00:38:19,485 -> 00:38:26,485 So I think it brings every human to the human angle rather than designations and titles and roles.

195 00:38:26,785 -> 00:38:44,485 And that makes it a really beautiful experience and that creates something which, you know, we sometimes gray for in the virtual world and That's what we try and do is also build connections, you know, create empathy, and emotions in a very structured environment through the volunteer experience across the year.

196 00:38:44,485 -> 00:38:48,485 And it's just not about doing it once a year during givingtuesday Thanksgiving.

197 00:38:48,485 -> 00:38:53,785 But doing it frequently, you want to build connection and everyone is passionate about different things.

198 00:38:53,785 -> 00:39:00,085 You know, someone likes to work for pet, animals for climate change to stem education for women and girls and across the year.

199 00:39:00,085 -> 00:39:03,885 There are moments where you could do it and it creates, you know, communities.

200 00:39:04,285 -> 00:39:10,785 Within the company that become really strong and connected and that's what you have seen happen at good area as well.

201 00:39:12,585 -> 00:39:13,485 That's awesome.

202 00:39:13,585 -> 00:39:24,585 I totally agree on that human to human connection and being able to be intentional to enable those very human real authentic, moments virtually with your remote teams.

203 00:39:24,585 -> 00:39:27,685 I think that is the challenge of what we're figuring out.

204 00:39:27,685 -> 00:39:31,085 But these are some great ideas and insights.

205 00:39:31,685 -> 00:39:36,085 We have got about a few minutes left before we jump into our volunteering activity.

206 00:39:36,085 -> 00:39:37,485 So I didn't want to open up.

207 00:39:37,485 -> 00:39:42,185 If there're any questions that you all have for our panelists, feel free to drop them.

208 00:39:42,385 -> 00:39:43,485 The Q&A tab.

209 00:39:43,885 -> 00:39:46,585 In the meantime, I have got here.

210 00:39:46,585 -> 00:39:53,385 One last question, about mental health and well-being, this is top of Mind top priority.

211 00:39:54,285 -> 00:39:55,185 You know, Roberto.

212 00:39:55,185 -> 00:40:08,585 You recently just signed a pledge with Thrive about mental health, and wellness, and the accountability that you along with 80 other companies and gadara, hope you all sign that pledge as well.

213 00:40:09,485 -> 00:40:15,285 You know, a lot of folks are beginning to see the value of this, for their organizations?

214 00:40:16,085 -> 00:40:21,185 How are you all thinking about mental health and wellbeing for your employees?

215 00:40:21,185 -> 00:40:27,985 And are you seeing any great best practices across your customers?

216 00:40:28,885 -> 00:40:30,985 You know, would love any inputs here.

217 00:40:33,285 -> 00:40:35,385 Yeah thanks for teeing that up Tina.

218 00:40:35,385 -> 00:40:57,785 Yeah we signed a pledge and a partnership with Thrive and a bunch of other organizations as well and I think just kind of like put a like just whole space for that I think it's we're all in this like continue a journey of how to want support our employees support our customers and also as Leaders figure it out ourselves right?

219 00:40:57,785 -> 00:41:01,685 I think well-being and preventing burnout starts at the top.

220 00:41:01,885 -> 00:41:10,285 And so, we're burnt out as leaders, and we're not showing it and exhibiting it, and taking days off and, and practicing the things that we need to practice being.

221 00:41:10,285 -> 00:41:14,785 Well, there's going to be hard for us to try to support our employees and doing the same.

222 00:41:14,885 -> 00:41:31,685 And so for me, I say that, like, for me to hear myself speak that because I need to do that more often myself, in terms of the Pledge, you know, we're just committed to just, you know, mental health is a core, a core requirement for all of us to show up.

223 00:41:31,885 -> 00:41:33,285 Up while and do our jobs.

224 00:41:33,285 -> 00:41:36,285 Well, if our employees are well then they're going to do their best work.

225 00:41:36,985 -> 00:41:52,885 Now, the challenge that typically has also is like when you're in a start-up and you're running at 100 miles an hour, being able to know when to pull over and take the rest stops, it's super important.

226 00:41:52,885 -> 00:42:01,085 And I think that the hard thing for companies that are growing companies that are moving, fast is the balance of hey we're running a hundred miles an hour.

227 00:42:01,285 -> 00:42:01,785 So how do we do?

228 00:42:02,485 -> 00:42:09,285 When we understand that this is a marathon, but it's a marathon of seven minute miles, meaning that we're running constantly.

229 00:42:09,385 -> 00:42:15,585 How do we look at well-being and mental health, in that demanding type of environment?

230 00:42:15,585 -> 00:42:17,585 And that means that we have to be really intentional.

231 00:42:17,985 -> 00:42:19,885 It doesn't happen by mistake, right?

232 00:42:19,885 -> 00:42:31,685 So for us even signing the pledge, is us saying that really continue to invest in this stuff and yes, we have, you know, we basically have some things internally that support the balance of Mental Health.

233 00:42:31,785 -> 00:42:46,685 Health and just being well, one example of that is every Friday of the first Friday of every month, we take off as an entire company, and we dedicated to just well-being, we call it Wellness, Wellness weekends.

234 00:42:46,685 -> 00:42:49,985 And so that means that every employee has a three-day weekend, every single month.

235 00:42:49,985 -> 00:42:57,385 That means that almost two weeks, out the ear because you Des 12 business days, out the year, almost 2 weeks out of the Year.

236 00:42:57,685 -> 00:42:58,585 We're shutting down.

237 00:42:58,585 -> 00:43:04,985 And we're seeing go do what recharges your As an employee at that, meaning spending time with your family.

238 00:43:04,985 -> 00:43:06,885 And that means taking your kids to the park.

239 00:43:06,885 -> 00:43:10,185 If that means to sleep in it, for the whole day, you go do that.

240 00:43:10,185 -> 00:43:13,285 And so that's one small thing that we have decided to do at the top of the year.

241 00:43:13,285 -> 00:43:16,685 And it's been phenomenal, but we can do so much more, right?

242 00:43:16,685 -> 00:43:20,485 And so the pledge is really a pledge of continuous Improvement for us.

243 00:43:23,085 -> 00:43:27,085 Yeah, and just to mention from a site in the interest of time.

244 00:43:27,085 -> 00:43:50,085 I think one thing which we do very intentionally is that in a good area for us as a family and you know you find a safe space inside your family to share a lot of things from a mental health perspective is

that you know, you don't or you can't share and if you can't share, things don't get resolved and that leads to more issues and concerns.

245 00:43:50,085 -> 00:44:09,085 So, think the spirit of family Is that you can share and that comes from, you know, starting off in India, where it's a very strong connection that you build with the family and get a very strong sense of a safe space to share anything about anyone and problem solve together without being judgmental.

246 00:44:09,085 -> 00:44:22,585 So, I know we are out of time but just wanted to share as to how do you think about a company as a family and, you know, create that environment that everyone is there for everyone for, you know, during all ups and downs.

247 00:44:24,685 -> 00:44:25,685 So good.

248 00:44:25,885 -> 00:44:26,485 Wow.

249 00:44:26,485 -> 00:44:27,885 Thank you, Abhishek.

250 00:44:27,885 -> 00:44:32,185 Thank you, Roberto for sharing your insights experiences.

251 00:44:32,185 -> 00:44:37,285 Best practices we're grateful for this time.

252 00:44:37,585 -> 00:44:50,185 All right, so we're now going to flip the switch here and move into a virtual group volunteering activity for the lgbtq+ community.

253 00:44:50,185 -> 00:44:53,285 And I would love to bring Carla to the stage.

254 00:44:53,485 -> 00:44:55,085 Each will you join me?

255 00:44:57,385 -> 00:44:57,985 Awesome.

256 00:44:57,985 -> 00:44:58,585 Okay.

257 00:45:00,485 -> 00:45:03,585 Hey, thank you so much, Gina.

258 00:45:03,885 -> 00:45:11,285 What a great conversation and what a great segue into our gadara volunteering virtual volunteering event.

259 00:45:11,285 -> 00:45:12,085 I should say.

260 00:45:12,185 -> 00:45:14,985 And again, happy pride month, everybody, my name is Carla.

261 00:45:14,985 -> 00:45:23,085 Curtsinger, I am a gadara Ambassador, and I am joined by my colleague Deb who be helping me out in the chat window.

262 00:45:23,185 -> 00:45:30,085 We're so excited that you're here today for our virtual volunteering event activity.

263 00:45:30,185 -> 00:45:38,585 We're going to work together to write and decorate messages of love for the lgbtq+ Elders of color.

264 00:45:38,585 -> 00:45:40,485 This is a really unique opportunity.

265 00:45:40,485 -> 00:45:52,485 You think about the world as it is today, think about being a person and a person, a lgbtq+ person Generations ago right?

266 00:45:52,485 -> 00:45:54,485 A much different world back then.

267 00:45:54,485 -> 00:45:56,685 Those people are now our elders.

268 00:45:56,685 -> 00:46:03,485 And so you get the opportunity to create virtual Nation walls to tell them that we support them.

269 00:46:03,585 -> 00:46:07,685 We know that the journey they have been through and now they're their elders.

270 00:46:07,885 -> 00:46:11,185 And obviously their communities may feel like they're shrinking as well.

271 00:46:11,485 -> 00:46:16,385 So you get the opportunity to say that we're there with them, and we want to show our love and support.

272 00:46:16,385 -> 00:46:23,385 So what a unique opportunity, thank you so much for sharing your time today and working on this activity with us.

273 00:46:23,685 -> 00:46:29,485 So why you'd expect with this is a short activity today, we're going to start out obviously we're doing the introductions now.

274 00:46:29,685 -> 00:46:31,585 We're going to do Quick Icebreaker.

275 00:46:31,585 -> 00:46:35,185 I am going to test your knowledge during pride month.

276 00:46:35,285 -> 00:46:38,585 Then I will tell you a little bit about the nonprofit that you're serving today.

277 00:46:38,785 -> 00:46:45,685 Give you some quick, a quick instruction on the activity itself and then you will have some opportunity as you can see here.

278 00:46:45,685 -> 00:47:01,285 It says make some notes, it really is creating a wall of affirmation for these lgbtq+ Elders that our nonprofit serves, and then we will take just a couple of minutes to get together and say what was that like What was your feeling?

279 00:47:01,285 -> 00:47:05,885 What did you learn about yourself and about pride month working on this activity?

280 00:47:05,885 -> 00:47:09,885 So there's a lot to do a lot to learn and hopefully a lot of fun to be had.

281 00:47:10,085 -> 00:47:19,185 So let us start with those icebreakers as we celebrate love during pride month and this is, you can say is a bit of a trivia contest, and so I am going to start out.

282 00:47:19,185 -> 00:47:26,085 We're going to guess the rock star because we have musicians Among Us, who have really played a part in promoting queer culture.

283 00:47:26,085 -> 00:47:29,985 We're going to focus on one, and we're going to give you a pole here.

284 00:47:30,285 -> 00:47:32,285 Are you to guess now?

285 00:47:32,285 -> 00:47:35,385 This is one of the greatest singers in the history of rock music.

286 00:47:35,485 -> 00:47:41,385 He was known for his flamboyant stage Persona and four octave vocal range.

287 00:47:41,485 -> 00:47:42,385 Oh my goodness.

288 00:47:42,585 -> 00:47:46,385 I think this may have been a little too easy for you.

289 00:47:46,585 -> 00:47:51,485 I see that everybody has guessed correctly and again, you are right.

290 00:47:51,485 -> 00:47:54,185 This is indeed Freddie Mercury.

291 00:47:54,285 -> 00:48:00,085 Shown here when he appeared at Wembley Stadium, I believe that was a Live Aid concert.

292 00:48:00,185 -> 00:48:02,885 Look at him there and so sad that tragically.

293 00:48:02,885 -> 00:48:07,985 We lost him a little too early but good for you for knowing your pride trivia.

294 00:48:08,085 -> 00:48:09,785 Now we're going to kind of switch gears here.

295 00:48:09,885 -> 00:48:13,285 This may be a little more challenging we're going to guess.

296 00:48:13,285 -> 00:48:22,185 There's many different Pride flags and each one kind of represents a different identity in our lgbtq+ community.

297 00:48:22,385 -> 00:48:25,385 So you have to match the flag to the community.

298 00:48:25,385 -> 00:48:26,985 So maybe this will be a little bit harder.

299 00:48:26,985 -> 00:48:28,985 It will see you seem like a smart Bunch.

300 00:48:28,985 -> 00:48:29,285 Okay.

301 00:48:29,285 -> 00:48:29,985 Here's our first.

302 00:48:30,285 -> 00:48:38,185 Like this is the more commonly known for a pride flag, so which identity goes with this pride flag.

303 00:48:39,685 -> 00:48:42,185 I don't know, I don't know if this is really that hard.

304 00:48:42,285 -> 00:48:44,485 I am going to give you a second to answer this one.

305 00:48:44,685 -> 00:48:45,285 What?

306 00:48:45,385 -> 00:48:48,385 What identity goes with this pride flag?

307 00:48:51,785 -> 00:48:54,185 I mean, you have to admit, some of these guesses are pretty fun.

308 00:48:54,385 -> 00:48:55,285 Oh, my goodness.

309 00:48:55,285 -> 00:48:55,685 Wow.

310 00:48:55,685 -> 00:48:57,585 I am so shocked that you got this one.

311 00:48:57,585 -> 00:48:58,285 Right.

312 00:48:58,385 -> 00:48:58,985 Very good.

313 00:48:58,985 -> 00:49:03,185 Yes, this is considered again, you got all got it, right?

314 00:49:03,185 -> 00:49:05,985 This of course, goes with the homosexual, orientation.

315 00:49:06,285 -> 00:49:08,585 And you have to admit, some of those choices were pretty fun.

316 00:49:08,785 -> 00:49:17,485 Okay, let us take a look at another flag now, that's why I may not be as well-known, but I think the answer, I think our hint is going to help you with the answer.

317 00:49:17,485 -> 00:49:18,685 Let us take a look.

318 00:49:18,685 -> 00:49:19,985 Guess the identity.

319 00:49:20,185 -> 00:49:27,785 That goes along with this flag that was designed in 1998, which identity goes along with this flag.

320 00:49:27,785 -> 00:49:31,985 Oh hey, we had a couple of, we have actually a little bit of dissension.

321 00:49:32,185 -> 00:49:41,185 This makes this more exciting for me but indeed those of you who guessed bisexual got it right now, so that's kind of new flag, isn't that?

322 00:49:41,185 -> 00:49:42,785 That was, that was a new one to me.

323 00:49:42,785 -> 00:49:43,485 So good job.

324 00:49:43,485 -> 00:49:46,785 Those of you who guessed bisexual, okay, I have got another one for you.

325 00:49:47,385 -> 00:49:49,885 Here's another flag that was created for this.

326 00:49:50,085 -> 00:50:03,585 Immunity and again, introduce just a few years ago in 2018, so which Community go identifies with this flag and I think the colors are quite lovely.

327 00:50:04,685 -> 00:50:13,385 Okay again, so again we have a little bit of back and forth on this one, but for those of you who guessed lesbian, you are created correct.

328 00:50:13,385 -> 00:50:23,385 So, again, whenever you go to a pride parade, you can look for that black, and here's our final flag of our trivia contest.

329 00:50:23,485 -> 00:50:31,185 Now, this is again, the, the origins of this flag are not known but it was introduced in the late 2000s.

330 00:50:32,485 -> 00:50:33,785 What flag?

331 00:50:33,985 -> 00:50:36,485 What community is this flag representing?

332 00:50:37,085 -> 00:50:37,285 Okay.

333 00:50:37,285 -> 00:50:38,385 So ghetto, look at this.

334 00:50:38,385 -> 00:50:39,885 We have a 60/40 split.

335 00:50:39,885 -> 00:50:42,385 This is exciting who is right?

336 00:50:42,385 -> 00:50:47,285 And who is wrong, it is the straight Ally, okay.

337 00:50:47,285 -> 00:50:49,285 So again, I am so excited.

338 00:50:49,285 -> 00:50:55,485 There was a little bit of dissent there because I thought maybe our trivia game may have been a little too easy.

339 00:50:55,485 -> 00:50:56,385 So excellent.

340 00:50:56,385 -> 00:50:58,085 Thank you so much for participating.

341 00:50:58,285 -> 00:51:01,685 Again, a lot of knowledge in our welcome room.

342 00:51:01,885 -> 00:51:03,885 So now I want to tell you a little bit about the nonprofit.

343 00:51:03,985 -> 00:51:09,985 Drop it that you're working for and because I don't know if everyone is familiar with degree out Circle again.

344 00:51:09,985 -> 00:51:23,785 This is I want to tell you what, griot stands for its gay reunions and our time, and it's the only organization that's dedicated to serving the needs of the elders in the lgbtq+ people of color.

345 00:51:23,985 -> 00:51:33,885 And you can see that their mission is a great one there, just trying to eliminate all forms of Oppression, especially if you think about it, as I mentioned earlier, Elders, already deal.

346 00:51:33,985 -> 00:51:38,785 With ageism and racism and sexism and misogyny, and all these things.

347 00:51:38,785 -> 00:51:44,085 And then you, and then you include those of course, who are part of the lgbtq+ community.

348 00:51:44,285 -> 00:51:57,985 So they have to deal with a lot, and I am so happy that today, we can serve them by volunteering in this activity, so, I luckily, we have a video and that will tell you a little bit more about both the organization and the work they do.

349 00:51:58,185 -> 00:51:59,585 And we will play that for you now.

350 00:52:16,085 -> 00:52:24,085 Come a long way, but we still have not reached the top of the mountain as Martin Luther King, with Junior say.

351 00:52:45,185 -> 00:52:59,985 Sprint, older adults, especially LGBT, when we get above will be get up age, we sometimes become invisible, our issues become invisible, our challenges become on your dress.

352 00:53:00,485 -> 00:53:11,885 So we, the purpose of our organization is to put that visibility back on our community and to show, you know, communities at.

353 00:53:11,885 -> 00:53:29,685 Hey, not only are we still here, but we still have the same challenges that, you know, other individuals that have Grill single carry on in my life at a time.

354 00:53:29,685 -> 00:53:30,785 When I was really lonely.

355 00:53:30,885 -> 00:53:37,985 I was just watching TV and saw the thing on we're circling and can remember and it gave my life a purpose that I didn't have for a while.

356 00:54:12,085 -> 00:54:29,685 So again such a worthy organization and these affirmation walls, these digital affirmation walls that you will be creating two are really again to just send out notes to this community these Elders to let them know that we are thinking about them that we understand.

357 00:54:29,685 -> 00:54:33,285 As you can see here, they face dual discrimination.

358 00:54:33,485 -> 00:54:39,485 And that we want to know that there are people out there that are supporting them and it's all of us collected here today.

359 00:54:39,685 -> 00:54:44,185 And, so I am so happy that you have the Community to take part in this activity.

360 00:54:44,485 -> 00:54:45,885 So how is this going to work?

361 00:54:45,885 -> 00:54:48,085 Because we want to make this as easy as possible.

362 00:54:48,285 -> 00:54:52,385 Well, first of all, is to think about what you're writing and of course know your reader.

363 00:54:52,585 -> 00:55:00,385 So again just to remember these are elders and their lgbtq+ so they again that's important to know who your audience is.

364 00:55:00,685 -> 00:55:02,485 So you want to avoid any trigger words.

365 00:55:02,485 -> 00:55:11,385 And one of the first things you will notice is we called them Elders because there're many things that you can call people who are of a certain age that they do not appreciate it.

366 00:55:11,485 -> 00:55:12,785 Elder is one that we have found.

367 00:55:12,785 -> 00:55:22,885 That is it gives them the respect, they deserve without some of the negative connotation and then of course, we want to use the neutral pronouns, which is so important to this community.

368 00:55:22,985 -> 00:55:28,885 So we want to use the, the appropriate pronouns so that we don't run into any triggers there as well.

369 00:55:30,085 -> 00:55:32,185 Now again this just reiterates.

370 00:55:32,185 -> 00:55:35,685 What I just said again, you want to make sure your language is sensitive.

371 00:55:35,685 -> 00:55:36,485 It's simple.

372 00:55:36,585 -> 00:55:37,485 It's supportive.

373 00:55:37,485 -> 00:55:37,985 It's warm.

374 00:55:37,985 -> 00:55:38,885 It's positive.

375 00:55:38,885 -> 00:55:40,585 This is an affirmation wall.

376 00:55:40,585 -> 00:55:44,485 So everything there should be positive upbeat and supportive.

377 00:55:44,985 -> 00:55:51,185 Now here, just some sample messages and I like these because they tend to be concise you see everything from.

378 00:55:51,285 -> 00:55:52,485 You know the very first one.

379 00:55:52,485 -> 00:55:54,685 I want to tell you that love has no gender.

380 00:55:54,785 -> 00:55:56,385 Love is never wrong.

381 00:55:56,385 -> 00:55:58,985 You are more than your queer and gender identity.

382 00:55:59,485 -> 00:56:03,285 All the way to the one at the bottom hope is never silent, right?

383 00:56:03,285 -> 00:56:09,385 So there's a, there're many things you can say that will make them feel seen and supported and loved.

384 00:56:09,385 -> 00:56:11,585 And that's what we really are going for today.

385 00:56:11,985 -> 00:56:21,485 Now, these are things, they recommend that you avoid, you can see again, they reiterate that you want to be positive but you don't want to be glib either.

386 00:56:21,485 -> 00:56:22,785 Like, don't worry, be happy.

387 00:56:22,785 -> 00:56:24,885 It's a little flip, a little glib.

388 00:56:24,985 -> 00:56:38,985 And also if you are an ally as I am, you don't want to say, I Understand what you're going through because as someone who is just shy of being an elder and who is an ally I don't, I can never understand what they have gone through.

389 00:56:39,185 -> 00:56:46,485 And so, you want to make sure you're supportive, but you don't try to grab their Journey as your own because none of us truly can grab.

390 00:56:46,585 -> 00:56:48,885 Can understand truly understand what they have gone through.

391 00:56:49,285 -> 00:56:51,085 So just make sure you're supportive.

392 00:56:51,485 -> 00:56:54,585 But, you know, don't try to appropriate what they have been through either.

393 00:56:55,585 -> 00:56:57,185 Now here are some basics do's and don'ts.

394 00:56:57,385 -> 00:57:05,585 Again, we ask that you avoid Any messages directly about religion or faith because again you don't know exactly who this is going to.

395 00:57:05,885 -> 00:57:09,085 Again we say positive and supportive but maybe the fourth or fifth time.

396 00:57:09,085 -> 00:57:15,485 I have said that and again try to keep them concise and short and you will see once my colleague dep.

397 00:57:15,485 -> 00:57:22,685 If he hasn't already in the chat window shares, the templates that were working with really, short messages are going to work really well.

398 00:57:23,185 -> 00:57:35,585 Now, another thing I want to mention in the template, you may see that we tried to make it as easy as possible for you to work on these, but you may feel like you want to add something to the designs, we have already given you.

399 00:57:35,585 -> 00:57:41,885 You may want to add an image, but we want to make sure you don't run into problems with copyright sharing.

400 00:57:41,885 -> 00:57:43,085 Copyrighted images.

401 00:57:43,085 -> 00:57:44,985 So these websites.

402 00:57:44,985 -> 00:57:49,685 And again, I will ask Debbie to share these in the, in the chat window as well.

403 00:57:49,685 -> 00:57:54,485 So you can refer to them is that these are all open source web sites.

404 00:57:54,485 -> 00:57:58,285 So anything you find on these websites, would be copyright free?

405 00:57:58,285 -> 00:58:02,385 So I just want to make sure You have your own list of these that you can reference.

406 00:58:02,385 -> 00:58:06,285 So you make sure that you don't run into any problems with potential copyright issues.

407 00:58:06,885 -> 00:58:08,685 Now again, how do we do this virtually?

408 00:58:08,785 -> 00:58:15,485 Well again, we have developed a template, it is a slide deck and you can download it to your local computer.

409 00:58:15,585 -> 00:58:19,685 It should work with whatever slideshow program you prefer to use.

410 00:58:19,685 -> 00:58:25,485 You just download it locally, open it up, and each slide is its own little template, and you have a few to choose from.

411 00:58:25,485 -> 00:58:34,285 So you pick the one that you like, and then you start adding Words, adding copyright free images and really think about remember your audience.

412 00:58:34,485 -> 00:58:39,185 They are Elders with elder eyes and even at my age, I have trouble reading.

413 00:58:39,185 -> 00:58:44,785 So you want to think about, I want to make the text I use as high contrast as possible.

414 00:58:44,885 -> 00:58:48,385 So, think about if the background is like, the text should be dark.

415 00:58:48,485 -> 00:58:51,885 If conversely, if the background is dark, the text.

416 00:58:51,985 -> 00:58:58,885 I may have just said that, but you want to make sure that if you have a dark background, white text on a white background, dark text.

417 00:58:59,485 -> 00:59:00,985 Now, what does this look like in the end?

418 00:59:01,185 -> 00:59:02,785 Well here's a sample of the templates.

419 00:59:02,785 -> 00:59:03,585 One of the templates.

420 00:59:03,585 -> 00:59:04,385 You have three or four.

421 00:59:04,385 -> 00:59:05,385 I think to choose from.

422 00:59:05,485 -> 00:59:08,285 If you fill it in, boom, right?

423 00:59:08,285 -> 00:59:18,285 So you can add text, you can add copyright free images, you can see here, there's some of these are quotes, some of these are just, you know, little messages that were written themselves.

424 00:59:18,485 -> 00:59:21,285 So that's what your affirmation wall can look like.

425 00:59:23,385 -> 00:59:26,485 And then of course this is something we will also put in the chat window.

426 00:59:27,285 -> 00:59:31,385 You will want to name your affirmation wall which would be one slide.

427 00:59:31,385 -> 00:59:38,785 You would save that slide or wall individually named it you see here and then you will upload it to the link.

428 00:59:38,785 -> 00:59:45,985 And you can see here, you don't have to finish today because we know we're all going to have, you know, maybe less than 10 minutes to work on it.

429 00:59:46,085 -> 00:59:51,785 You can get started here, you have up to two weeks to complete this activity up to two weeks.

430 00:59:51,885 -> 00:59:54,185 So you can brainstorm Get started.

431 00:59:54,285 -> 01:00:00,285 And then after our sessions over today, you can finish and you can send it to us when you're ready, okay?

432 01:00:01,885 -> 01:00:07,085 And again, devil set will share this in the chat window where it will be a link that you can click.

433 01:00:08,285 -> 01:00:15,685 So, I want to start designing, I want to take a second though and see, if there are any questions that have come in and do our Q&A window, or Q&A panel.

434 01:00:15,985 -> 01:00:20,285 I don't see any right now, but if anything has come into the chat window as well.

435 01:00:22,685 -> 01:00:29,485 I see all the information that Deb has shared which I appreciate but I want to see if anyone has any quick questions.

436 01:00:29,585 -> 01:00:41,485 What I would like to do is let us start designing, and we can spend probably the next seven or eight minutes designing, and then we can come back together and talk about it really, really quickly.

437 01:00:41,585 -> 01:01:01,485 Before we close our, today's session with, with Gina, I don't see any questions now but if you want to just start designing now and if any questions come up you can share them in the Q&A window or the chat window, I will be checking both, and then we will come back together.

438 01:01:01,485 -> 01:01:05,285 Like I said in about Seven minutes.

439 01:08:20,085 -> 01:08:21,685 Such a great exercise.

440 01:08:21,885 -> 01:08:22,885 Now, welcome back.

441 01:08:22,885 -> 01:08:23,585 Everybody.

442 01:08:23,585 -> 01:08:27,085 I am just really curious to see, I know this.

443 01:08:27,085 -> 01:08:43,285 That was a short period of time to work on our activity and some of you may have just gotten started or be halfway done, but I wondered in that in the chat window, if you could describe the process of working on your affirmation while in one or two words, how would you describe it?

444 01:08:43,785 -> 01:09:01,685 What was it, like, working on this affirmation wall for our lgbtq+ Elders at the, at the garrote Circle, what was it like You may still be working, you may still be in the middle of your PowerPoint slides going.

445 01:09:01,885 -> 01:09:02,885 Not now Carla.

446 01:09:02,885 -> 01:09:03,685 I am working.

447 01:09:04,685 -> 01:09:06,285 What was it like working on these?

448 01:09:09,385 -> 01:09:11,785 Enjoyable Janet says it says fun.

449 01:09:11,885 -> 01:09:14,185 That's you know that's exactly what I want to hear.

450 01:09:14,185 -> 01:09:16,085 That makes me happy Valerie.

451 01:09:16,085 -> 01:09:17,285 I see that you mentioned.

452 01:09:17,285 -> 01:09:20,785 You're trying to work on your text boxes and PowerPoint.

453 01:09:21,085 -> 01:09:22,585 Yeah that can be sometimes.

454 01:09:23,484 -> 01:09:38,285 Yeah Janet see Janet is giving you a that's what I was happy to get some advice on that double clicking the text in the text box and I think that power points allows you to like rotate them and that way you will be able to get it in the box at that we provide in the template.

455 01:09:38,285 -> 01:09:41,585 So hopefully And it's Janet advice will help you.

456 01:09:41,984 -> 01:09:52,285 Yeah, we really want these to be enjoyable and fun and like I said, you have a couple of weeks to work on these, so I know that all of you are, probably if you're like me, you want it to be perfect.

457 01:09:52,984 -> 01:09:57,585 And I believe we might have someone that wants to share theirs.

458 01:09:57,585 -> 01:09:58,585 That's in process.

459 01:09:58,585 -> 01:10:00,385 Do we have someone that wants to share theirs?

460 01:10:00,885 -> 01:10:02,185 Look now here's one.

461 01:10:02,485 -> 01:10:05,585 This is actually, our producer Jessica was working on her.

462 01:10:05,585 -> 01:10:07,385 She really wanted to get hers going.

463 01:10:07,785 -> 01:10:08,785 This is amazing.

464 01:10:08,785 -> 01:10:08,985 Jess.

465 01:10:09,185 -> 01:10:11,985 Sakura, for such a short period of time.

466 01:10:12,385 -> 01:10:14,985 So she has love has no gender.

467 01:10:14,985 -> 01:10:15,585 You are loved.

468 01:10:15,585 -> 01:10:18,085 Just as you are thanked you for being you.

469 01:10:18,385 -> 01:10:21,485 You're the reason why so many can be their true selves.

470 01:10:21,485 -> 01:10:26,085 Wow, that's amazing, I hate nothing about you and then thank you.

471 01:10:26,485 -> 01:10:29,185 That's beautiful, what a great job.

472 01:10:29,185 -> 01:10:32,785 Wow a lot of I need to get, so I need to get some claps on that one.

473 01:10:33,185 -> 01:10:39,785 So again, everyone out that if yours is still in process, keep working on it again, you have two weeks to go this.

474 01:10:40,085 -> 01:10:43,985 And all of the links that Deb provided will still be viable.

475 01:10:44,185 -> 01:10:46,385 It was such a pleasure working with you.

476 01:10:46,385 -> 01:10:52,585 Today, I am going to turn it over to Gina, and she's going close out the meeting for you Gina.

477 01:10:52,585 -> 01:10:55,485 Thanks again for letting all of us at coderre be here today.

478 01:10:56,285 -> 01:10:57,585 Thank you so much Carla.

479 01:10:57,585 -> 01:11:04,385 That was an awesome exercise and I could see how it just brings that.

480 01:11:05,185 -> 01:11:14,885 That the oxytocin as what Abhishek Was saying earlier, but what a powerful exercise, and we'd love to hear more from each of you.

481 01:11:14,885 -> 01:11:20,485 I know, some of you are probably still working on it, which is all good, but feel free to join us in the lounge.

482 01:11:20,585 -> 01:11:26,785 So click on the tab above and you can jump in there, be camera-ready or camera off.

483 01:11:26,985 -> 01:11:28,285 We just would love to meet you.

484 01:11:28,585 -> 01:11:32,985 And if you are ready to share, we can also screen share in the lounge.

485 01:11:32,985 -> 01:11:35,085 And there's a photo booth option.

486 01:11:35,085 -> 01:11:38,885 So we'd love to take a picture together with all those.

487 01:11:39,185 -> 01:11:40,985 Who are here with us today?

488 01:11:41,385 -> 01:11:41,785 Alright.

489 01:11:41,785 -> 01:11:45,485 So with that, we're going to move from our main stage Auditorium.

490 01:11:45,485 -> 01:11:50,985 I would love to see you in lounge and see you in a few seconds.

1 00:18:28,658 -> 00:18:31,058 So, excited to see you here today.

2 00:18:31,058 -> 00:18:32,558 I see in chat.

3 00:18:32,658 -> 00:18:40,958 We have got folks, joining us from Lansing, Michigan, Puerto Rico, Sacramento, Tampa, Arizona.

4 00:18:40,958 -> 00:18:41,658 Okay.

5 00:18:41,958 -> 00:18:46,658 Wow, we have got a really nice group of folks, here represented, California to Seattle.

6 00:18:46,658 -> 00:18:54,058 I am Gina, I am head of marketing at welcome, and I am actually tuning in from Ewa Beach, Hawaii, which is on Oahu.

7 00:18:54,358 -> 00:19:02,658 So it is nice to be here with all of you today as We're going to dive into a really relevant, awesome topic.

8 00:19:02,658 -> 00:19:04,358 We have got lingle live with us.

9 00:19:04,358 -> 00:19:06,258 Our CEO Roberto with us.

10 00:19:06,958 -> 00:19:14,758 And we're going to talk today about skills based coaching and how you know burnout is at its all-time high.

11 00:19:14,758 -> 00:19:35,558 As we know, and in fact, forty-seven point four million people voluntarily left their jobs in 2021, and we're finding that, you know, 78% of Industry professionals found that Group coaching could very well be extremely helpful during a lot of the Chan change management that we're all going through.

12 00:19:35,658 -> 00:19:38,258 So I am excited to dive into this topic.

13 00:19:38,258 -> 00:19:40,958 But before we do, so few housekeeping things to note.

14 00:19:40,958 -> 00:19:43,258 You have got the chat right there that you're seeing.

15 00:19:43,258 -> 00:19:44,558 You can also throw in GIF.

16 00:19:44,558 -> 00:19:52,958 He's at any time /, giphy enter the name of what you want to do and just throw that up there, QA.

17 00:19:53,058 -> 00:19:58,258 Anytime there's a question that you have, please drop that in the Q&A tab.

18 00:19:59,058 -> 00:20:02,958 And if you got any technical issues, you're experiencing click on help.

19 00:20:02,958 -> 00:20:06,258 We have got closed captioning at the bottom of the screen as well.

20 00:20:06,558 -> 00:20:12,258 Alright, so before I introduce our panelists Jessica, who's in The Green Room?

21 00:20:12,258 -> 00:20:13,058 My producer.

22 00:20:13,258 -> 00:20:14,958 Could you throw up our poll?

23 00:20:15,358 -> 00:20:18,558 We're going to start with this quick question here?

24 00:20:19,558 -> 00:20:21,158 All right, let us get a pulse.

25 00:20:21,858 -> 00:20:24,258 Do you know what skills based coaching is?

26 00:20:25,258 -> 00:20:28,058 So, go ahead and drop your votes in.

27 00:20:29,958 -> 00:20:30,758 All right.

28 00:20:33,158 -> 00:20:34,958 Okay, throwing those votes.

29 00:20:37,358 -> 00:20:40,258 And then Jess if you want to reveal to us.

30 00:20:41,658 -> 00:20:49,458 How many folks know what skills based coaching is, how many of you don't and it's okay if you don't because we're going to dive into that.

31 00:20:52,358 -> 00:20:53,258 All right.

32 00:20:53,758 -> 00:20:54,458 Okay.

33 00:20:54,658 -> 00:20:57,058 Well, I am not really seeing the results.

34 00:20:57,058 -> 00:20:58,258 Are you, are you got them up?

35 00:20:58,258 -> 00:20:58,758 Jess.

36 00:21:02,058 -> 00:21:05,158 Okay, all right.

37 00:21:06,858 -> 00:21:11,558 Well, let me go ahead and introduce our panelists to the stage.

38 00:21:11,558 -> 00:21:18,758 So Tyler new CEO of lingle live and Roberto feel welcome join me on stage.

39 00:21:22,558 -> 00:21:24,958 Hey, hey, hey.

40 00:21:25,058 -> 00:21:25,158 Hey.

41 00:21:25,158 -> 00:21:27,558 Gina Good morning.

42 00:21:27,558 -> 00:21:30,458 It's 7 AM for me here.

43 00:21:30,558 -> 00:21:30,958 What?

44 00:21:30,958 -> 00:21:32,058 Yeah, yeah.

45 00:21:32,058 -> 00:21:35,558 Where are each of you tuning in from and what time is it?

46 00:21:36,958 -> 00:21:37,458 Go ahead, rip.

47 00:21:37,458 -> 00:21:38,558 So, okay.

48 00:21:38,558 -> 00:21:38,758 Yeah.

49 00:21:38,758 -> 00:21:40,358 So I am tuning in from Puerto Rico.

50 00:21:40,358 -> 00:21:42,458 So, Gina is on the island in the Pacific.

51 00:21:42,458 -> 00:21:44,358 I am gonna Iving in the Atlantic.

52 00:21:44,858 -> 00:21:49,658 So, my time is 1:00 PM Eastern, and I am on the opposite of an island.

53 00:21:49,658 -> 00:22:01,758 I am in the Prairies of Texas in Dallas, Texas, where there is nothing but flat land and nope, beautiful weather to be singing and it is 12:07 PM here.

54 00:22:02,458 -> 00:22:10,058 Nice, I love that we can all tune in and be Completely different time zones like this and have such an amazing conversation together.

55 00:22:10,358 -> 00:22:13,758 So I am really excited to dive into this before we jump in.

56 00:22:13,758 -> 00:22:21,858 Could each of you provide a quick little introduction of, you know what you're solving for today with your organization's?

57 00:22:22,858 -> 00:22:24,258 What's top of mind, even?

58 00:22:25,858 -> 00:22:26,958 Sure I am happy to go first.

59 00:22:26,958 -> 00:22:32,658 So as you mentioned, I am the founder and CEO here at lingo live and at lingo live.

60 00:22:32,758 -> 00:22:39,758 Our mission is to connect the world and Empower people to contribute their unique potential at work.

61 00:22:40,358 -> 00:22:50,658 And so we do that by unlocking that potential through the transformative power of one-on-one coaching which I know we're going to talk a little bit about how we do that coaching skills based coaching.

62 00:22:50,658 -> 00:22:55,458 So I won't kind of ruin that surprised now but at a high level that's what we do.

63 00:22:56,758 -> 00:22:58,658 Thanks, Tyler Roberto good.

64 00:22:58,758 -> 00:22:59,658 Fantastics yet.

65 00:22:59,658 -> 00:23:01,858 My name is Roberto CEO.

66 00:23:01,858 -> 00:23:03,358 Co-founder of welcome.

67 00:23:03,358 -> 00:23:05,958 Welcome is the platform that you're on, so welcome to welcome.

68 00:23:06,758 -> 00:23:13,258 What we focus on is helping companies gather and Inspire their distributed Workforce right now.

69 00:23:13,258 -> 00:23:16,458 More than ever before, folks are located around the world.

70 00:23:16,458 -> 00:23:26,158 Hence, even the intro of this conversation and what we're doing is partnering with organizations that are driving more intentional, Gatherings across their employees.

71 00:23:26,558 -> 00:23:36,058 Life cycle from onboarding to town halls to Learning and Development to social, diversity and Community groups as well on the platform.

72 00:23:36,058 -> 00:23:38,458 So that's what we do on our side.

73 00:23:39,358 -> 00:23:40,058 Awesome.

74 00:23:41,058 -> 00:23:41,858 Thanks for weirdo.

75 00:23:42,458 -> 00:23:43,058 Okay.

76 00:23:43,058 -> 00:23:57,758 So Doom Loop, you know that was part of our title here where we want to break this corporate Doom Loop, and I am just curious as in chat, have you all heard of this term ERM Doom Loop.

77 00:23:57,758 -> 00:24:00,058 If you have just, just let us know.

78 00:24:00,058 -> 00:24:02,158 Because Tyler could you help?

79 00:24:02,258 -> 00:24:06,358 Explain, you know, what is this Doom Loop cycle?

80 00:24:06,558 -> 00:24:08,558 And why is it affecting?

81 00:24:08,558 -> 00:24:09,658 Oh, no, not really.

82 00:24:09,658 -> 00:24:11,258 Okay, Joe hasn't heard of it.

83 00:24:11,258 -> 00:24:13,758 And anyone else, if you have heard of it, let us know.

84 00:24:14,458 -> 00:24:14,958 That's okay.

85 00:24:14,958 -> 00:24:15,958 Joe, I hadn't heard of it.

86 00:24:15,958 -> 00:24:18,458 Either until our marketing team, came up with it.

87 00:24:18,458 -> 00:24:23,858 I thought it was a really brilliant way of putting it, which is so basically, what's the Doom Loop?

88 00:24:23,858 -> 00:24:24,358 The Doom Loops.

89 00:24:24,358 -> 00:24:29,958 Is this idea that As you mentioned before the voluntary, turnover, that happens?

90 00:24:29,958 -> 00:24:31,758 So, what's happening there?

91 00:24:31,758 -> 00:24:33,158 Why are people leaving companies?

92 00:24:33,158 -> 00:24:34,058 They're leaving companies?

93 00:24:34,058 -> 00:24:38,158 Not because of their role or the company, they're leaving companies because of their boss.

94 00:24:38,158 -> 00:25:00,958 So three out of four employees who leave a company voluntarily, they do that because they basically have a bad manager and so what that leads to is you know obviously a cost and a drop in revenue for the organization which then prevents those companies from being able to invest in management, which then starts the cycle all over again.

95 00:25:00,958 -> 00:25:06,258 So, that's the concept of the Doom Loop bad managers lead to Employees leaving, which drops Revenue hurts.

96 00:25:06,258 -> 00:25:09,958 Your cash, prevents you from being able to invest and improving those managers.

97 00:25:12,358 -> 00:25:13,058 Gotcha.

98 00:25:13,258 -> 00:25:14,958 Okay, I didn't know.

99 00:25:14,958 -> 00:25:20,258 It was a marketing term that I thought it was actually like an industry term.

100 00:25:20,258 -> 00:25:22,058 Well, I think it is, but I hadn't heard of it.

101 00:25:22,058 -> 00:25:25,358 I am saying to Joe like I, yeah, I hadn't heard of it.

102 00:25:25,558 -> 00:25:26,458 Put that watch.

103 00:25:26,458 -> 00:25:28,658 Uh, it totally makes sense.

104 00:25:28,858 -> 00:25:36,758 I mean, if you even layer on the post, pandemic burnout that everyone is experiencing those.

105 00:25:36,758 -> 00:25:42,058 Managers may also be burnt out themselves And, you know, could result.

106 00:25:42,058 -> 00:25:44,258 So, it's like, how do we come around?

107 00:25:44,258 -> 00:25:48,658 That manager is, is the big opportunity here, Rob?

108 00:25:48,658 -> 00:25:53,558 Did you have any other thoughts to know what you're seeing with doom loops?

109 00:25:53,558 -> 00:25:58,058 And you know, the management eating this support?

110 00:25:58,858 -> 00:26:00,058 Yeah, yeah, no doubt.

111 00:26:00,058 -> 00:26:04,958 So yeah, Doom Loop was new to me as well, but it completely makes sense to describe.

112 00:26:05,258 -> 00:26:15,258 I think that cycle of like what's happening right now and I just now in the industry but for a long Time like folks are, you know, Sister pandemic.

113 00:26:15,258 -> 00:26:16,858 People have just really started.

114 00:26:16,858 -> 00:26:23,158 Taking inventory of the work, they do who they work with, we're doing work from.

115 00:26:24,158 -> 00:26:29,458 And in that inventory, they're making decisions to change, right?

116 00:26:29,558 -> 00:26:39,458 Organizations that are not invested in those employee experiences and invested in the key managers who drive in pole experiences.

117 00:26:40,958 -> 00:27:06,758 A hard time, have a hard time retaining talent because of that, I think one of the things that we're going to find, and I am looking forward to this conversation, is the important of even middle managers, like folks that are in chat folks that are joining us as we were streaming here, managers are having to not just carry the weight of an organization because they understand sort of the mile markers that benchmarks of goals that they have to go ahead.

118 00:27:06,858 -> 00:27:10,358 And then have to drive and coach your team to get there.

119 00:27:11,158 -> 00:27:16,458 But they were also dealing with employees that are going through hardships.

120 00:27:16,958 -> 00:27:20,858 And over the last few years, it's been really hard for all of us.

121 00:27:20,958 -> 00:27:21,458 Right?

122 00:27:21,458 -> 00:27:27,358 Personally and professionally and even given the certain the current like market conditions.

123 00:27:27,458 -> 00:27:31,458 There's a lot of thrashing.

124 00:27:31,858 -> 00:27:45,858 I would say right now just at the employee level at company level and the middle manager that manager not just has to show up to get results and I have an outcome but also to show up in coach and drive culture for their team.

125 00:27:46,258 -> 00:27:56,858 And so that middle manager, I think if we had a focus of put a focus on people within a company middle managers are carrying a lot of weight today.

126 00:27:56,958 -> 00:28:02,658 And, so I am glad that were talking about how this, how do we support managers and Leaders with coaching?

127 00:28:02,858 -> 00:28:04,658 What is this coaching actually lead to?

128 00:28:05,058 -> 00:28:10,558 What kind of outcomes can actually drive for the organization and so yeah, I am looking forward to the combo.

129 00:28:10,858 -> 00:28:12,458 Yeah, just to add to that Roberta.

130 00:28:12,458 -> 00:28:16,358 I think it's really important to, to capture the scale of the problem.

131 00:28:16,358 -> 00:28:18,658 Like, I think everyone can buy into like yeah, that's an issue.

132 00:28:18,658 -> 00:28:19,558 We should solve it.

133 00:28:19,858 -> 00:28:25,958 But you know, when Gina mentions the statistics around voluntary, turnover, this is last year alone.

134 00:28:25,958 -> 00:28:27,058 It cost the US economy.

135 00:28:27,058 -> 00:28:39,158 A trillion dollars, a trillion dollars wasted due to voluntary turnover because you have to spend money often times as much as 2 times the salary of the person who left.

136 00:28:39,158 -> 00:28:46,058 And so, if you're a company with 100 employees, He's the Bureau of Labor and statistics, going to say, you're going to lose, 26 of those employees.

137 00:28:46,558 -> 00:28:47,358 Every year.

138 00:28:47,858 -> 00:28:52,258 That's 2.6 million dollars that you're paying as an organization to replace those employees.

139 00:28:52,258 -> 00:29:01,358 Like, most of us that are working at companies with 100 people, you can't afford to spend 2.6 million dollars so it is a very big, you know, national issue.

140 00:29:03,458 -> 00:29:06,258 So let us jump into skills based coaching.

141 00:29:06,758 -> 00:29:09,558 How is that different from regular coaching?

142 00:29:09,658 -> 00:29:12,858 You know, I think there's, like General coaching that people are aware of.

143 00:29:12,858 -> 00:29:17,358 But when it comes to skills based coaching, how do you define that Tyler?

144 00:29:17,858 -> 00:29:23,758 And how do we see that as possibly a huge solution to some of these problems were talking about?

145 00:29:24,158 -> 00:29:30,458 Yeah, so basically you know the way that companies are solving this problem which will get into like dif what is skills based coaching.

146 00:29:30,858 -> 00:29:36,358 So companies acknowledge this issue trillion dollars And so the way that they're solving it is their Learning and Development.

147 00:29:36,358 -> 00:29:39,158 Teams are putting together training programs to say.

148 00:29:39,158 -> 00:29:46,858 Okay when we have got to upscale our managers let us figure out what skills really matter to be a leader at lingo live or welcome.

149 00:29:46,858 -> 00:29:54,658 Like what does that mean, leading effectively at this company, so they codify some skills that they want to focus on, and then they train their managers on those skills.

150 00:29:55,258 -> 00:30:00,358 And usually that happens in like a group setting where it's kind of like instructor-led training.

151 00:30:00,658 -> 00:30:04,558 Maybe there's some coaching circles where people kind of Share what they thought about.

152 00:30:04,858 -> 00:30:22,558 But unless you can provide the kind of safe space for someone to work out what these things mean for them and how they can actually embody these skills, you're not going to see meaningful Behavior change, you're going to get people who is a kind of learn some things, and they keep it in the back of their head.

153 00:30:22,558 -> 00:30:24,158 But they're not really embodying this.

154 00:30:24,558 -> 00:30:29,758 So, if you think about a skill like having difficult conversations, that's like such a classic skill.

155 00:30:30,658 -> 00:30:41,958 You can run a training around crucial Relations you can train people on Frameworks for things like Behavior and the impact of that behavior and then asking someone a question, right?

156 00:30:41,958 -> 00:30:54,058 Like you can give them these Concepts but unless you provide the environment for them to be able to practice those things and really contextualize, what does this mean for me in my job?

157 00:30:54,058 -> 00:30:55,558 And who I am as a person?

158 00:30:56,158 -> 00:30:59,458 It's not going to become ingrained and how they show up.

159 00:30:59,458 -> 00:31:05,358 And so that's what skills based coaching is, is the idea of Partnering with you as an organization to identify?

160 00:31:05,358 -> 00:31:13,158 What are the skills that you're training these leaders on and giving you what, you don't have the scale to be able to provide, which is personalized coaching.

161 00:31:13,358 -> 00:31:15,158 It's catered to those skills.

162 00:31:15,158 -> 00:31:20,658 So that these folks can actually contextualize them and start to embody them as a regular part of their identity as a leader.

163 00:31:22,358 -> 00:31:28,858 And how that's different from traditional coaching is a little bit more open-ended, where it's kind of like you.

164 00:31:28,858 -> 00:31:32,458 Every single individual might be working on their own things.

165 00:31:32,658 -> 00:31:36,558 You show up when you need the coach, you kind of talk about what's top of Mind.

166 00:31:36,958 -> 00:31:44,258 Our skills based coaching is very much focused on a specific goal that you're trying to tackle skills that matter to your organization.

167 00:31:44,258 -> 00:31:50,958 That's going to help you achieve that goal in the accountability that we put in place through our applied learning model to make sure that you're actually applying.

168 00:31:51,058 -> 00:31:52,358 Things in the workplace.

169 00:31:54,358 -> 00:31:55,658 That's really good.

170 00:31:56,558 -> 00:31:58,658 Thank you for waiting, Tyler.

171 00:31:58,658 -> 00:32:00,658 I just want to hit on the last point you mentioned.

172 00:32:00,658 -> 00:32:06,358 There are around accountability, how many of us get something done?

173 00:32:06,358 -> 00:32:09,258 When there's a deadline most of us do, right?

174 00:32:09,258 -> 00:32:17,458 Or we have to show up to a meeting and present something because somebody is expecting that you're going to have something done by a certain point in time.

175 00:32:17,758 -> 00:32:22,958 I think one of the most powerful things about coaching is the accountability that comes with that, right?

176 00:32:22,958 -> 00:32:23,958 Not just like meeting.

177 00:32:24,158 -> 00:32:38,158 One mapping out the gaps to go work on but and then it's like, hey, in two weeks, we're going to huddle up again for 30 minutes, and we should review that plan which will review that strategy we should check on the progress that you're making.

178 00:32:38,658 -> 00:32:54,058 I mean, I think that even Beyond managers even like employees, everyone that's listening to the call here, like there is something to be said around just accountability in general and mapping out the gaps that we want to go with.

179 00:32:54,158 -> 00:32:57,158 Steve individually right at work or in life.

180 00:32:57,558 -> 00:33:04,258 And I always found that accountability when it comes to coaching is one of those key is one of the most part.

181 00:33:04,258 -> 00:33:05,658 Most powerful things about that.

182 00:33:05,658 -> 00:33:09,958 Dynamic, within coach is, hey, we're in this relationship.

183 00:33:10,358 -> 00:33:11,258 I am here to learn.

184 00:33:11,258 -> 00:33:17,158 I am here to grow, your helping me, figure this stuff out, but also you're holding me accountable to get those things done.

185 00:33:17,358 -> 00:33:23,358 Which, which I think is a big part of the how, how do you see that play out, you know, in the work that you're doing?

186 00:33:23,358 -> 00:33:24,058 How important?

187 00:33:24,158 -> 00:33:27,158 Is not an ability that can you just like set it goes?

188 00:33:27,158 -> 00:33:28,558 And it's kind of, leave it lofty.

189 00:33:28,558 -> 00:33:33,358 And how effective is it when you actually have the follow-ups with someone on the team?

190 00:33:33,758 -> 00:33:44,358 Yeah, so we have actually caught a fide that as a part of our learning methodology, in a part of our program, you're going to meet with your coach, you're going to work on some skills, like, again, it's a difficult conversation.

191 00:33:44,358 -> 00:33:47,158 Maybe your company train, you on some Frameworks.

192 00:33:47,158 -> 00:33:53,058 But now you have literally got a difficult conversation tomorrow Friday with one of your car for two weeks.

193 00:33:53,258 -> 00:34:02,558 Yeah, right, you're going To practice this thing with your coach, but then what we have codified is like homework in our program is an action step where the coach is going to say, Tyler.

194 00:34:02,558 -> 00:34:13,058 We practice this, you know, we noticed how your imposter syndrome flares up when you're in this situation, take note of that, that's your homework between now.

195 00:34:13,058 -> 00:34:23,558 And next week, when we meet next Thursday, I want you to take note of like when that imposter syndrome flares up, I want you to write that down and next Thursday, when we meet, I am going to ask you about that.

196 00:34:23,558 -> 00:34:27,858 So that gets Put into the system, you get that as an email, as a homework assignment basically.

197 00:34:28,058 -> 00:34:33,257 And then when you start your session with your coach, the next week, they're going to check in on that and be like hey did you do that thing?

198 00:34:33,558 -> 00:34:33,958 What was that?

199 00:34:33,958 -> 00:34:44,158 Like so that's where we're trying to use technology to kind of codify what the accountability is that you need to own and empower the coach to remember like oh yeah, because they have many coaches.

200 00:34:44,158 -> 00:34:46,658 He's like, oh yeah this is what Tyler's working on.

201 00:34:46,958 -> 00:34:48,458 I am going to hold them accountable for this.

202 00:34:50,257 -> 00:35:00,158 Can you sort of break down the process of even how you would go about, to start a skills-based coaching program?

203 00:35:00,158 -> 00:35:08,458 If you will with a manager like, how does that the goal from the goal setting to the accountability that you're describing?

204 00:35:09,058 -> 00:35:10,958 Can you just walk us through some of those phases?

205 00:35:11,458 -> 00:35:11,958 Sure.

206 00:35:12,558 -> 00:35:18,558 So the first phase is working with your organization to really understand what are the skills that you're training your leaders on.

207 00:35:18,558 -> 00:35:24,058 And why what are the There's their showing up in your organization today that you don't like what are the behaviors?

208 00:35:24,058 -> 00:35:25,358 Give us some examples of that.

209 00:35:25,358 -> 00:35:26,558 Like what is that?

210 00:35:27,158 -> 00:35:29,658 Yeah, looks like common example.

211 00:35:29,658 -> 00:35:38,958 Common example we hear is hey we're growing 40 percent year over year, and so we're promoting a lot of people in the management who don't have experience in management.

212 00:35:39,158 -> 00:35:57,258 So a lot of the behaviors are showing up, are you know, they're nice, they're really nice to their team, but they're not really good at holding them accountable to Performance and outcomes, or they're telling their team what to do instead of coaching and developing them to allow the team to figure out what do they need to do.

213 00:35:57,558 -> 00:36:07,058 And so we do that kind of alignment at the organization level to understand some of the themes and the trends and create a custom coaching program that's going to address those themes.

214 00:36:07,758 -> 00:36:24,358 But then what happens for the manager when they on board is we have 20 different leadership skills in our catalog that we built with leading experts on leadership development and you go through that and start to indicate what do Thinker some of my biggest strengths and then some of my biggest growth opportunities.

215 00:36:24,358 -> 00:36:33,258 And then we also asked you to ask your team, so you send a survey to your manager and your direct reports in your peers to do the same thing.

216 00:36:33,258 -> 00:36:39,058 So that you get this holistic perspective of how people see you as a leader, both strengths and weaknesses.

217 00:36:39,058 -> 00:36:42,558 And that's great context for when you connect to a coach.

218 00:36:42,558 -> 00:36:47,958 So obviously, we have a matching algorithm, you can find a coach that aligns with your availability in your skills.

219 00:36:47,958 -> 00:36:59,558 But when you meet with that coach, they have got This context, not just from you but from your team around kind of what do, what do you and your team, feel your strong at and what our growth opportunities so that you can kind of talk through that.

220 00:36:59,858 -> 00:37:05,558 And then set a very specific goal that for you is going to be meaningful in the next four to six weeks.

221 00:37:07,258 -> 00:37:07,858 I will pause there.

222 00:37:07,858 -> 00:37:10,558 I mean that's just scratching the surface, but does that make sense?

223 00:37:10,558 -> 00:37:13,458 Like how we get kind of program launched in the managers?

224 00:37:13,458 -> 00:37:14,558 On-boarded, with a coach?

225 00:37:15,058 -> 00:37:18,358 That's really great and to hear that you have identified.

226 00:37:18,358 -> 00:37:24,158 You said 20 different common management, themes, what are some of those examples?

227 00:37:24,958 -> 00:37:26,758 Yes, a we categorize these.

228 00:37:26,758 -> 00:37:28,858 And by the way, I would be happy to share these.

229 00:37:28,858 -> 00:37:35,958 Like, for any managers that are on this call that want to figure out how to improve their own self-awareness, which I know.

230 00:37:36,058 -> 00:37:37,058 No, you're big on.

231 00:37:37,058 -> 00:37:38,458 We're probably going to talk about.

232 00:37:38,758 -> 00:37:40,758 We're happy to share our skills catalog.

233 00:37:40,858 -> 00:37:49,658 Which I think as a manager one of the best things you can do is that exact same process where you survey your teammates and your manager to find out.

234 00:37:49,758 -> 00:37:51,558 Hey, here's these 20 leadership skills.

235 00:37:51,658 -> 00:37:54,158 What do you think I am strong at and what our growth opportunities?

236 00:37:54,558 -> 00:37:57,258 I think that's something that is hugely impactful for you.

237 00:37:57,258 -> 00:38:05,058 It just really turning the lights on outside of how you perceive yourself and kind of how your team perceives yourself.

238 00:38:06,058 -> 00:38:10,858 But the skills themselves, I won't go into all 20, but there's basically five categories of skills.

239 00:38:11,558 -> 00:38:25,158 The first is communication skills, so things like active listening, I mentioned before managers are telling your team what to do instead of coaching them stop talking, ask questions and really actively, listen to what the answers are.

240 00:38:25,158 -> 00:38:29,258 And why this person saying that the second category is emotional intelligence.

241 00:38:30,058 -> 00:38:38,058 So, being open is an example of a skill in emotional intelligence, being curious, being empathetic, like, Our emotional intelligence skills.

242 00:38:38,458 -> 00:38:43,058 Probably the most important category, to be honest, the third is people skills.

243 00:38:43,158 -> 00:38:49,458 So having difficult conversations, is this skill in the people skills, the fourth is performance.

244 00:38:49,758 -> 00:39:01,858 So ensuring accountability or planning and directing work is an example of skills in the performance category and then the last is thought, like actual critical, thinking stop so much time.

245 00:39:01,858 -> 00:39:04,658 We spend so much time, just working banging on keyboards or opening.

246 00:39:04,658 -> 00:39:15,858 Google Docs responding to It was like, you need to think you need to set aside some time if you're really in a leadership position to stop doing and start thinking about kind of what is it that you need to be doing.

247 00:39:16,458 -> 00:39:18,358 So, those are the five categories of skills.

248 00:39:18,758 -> 00:39:19,658 That's great.

249 00:39:19,658 -> 00:39:23,458 I just dropped it in chat as well, and we would love to see that catalog.

250 00:39:23,458 -> 00:39:30,058 So if somebody could drop that in chat, or we will have a post-event follow-up email, so we could drop the link in there as well.

251 00:39:30,558 -> 00:39:32,658 Perfect, that's great.

252 00:39:33,458 -> 00:39:33,758 Rob.

253 00:39:33,758 -> 00:39:38,558 Did you have anything to add I am just taking notes over here now.

254 00:39:38,558 -> 00:39:40,158 It's all right, it's just stuff.

255 00:39:40,158 -> 00:39:55,958 I think, I think one of those, you know, when we talk about Communication in general and I think, when you think about perform, all of them, all five of those, you know, for a manager to be able to show up and say, like, how am I successful?

256 00:39:56,058 -> 00:39:58,958 Like, how like my role as a manager?

257 00:39:59,658 -> 00:40:00,758 What does success look like?

258 00:40:00,758 -> 00:40:06,558 And a lot of times, you know, we get caught up in the attic, Tyler you mentioned As well.

259 00:40:06,558 -> 00:40:10,858 It's like, well, I want to drive culture, which is amazing.

260 00:40:10,858 -> 00:40:13,958 That's a, that's a big priority for team at the team level.

261 00:40:13,958 -> 00:40:17,958 Make sure that there's a healthy Dynamic within, within a team within your team.

262 00:40:19,058 -> 00:40:34,058 But then I think performance is one of those things where if we're not really clear on the expectations of what an employee success looks like, then it's hard to actually see progression and have good conversations and feedback around those things, right?

263 00:40:34,058 -> 00:40:37,258 It's something that For me, it's like one of those things.

264 00:40:37,258 -> 00:40:46,058 Like when you're running so fast, You intentionally are because you're running so fast.

265 00:40:46,058 -> 00:40:53,458 You intensively dismiss the importance of sitting down and check it in and asking the questions of how are you doing?

266 00:40:53,458 -> 00:40:54,658 Are you be clear?

267 00:40:54,758 -> 00:40:57,658 Do you understand what we are expecting XYZ?

268 00:40:57,658 -> 00:41:02,158 Because sometimes, you're running so fast and high growth company that you take those things for granted.

269 00:41:02,158 -> 00:41:09,658 And as a manager, you might think that's okay, but at the employee level, they're craving, that they're craving.

270 00:41:09,858 -> 00:41:14,158 That level of feedback, you're craving that level of clarity, they're craving.

271 00:41:15,958 -> 00:41:20,758 Even the growth that comes from the performance that the output that they're having.

272 00:41:20,858 -> 00:41:23,258 What does that look like for me a year or two years?

273 00:41:23,258 -> 00:41:27,558 Three years and a lot of times we're so caught up back to your point.

274 00:41:27,558 -> 00:41:39,558 Tyler, we're so focused in the now that we don't take a step back not just on the Strategic level, but also just on the manager level and checking in on our people, to make sure that they're good right across all.

275 00:41:39,758 -> 00:41:40,958 Those spectrums.

276 00:41:41,058 -> 00:41:43,058 And so, yeah, I will put it on my side.

277 00:41:43,058 -> 00:41:49,458 I am just like taking notes on my side so, you can we yeah, like, taking mental notes here.

278 00:41:49,458 -> 00:41:51,758 I will probably watch this recording over and over again.

279 00:41:54,158 -> 00:41:54,558 That's right.

280 00:41:56,058 -> 00:41:57,858 It's really hard work like for anybody.

281 00:41:57,858 -> 00:42:02,958 That's like okay, it's easier said than done like I am with you, I run a company that does this and I struggle with it.

282 00:42:02,958 -> 00:42:23,158 So, like to be clear, it's not like, okay, cool, there're some skills, you just need to like work on those skills and then you're good like know, you spend your whole life trying to get better at these things because we're not hardwired as human beings to do things like the naturally inquisitive or to, you know, not view a threat when there's just conflict.

283 00:42:23,258 -> 00:42:26,558 And it could be healthy conflict but you perceive it as a threat like we are.

284 00:42:26,658 -> 00:42:28,458 We are not hired are hard wired this way.

285 00:42:28,458 -> 00:42:48,958 And so you have got to work on it and you got to be patient with it and know that it's a marathon, not a Sprint and view success as the progress that you make, not as being this like Exemplar leader that, you know, everybody looks up to because it just it's going to take forever to get there and that's okay, it's either one thing just to follow up on that.

286 00:42:49,058 -> 00:42:53,158 Like, if we go back to tough conversations, that was an example.

287 00:42:53,258 -> 00:42:53,758 For that.

288 00:42:53,758 -> 00:43:06,558 You put forward managers and leaders always have to have tough conversations, no doubt, and then any employee on the other side is trying to make sense of those conversations as well.

289 00:43:06,858 -> 00:43:23,858 What are some, some key things that some folks can if someone is having tough conversation next week, Both from a manager perspective and also from employee perspective, what is a healthy structure or dynamic to go into those tough conversations with?

290 00:43:25,458 -> 00:43:28,858 Well, I think the biggest thing is self-awareness like how are you doing?

291 00:43:29,458 -> 00:43:38,658 As you go into that conversation as a manager as an employee whatever, self-awareness in terms of understanding the energy that you're coming in with.

292 00:43:38,658 -> 00:43:41,458 So I am a, I am a big fan of meditation and mindfulness.

293 00:43:41,458 -> 00:43:48,658 I think that's really powerful and helping you kind of tap into what's going on internally with me and you can do that for five minutes before.

294 00:43:48,858 -> 00:43:56,758 One on one, we're about to have that conversation, just put away the slack, close the laptop, breathe for five minutes and just kind of take stock of where you're at.

295 00:43:56,858 -> 00:43:58,658 I think that's super important.

296 00:43:59,158 -> 00:44:05,658 The other thing is then to, when you're delivering feedback, I mentioned this before.

297 00:44:05,658 -> 00:44:09,458 There's a framework, and we have partnered with the team at Life Labs learning.

298 00:44:09,758 -> 00:44:19,158 They kind of launched this framework that I think is really helpful, which is behavior impact and then a question biq.

299 00:44:19,858 -> 00:44:23,058 So, here's a behavior, I noticed.

300 00:44:23,258 -> 00:44:37,158 Here's the impact, That had and then a question that you asked them, so an example of that could be and it can't be a you know, subjective thing and has to be like an actual thing that happened in a meeting.

301 00:44:37,158 -> 00:44:47,858 So in a meeting I noticed that you cut off Roberto think the impact of that is that he felt like his input wasn't very warranted.

302 00:44:48,358 -> 00:44:49,258 How does that make you feel?

303 00:44:49,258 -> 00:44:50,458 Hearing that feedback for me?

304 00:44:50,458 -> 00:45:01,958 That's Behavior impact question and I think the questions probably the most important part because you're opening the door to the fact that like, this is my perception.

305 00:45:01,958 -> 00:45:03,158 It's not a fact.

306 00:45:03,158 -> 00:45:07,258 It's not like stamping you with this and you are bad, and I am good.

307 00:45:07,258 -> 00:45:13,458 It's like I am it's my job as your manager to give you feedback but at the same time I am open to hearing your reaction and your thoughts on this.

308 00:45:13,458 -> 00:45:16,158 I think questions really important figuring out.

309 00:45:16,258 -> 00:45:17,558 However, you're going to say it.

310 00:45:17,558 -> 00:45:24,058 Make sure your objective and then make sure you end with a question instead of a definitive statement.

311 00:45:24,058 -> 00:45:29,558 So that you Make the other person feel free to kind of share how they feel and what their reaction is to it.

312 00:45:31,258 -> 00:45:32,658 That's good, that's really good.

313 00:45:33,158 -> 00:45:34,458 I like that quite a bit.

314 00:45:34,458 -> 00:45:35,858 It's one of those things.

315 00:45:35,858 -> 00:45:42,958 If you don't have a framework, you go into those conversations and, you know, it can get personal really fast.

316 00:45:43,458 -> 00:45:47,558 We're both for you, and the individual versus I am being focused on.

317 00:45:47,558 -> 00:45:50,358 Hey, this happened to this is the impact.

318 00:45:50,358 -> 00:45:51,958 Let us have a conversation around it.

319 00:45:52,358 -> 00:46:00,658 It removes the person personally from it, but the actual thing that happened, right, right.

320 00:46:01,158 -> 00:46:11,358 But what you just touch on Roberto, I think is really important, just because you prepared and you got Mindful and you followed that framework doesn't mean that things aren't going to go off the rails.

321 00:46:11,358 -> 00:46:13,458 They totally can and it can be emotional.

322 00:46:13,758 -> 00:46:20,758 And, so I think that's important too is to when if and when that happens be comfortable to saying hey let us pause here.

323 00:46:20,758 -> 00:46:24,558 Like this is not right, we're not heading in a healthy direction and that's okay.

324 00:46:24,858 -> 00:46:28,758 Let us pause, let us just kind of, you know, leave it for later.

325 00:46:28,758 -> 00:46:30,158 Let us come back and revisit this.

326 00:46:30,658 -> 00:46:33,358 But I think, you know, let us move on to the next topic.

327 00:46:33,358 -> 00:46:33,958 That's okay.

328 00:46:33,958 -> 00:46:38,458 We don't need to get into this kind of back and forth where it's starting to get toxic.

329 00:46:38,458 -> 00:46:44,258 I think that's another key part of being aware of That's good.

330 00:46:45,158 -> 00:46:49,658 If anybody has questions again, feel free to drop them in the Q&A tab as well.

331 00:46:49,758 -> 00:46:52,058 Y'all have never been in these situations, right Roberto?

332 00:46:55,258 -> 00:46:58,658 Yeah.

333 00:46:58,858 -> 00:46:59,558 No it's real.

334 00:46:59,958 -> 00:47:00,458 It's real.

335 00:47:01,158 -> 00:47:14,958 I think that self-awareness point is really good and at as managers How can we improve in making sure to take that inventory?

336 00:47:14,958 -> 00:47:24,158 Pulse check of where we are at, as we're running really fast with the things that need to get done and driving on performance so on and so forth.

337 00:47:24,158 -> 00:47:39,258 Not only for our teams or for ourselves everything that Roberto had described earlier, the pressures that have manager could be experiencing how do you have any Frameworks or any ways that a manager could just like paws?

338 00:47:39,558 -> 00:47:41,858 And take a self-awareness inventory.

339 00:47:41,858 -> 00:47:47,858 Check You want me to tackle this one Roberto or I mean?

340 00:47:48,258 -> 00:47:50,058 Yeah, I will follow on from you.

341 00:47:50,058 -> 00:47:52,158 Just, I don't have all the answers here.

342 00:47:52,158 -> 00:47:57,258 I just know that, you know, for me, it's, it's really interesting, right?

343 00:47:57,258 -> 00:48:05,558 So if we look, if I look back at my career right, working as an individual contributor for a long time, then stepping into manager Rose.

344 00:48:06,358 -> 00:48:12,358 And then now running a company like thinks changes at every step of that Journey quite a bit right.

345 00:48:13,358 -> 00:48:18,558 But I think the going back to the self-awareness Gina you teed it up in?

346 00:48:18,558 -> 00:48:18,858 Tyler.

347 00:48:18,858 -> 00:48:39,358 We talked about this before, I think it's really and also just considering personal versus professional, I think we take inventory and say, look, if I am growing, as a manager, if I am trying to drive my career in this way and grow, that means that I my responsibilities are going to drive different skills that are required.

348 00:48:40,458 -> 00:48:48,558 You know, one of my mentors said, hey, you know, a company can be growing exponentially like this far enough to the right, but people don't grow that way.

349 00:48:48,558 -> 00:48:51,258 People don't grow that way at that speed.

350 00:48:51,258 -> 00:48:53,258 Is much more gradual, right?

351 00:48:53,258 -> 00:49:02,858 And so there's going to be a gap of like, hey my job or this season that we're in the, the company, the organization is requiring.

352 00:49:02,858 -> 00:49:03,958 This I am here.

353 00:49:03,958 -> 00:49:10,058 Now, self-awareness is saying there are some gaps between here and getting to this point of wearing.

354 00:49:10,258 -> 00:49:11,158 To be functioning.

355 00:49:11,458 -> 00:49:12,658 How do I fill that Gap?

356 00:49:12,858 -> 00:49:18,958 But if we don't take inventory and say what is like, what are those gaps going back to self-awareness?

357 00:49:19,158 -> 00:49:40,058 That we're going to continue to be here where the need is up here and that's a problem that's where conflicts in because at that point now it's like well you know my team needs me to be much more clear about performance objectives, feedback Cycles, all these different things because we're running at the speed and this is what it's required.

358 00:49:40,158 -> 00:49:47,458 Word versus where we were a year ago, two years ago, three years ago and that's how I think about it.

359 00:49:47,458 -> 00:49:55,158 When it comes to self-awareness is like, okay, if I am growing and developing, my responsibilities are going as well with that.

360 00:49:55,358 -> 00:49:58,758 What are the gaps in order to keep up with the responsibilities that I have?

361 00:49:58,958 -> 00:50:00,758 So that I can drive the right outcomes.

362 00:50:00,758 -> 00:50:03,758 I just for the organization, but from my team as well.

363 00:50:04,158 -> 00:50:09,858 And if we don't do that, then I think it takes an ever toll on ourselves because we can feel there's a gap.

364 00:50:10,658 -> 00:50:15,658 But if we're not stopping to address the Gap, we're just continuing every single day.

365 00:50:15,958 -> 00:50:19,958 Carrying the weight of that Gap with that Gap.

366 00:50:19,958 -> 00:50:23,858 Brings to not just your team for yourself and the company that you're working.

367 00:50:23,858 -> 00:50:31,458 Like so that's what I think about when I think about self-awareness is like there is a lot of times you're just gaps that we're not aware of.

368 00:50:31,458 -> 00:50:32,358 We might feel it.

369 00:50:32,458 -> 00:50:38,958 Our managers might tell us about it, our employees, my signal it, but we don't stop and take inventory.

370 00:50:39,158 -> 00:50:40,058 Then we can't fill the gap.

371 00:50:40,858 -> 00:50:47,758 They might signal it, but they probably won't like that's again then we're not as human beings wired that way.

372 00:50:47,758 -> 00:50:58,658 And, so I think vulnerability is which gets talked about a lot and I think a lot of times people can hear vulnerability and

think it's this kind of woo thing where you're going to be holding hands singing Kumbaya frying.

373 00:50:58,658 -> 00:51:11,158 I know vulnerability is like what I said like, Sending out a survey to your people and saying, hey, there's these leadership skills that I think are good embodiment of what a leader is.

374 00:51:11,158 -> 00:51:20,958 Can you share with me things that you think I do well and things that I could do a better job at like that's huge is to open that door 20, I am allowed to do that.

375 00:51:20,958 -> 00:51:24,058 Like not only are you allowed to like, I need that to become a better leader.

376 00:51:24,058 -> 00:51:25,258 I need your input.

377 00:51:25,558 -> 00:51:32,458 That is huge, but I think the bigger thing is that kind of what you're talking about, Roberto like that.

378 00:51:32,658 -> 00:51:37,658 Duration that self-exploration and I think you need another human being to help you do that.

379 00:51:37,658 -> 00:51:41,258 Obviously, I am biased like a coach as a guy who built a coaching company.

380 00:51:41,258 -> 00:51:53,358 Like I think someone who has a vested interest in helping you figure out what these things mean for you, and how you show up and why you show up that way, is really, really important.

381 00:51:53,358 -> 00:52:01,658 And so coaches can be really impactful there, but if you can't get a coach, like, you know, you can work with those employees to say, Hey, you gave me this feedback.

382 00:52:01,658 -> 00:52:02,558 I really would love your help.

383 00:52:02,658 -> 00:52:04,458 Help like what are you seeing show up?

384 00:52:04,458 -> 00:52:11,658 When you say I need to get better at you know being open let us say like can you share more about how am I showing up?

385 00:52:11,658 -> 00:52:15,258 Can you give instances this week and then shut up?

386 00:52:15,258 -> 00:52:19,158 Do not try to defend it, do not try to explain why you did the thing, right?

387 00:52:19,158 -> 00:52:25,158 Like just ask questions understand what they think that's going to help you build your self awareness.

388 00:52:25,158 -> 00:52:30,158 Your goal is not to solve problems and help people really understand where you came from.

389 00:52:30,158 -> 00:52:31,558 Or what your intent was.

390 00:52:31,558 -> 00:52:36,758 Your goal is to In the impact of your behaviors and your actions, both positive and negative.

391 00:52:36,758 -> 00:52:44,858 So I think if you can kind of Orient, Orient yourself around that is like understanding not explaining or problem-solving, you're going to be in a good spot.

392 00:52:46,658 -> 00:52:48,358 I think that's key right there in Joe.

393 00:52:48,358 -> 00:52:58,658 I see that you're also reinforcing Tyler that's like right on, you know, after the question it's like you can't come in with a solution already.

394 00:52:59,158 -> 00:53:09,058 You have to literally just, listen and Like you said, shut up and let the employee share, that honest, feedback.

395 00:53:09,158 -> 00:53:16,658 Sarah Brown is asking, what are some other examples of questions in your framework?

396 00:53:18,858 -> 00:53:21,058 I mean I think it really depends on the scenario.

397 00:53:21,358 -> 00:53:32,158 So my cinerea was like where someone you know, interrupted someone else during a meeting which I think is that example that I have heard before, but I will try and think of it.

398 00:53:32,558 -> 00:53:41,758 Another example, a question could be, I would say if you sense that the person is, you should, you know, speaking of self-awareness, be aware of, like, how is this Landing?

399 00:53:41,758 -> 00:53:44,958 When I talk about the behavior in the impact?

400 00:53:45,058 -> 00:53:50,858 Do I feel like this person is kind of leaning in And if they are, then the question could be something?

401 00:53:50,858 -> 00:53:53,958 Like where do you think that comes from right?

402 00:53:54,558 -> 00:53:56,658 Like, why did you feel the need to do that?

403 00:53:56,658 -> 00:53:58,458 Where do you think that comes from versus?

404 00:53:58,458 -> 00:54:06,158 If you feel like their like, you know, getting their knife out then it's like a question might be, you know, how's that Landing?

405 00:54:06,158 -> 00:54:10,058 When you hear me say that or what's your perspective on the situation?

406 00:54:10,058 -> 00:54:12,758 Because I know, I am only giving part of the story.

407 00:54:12,758 -> 00:54:14,558 I would love to hear your perspective on it.

408 00:54:17,358 -> 00:54:18,158 That's great.

409 00:54:18,158 -> 00:54:20,558 Okay, looks like we have a question from Sal.

410 00:54:21,758 -> 00:54:27,658 Jessica, if you don't mind pulling that on stage, what are some actual steps practices?

411 00:54:27,658 -> 00:54:33,758 One can take to improve empathy and general and workspace in specific?

412 00:54:37,458 -> 00:54:44,358 Yeah, I mean I think with empathy this has been a battle for me personally and professionally like I am somebody who is a problem.

413 00:54:44,358 -> 00:54:47,158 Solver, I am kind of in a way a classic entrepreneur.

414 00:54:47,158 -> 00:54:48,158 Like you give me a challenge.

415 00:54:48,158 -> 00:54:50,258 I am going to figure out how to solve that challenge.

416 00:54:50,258 -> 00:54:50,958 You give me a fire.

417 00:54:50,958 -> 00:54:53,158 I am going to put it out or help.

418 00:54:53,158 -> 00:54:54,958 Get the team together to put it out.

419 00:54:55,258 -> 00:54:58,158 And, so I think acknowledging that's not always your job.

420 00:54:58,158 -> 00:55:18,858 And Bethy is about just, I heard this quote, I apparently the Dalai Lama put it Sways is the difference between compassion and empathy is if you're on a hike and you see a man trapped under a boulder feeling their pain, right?

421 00:55:19,058 -> 00:55:22,058 Versus compassion is getting the boulder off of them.

422 00:55:22,258 -> 00:55:41,958 You know, it's like feeling their pain but at the same time, like solving the problem, and so I think understanding when you need to use each of those because sometimes they don't need their problem to be solved, sometimes they need to be heard, and they need to They need you to feel their pain with them but sometimes it's like, hey, this is not healthy for you or the organization.

423 00:55:41,958 -> 00:55:43,758 So I am going to feel you.

424 00:55:43,758 -> 00:55:51,158 I understand why this is, you know, painful but also let us get the boulder off you and let us figure out how we solve this problem.

425 00:55:51,158 -> 00:55:57,258 And so, I think figuring out which one is which comes down to trust and building a really solid relationship.

426 00:55:57,258 -> 00:56:04,458 Where, you know, this person and you kind of understand what they need, which is your job as a manager, like your job.

427 00:56:04,858 -> 00:56:09,558 To get better outcomes from a group of people working together.

428 00:56:09,958 -> 00:56:12,458 That's, I have literally was looking at this today.

429 00:56:12,458 -> 00:56:15,058 If y'all haven't read this book, The Making of a manager.

430 00:56:15,358 -> 00:56:18,358 Yes, Julie's book, yes, Julie's book.

431 00:56:18,358 -> 00:56:20,258 This is fantastic and she defines a manager.

432 00:56:20,258 -> 00:56:39,458 That way your job is to get better outcomes out of a group of people working together and you can't do that if you don't understand these people and who they are and what they need when it comes to kind of empathy versus Passion in the different circumstances that they face until you got to get to know them as people.

433 00:56:39,458 -> 00:56:44,258 You can't just view your job is showing up getting status updates, telling them what they need to do.

434 00:56:44,358 -> 00:56:50,758 And then ending you have gotta like cultivate a relationship understand what their biggest challenges are, why are they facing those challenges?

435 00:56:50,958 -> 00:56:52,658 And then you will be able to figure out.

436 00:56:52,658 -> 00:56:57,758 Does this person need me to get under the boulder with them or do they need me to get the boulder off?

437 00:56:59,958 -> 00:57:04,158 That's a really good distinction between empathy and compassion.

438 00:57:04,758 -> 00:57:07,158 Kareem is actually making an interesting point there.

439 00:57:07,158 -> 00:57:18,258 The mere fact of asking rather than telling, and listening is a first step to building empathy, you know, making it about that other person and not about yourself.

440 00:57:18,458 -> 00:57:24,958 So I think there's some great points, shared awesome.

441 00:57:25,158 -> 00:57:27,458 So we were talking about that process.

442 00:57:27,658 -> 00:57:28,758 I would love to jump back.

443 00:57:28,958 -> 00:57:30,358 Into, you know.

444 00:57:30,358 -> 00:57:39,358 Now once we identify okay these are the goals and these are the things that we can improve on and the coaches identify to work with the manager.

445 00:57:39,658 -> 00:57:42,758 Now, what does that look like in accountability?

446 00:57:43,158 -> 00:57:43,558 Hmm.

447 00:57:44,258 -> 00:57:45,058 What is?

448 00:57:45,458 -> 00:57:51,258 And today, let us say for those of us that are here, we don't have a coach, right?

449 00:57:51,658 -> 00:57:55,558 And let us say we need to solve these problems today.

450 00:57:55,758 -> 00:57:58,658 So what are some real practical things?

451 00:57:58,958 -> 00:58:05,758 That we can do today to start, you know, you have helped us understand the identification process.

452 00:58:05,958 -> 00:58:10,758 The self-awareness and vulnerability requires to ask the right questions.

453 00:58:10,758 -> 00:58:11,558 Get the feedback.

454 00:58:11,558 -> 00:58:13,458 Now how about accountability?

455 00:58:13,858 -> 00:58:13,958 Yeah.

456 00:58:13,958 -> 00:58:14,458 What is that?

457 00:58:14,458 -> 00:58:22,658 Look like at a one-on-one level at A Team level, you know, the different touch points of interactions.

458 00:58:22,958 -> 00:58:23,358 Sure.

459 00:58:24,058 -> 00:58:26,558 So I shared the skills catalog.

460 00:58:26,558 -> 00:58:52,158 I have seen some people are coming into it and I think Marines point is spot-on, like the mere fact of asking rather than telling what you can do after you have gotten that, even if you don't have a coach, let us say you have gotten that input from your team about things that you're strong at and things that our growth opportunities and how you can improve on the, on the on both really is you can come back to them, you should come back to them and ask, that's that accountability.

461 00:58:52,158 -> 00:58:56,958 Gina's, hey, you told me this for weeks ago that I need to get better at this thing.

462 00:58:57,258 -> 00:58:58,758 Here's some of the things I have been trying.

463 00:58:58,858 -> 00:58:59,958 And what have you noticed?

464 00:58:59,958 -> 00:59:01,558 Like, be honest with me, don't just tell me.

465 00:59:01,558 -> 00:59:04,658 I have gotten better because you want to root for me or whatever.

466 00:59:04,658 -> 00:59:06,358 Like, what have you what are you saying?

467 00:59:06,458 -> 00:59:08,158 Have I gotten better at this or not?

468 00:59:08,258 -> 00:59:12,258 And do you have any feedback or advice for me as to how I can improve?

469 00:59:12,558 -> 00:59:15,958 So, we build this into our product, that's part of the coaching is, right?

470 00:59:15,958 -> 00:59:27,158 We do that Baseline Where We Gather that data, and then we will come back and Survey the team and provide data that shows that people are actually improving in these skills, but you can do that again.

471 00:59:27,158 -> 00:59:33,858 Like, if you're, if you're really invested in, This and you have got, you know, you feel good about this skills catalog and you're getting feedback from your team.

472 00:59:34,158 -> 00:59:53,258 The worst thing you can do is get all that feedback and then never come back to them and share anything about like you know, they were vulnerable with you and they told you what they thought you could be better at and like, man, that would be such a shame did not come back to them and say, hey, I worked on this and I would love your input as to like whether or not you think I have gotten better.

473 00:59:53,658 -> 00:59:56,158 And I am going to keep working on these areas.

474 00:59:56,458 -> 00:59:58,758 So what do you think I can do about the next?

475 00:59:58,858 -> 01:00:01,058 Just four weeks to get better at this.

476 01:00:01,458 -> 01:00:02,258 That's huge.

477 01:00:06,758 -> 01:00:06,958 It's great.

478 01:00:06,958 -> 01:00:14,758 I am going to open with a question on just I know we're talking about managers a lot, and she would have coaching that supports managers.

479 01:00:16,458 -> 01:00:20,458 How does a manager be a good coach for their teams as well?

480 01:00:20,458 -> 01:00:30,958 Like so managers that are not you know, coaches professionally, but we know that the best way to you get results for your team is to coach them as well.

481 01:00:31,358 -> 01:00:34,558 What are some of those things that managers can take home with you?

482 01:00:34,558 -> 01:00:38,758 Teams to say, no, I am gonna have a team of five people.

483 01:00:39,958 -> 01:00:42,858 What are some of those best practices that I can take to my team?

484 01:00:43,058 -> 01:00:45,258 My starting tomorrow right?

485 01:00:45,658 -> 01:00:46,758 From a coaching perspective?

486 01:00:47,258 -> 01:00:47,558 Yeah.

487 01:00:47,558 -> 01:00:51,158 So I have got a I mean at the end of the day it comes down to asking questions.

488 01:00:51,258 -> 01:00:57,558 I have a five-year-old and I think she's a really good model for what this looks like, we're right Gina.

489 01:00:57,558 -> 01:01:02,958 I saw your kid popped in the other day when we were doing the prep, they asked why they ask why all the time, right?

490 01:01:02,958 -> 01:01:04,158 There's why is it that?

491 01:01:04,158 -> 01:01:04,958 And then, Why?

492 01:01:05,258 -> 01:01:07,258 So, the five wise is a great model.

493 01:01:07,758 -> 01:01:11,558 But something happens where we lose that from kids, when becoming adults.

494 01:01:11,558 -> 01:01:13,458 And it feels like conflicting.

495 01:01:13,958 -> 01:01:17,558 So, I think, again, as a coach, if your job are, sorry, is a manager.

496 01:01:17,558 -> 01:01:25,058 If your job is to coach your team, one of the biggest things tactically, I would say is have your team.

497 01:01:25,058 -> 01:01:29,058 So I have all my direct reports and me kind of like an update each week.

498 01:01:29,058 -> 01:01:30,158 Here's what I worked on this week.

499 01:01:30,158 -> 01:01:33,658 Here's what I am working on next week, and here's the support I need from you.

500 01:01:34,258 -> 01:01:38,458 And what That does are when we have our weekly one-on-ones.

501 01:01:38,758 -> 01:01:45,158 I don't have to spend any time getting status updates from you, I can just dive into figuring out what do you need?

502 01:01:46,058 -> 01:01:47,258 So I think that's a tactical thing.

503 01:01:47,258 -> 01:02:01,658 You got to do like you got to take the Tactical status update things, which you need is a manager to do your job out of the

synchronous kind of one-on-one time that you have with your direct report and Reserve that time for asking questions.

504 01:02:01,658 -> 01:02:04,358 So you know, I noticed that you're working on this.

505 01:02:04,558 -> 01:02:04,758 Thing.

506 01:02:04,758 -> 01:02:06,058 But you're running into this challenge.

507 01:02:06,058 -> 01:02:09,558 Why do you think that's happening and the might give an answer right?

508 01:02:09,558 -> 01:02:13,858 Oh well so-and-so just you know, isn't prioritizing this for me.

509 01:02:13,858 -> 01:02:15,158 Well, why do you think that is?

510 01:02:15,958 -> 01:02:16,258 Right?

511 01:02:16,258 -> 01:02:20,658 Well I think he's, you know, prioritizing this other thing because he thinks that's more important.

512 01:02:20,658 -> 01:02:23,658 The business like well why do you think that he thinks that's more important than this is?

513 01:02:23,658 -> 01:02:25,458 Like, it feels weird, feels unnatural.

514 01:02:25,758 -> 01:02:28,258 But you get to the root of like this is what's going on?

515 01:02:28,258 -> 01:02:30,758 Actually, maybe I failed to articulate.

516 01:02:30,758 -> 01:02:34,458 Why what I need is more important than what he is working.

517 01:02:34,558 -> 01:02:36,658 Hang on to him and him being successful.

518 01:02:36,658 -> 01:02:38,358 Like I never thought about it that way.

519 01:02:38,358 -> 01:02:42,458 I am going to change the way I make the ask so that he understands that.

520 01:02:42,458 -> 01:02:44,458 This isn't just a thing I need for my team.

521 01:02:44,458 -> 01:02:48,658 Like, this is something he needs and the organization needs to be really successful.

522 01:02:48,858 -> 01:02:50,158 Let me reframe it, that way.

523 01:02:50,758 -> 01:02:52,158 That's your job as a manager.

524 01:02:52,858 -> 01:02:59,358 The other thing I would do and again this comes from this book as well is so you should meet with your direct reports once a week.

525 01:02:59,458 -> 01:03:12,958 I think, for sure at least a half hour every week, but what she does is once a month, the one-on-ones are about your career, they're not about the kind of tactical things that you're working on right now.

526 01:03:12,958 -> 01:03:20,858 At this company it's more figuring out where do you want to be going with your career and Reid Hoffman?

527 01:03:20,858 -> 01:03:25,058 The founder of LinkedIn has this great framework which is called a row Alliance.

528 01:03:25,058 -> 01:03:26,358 He wrote a book about it.

529 01:03:26,358 -> 01:03:35,458 I don't know if y'all heard about this but this idea of like you know we don't live in a world anymore where somebody works at a company for 40 years, and they get the role Watch, by the way.

530 01:03:35,458 -> 01:03:36,458 This is not a Rolex.

531 01:03:36,458 -> 01:03:43,958 Well, I am sorry, you know, like that's an outdated model people tend to work from, you know, three to five years, and they can they move.

532 01:03:45,058 -> 01:03:51,158 And, so I think acknowledging that as a leader that like, this is an alliance, it's not a power Dynamic.

533 01:03:51,158 -> 01:03:54,758 We're like you work for this company and you need to do what this company needs.

534 01:03:54,758 -> 01:04:03,658 It's like no, we need to also give you the skills and the critical experiences you want to gain to kind of get you to that next level in your career.

535 01:04:03,758 -> 01:04:06,558 So, let us Check, let us document what that looks like.

536 01:04:06,658 -> 01:04:09,258 And then once a month, let us revisit that document.

537 01:04:09,258 -> 01:04:14,258 Like, what are, you know, what zoom out like, hey, you're trying to become a chief marketing officer.

538 01:04:14,258 -> 01:04:17,158 Like, here's some of the things you were hoping to get done this year.

539 01:04:18,158 -> 01:04:25,258 Does that align with the types of stuff that we're working on right now, like why or why not do we want to shift things around like does that make sense for the business to do that?

540 01:04:25,258 -> 01:04:31,558 So I think those types of conversations are really important to avoiding the staff that you mentioned Gina at the beginning of the call.

541 01:04:31,958 -> 01:04:49,858 Because when you look at that, voluntary turnover I was Looking at this stat over half of the exiting employees who left a

company, say that in the three months before they left, neither their manager, nor any other leaders spoke to them about their job satisfaction or their future with the organization.

542 01:04:50,958 -> 01:04:58,558 So, you have got to do that, like, you have got to acknowledge, it's a two-way street, it is not just this person's job to do the job description, you have laid out.

543 01:04:58,558 -> 01:05:03,858 It's your job to set them up for a really successful career in the time that there with you.

544 01:05:05,358 -> 01:05:05,958 So good.

545 01:05:05,958 -> 01:05:08,658 So we need to check out those two books that you recommended.

546 01:05:08,658 -> 01:05:14,658 You said it was making of the manager by Julie and then there's a Reid, Hoffman one as well.

547 01:05:15,458 -> 01:05:21,658 You know, I think mentions it's like Tour of Duty or something the alliance by Reid Hoffman, the alliance.

548 01:05:21,758 -> 01:05:22,458 Okay.

549 01:05:22,658 -> 01:05:23,358 Awesome.

550 01:05:23,458 -> 01:05:25,058 Well we got some questions coming in.

551 01:05:25,058 -> 01:05:30,758 So let us tackle this first one here or second question for today.

552 01:05:30,758 -> 01:05:33,958 How do you get someone resistant?

553 01:05:35,258 -> 01:05:37,458 20, I just lost it.

554 01:05:37,758 -> 01:05:38,158 Here it is.

555 01:05:39,158 -> 01:05:43,558 How do you get someone resistant to coaching self-aware enough to get the help?

556 01:05:43,558 -> 01:05:44,358 They need.

557 01:05:44,758 -> 01:05:45,358 Mmm.

558 01:05:46,258 -> 01:05:47,158 Such a good one.

559 01:05:50,258 -> 01:05:55,858 I mean, I would love to tell you that 100% of the time.

560 01:05:55,858 -> 01:05:56,758 You can do that.

561 01:05:56,758 -> 01:06:06,758 You can get someone to buy in and say like okay I get it I got to be vulnerable, I got to acknowledge what my blind spots are and what my gaps are.

562 01:06:09,258 -> 01:06:14,358 I was talking to a coach, but the fact the matter is, you can't, everybody is going to get there.

563 01:06:14,458 -> 01:06:35,358 And I was talking to a coach about this and saying, kind of like, what is, what is the landscape of people who are Capable of actually, like getting there and doing this, and he said, there's a small minority of people who are literally for psychological reasons, like, incapable of doing this.

564 01:06:35,358 -> 01:06:38,358 Maybe it's because of how they are raised, or how their brain is wired.

565 01:06:38,858 -> 01:06:39,958 They just can't do it.

566 01:06:39,958 -> 01:06:41,758 They're not willing to be vulnerable.

567 01:06:41,758 -> 01:06:44,558 And so with those folks you have got to figure out.

568 01:06:44,658 -> 01:06:45,558 Do you have one of those?

569 01:06:45,558 -> 01:06:46,158 The odds are.

570 01:06:46,158 -> 01:06:47,558 You don't like the?

571 01:06:47,558 -> 01:06:49,158 He said the vast majority of us are.

572 01:06:49,158 -> 01:06:52,058 Just are his words Garden variety neurotics.

573 01:06:52,558 -> 01:07:03,858 And so with those you can through coaching and through feedback, you can get them there and it's got to be in a way that's, you know, as objective as possible and is clear and specific as possible.

574 01:07:04,058 -> 01:07:09,058 But there are going to be people who just resist and are not able to get there.

575 01:07:09,158 -> 01:07:17,158 And in those situations like it's a way more difficult conversation is like is this person going to be successful in this company or in this team?

576 01:07:17,358 -> 01:07:20,358 But I would tell you like small minority.

577 01:07:20,358 -> 01:07:23,558 The vast majority are just Like the rest of us Garden.

578 01:07:23,558 -> 01:07:24,558 Variety neurotics.

579 01:07:25,658 -> 01:07:30,658 Yeah, one what one thing I would add to that Tyler and I think going back to like personal professional.

580 01:07:30,758 -> 01:07:47,158 I think if folks are tied to Performance being all personal versus this is a job that I have to get done and the job requires a b c, and d and self-awareness, would say that there is a gap between me understanding how to perform those ABC.

581 01:07:47,158 -> 01:07:49,858 And he's, then I need some support.

582 01:07:49,858 -> 01:07:51,458 I need a strategic partner.

583 01:07:51,458 -> 01:07:52,558 I need a plan in place.

584 01:07:52,558 -> 01:07:55,258 I need the Milestones to hit the books.

585 01:07:55,458 -> 01:08:03,058 Read the coaching, the program, whatever it is, so that I can grow and hit the mark, on those things that are required.

586 01:08:03,958 -> 01:08:06,858 You know, for me, I resisted coaching for a long time.

587 01:08:06,858 -> 01:08:09,358 I have a coach right now, but my wife is a coach.

588 01:08:09,458 -> 01:08:21,758 And so, I have always I have at home, we know the power of coaching, but there was a part of me for some time that said, I don't know, I don't want to sit down with someone to sort of like I am leaving to go figure it out.

589 01:08:21,858 -> 01:08:23,758 I am gonna figure it out my own XYZ.

590 01:08:24,258 -> 01:08:35,558 But when you Understand that the job your growth and your growth trajectory is going to require you to learn and adapt at a much faster rate likely than you have before.

591 01:08:36,158 -> 01:08:40,957 When you separate that personal Thing versus the job to be done.

592 01:08:41,158 -> 01:08:46,058 And when there's a separation there and you look at it tactically and say I have to go do this new job.

593 01:08:46,058 -> 01:08:48,158 Therefore, I need a new manual.

594 01:08:48,158 -> 01:08:49,658 Therefore, I need a new skill.

595 01:08:49,758 -> 01:08:51,358 Therefore, I need to sharpen.

596 01:08:51,358 -> 01:08:55,258 This other thing that I haven't done before or I haven't done it in a long time.

597 01:08:55,658 -> 01:09:03,258 It makes it easier to engage in the support and strategic partnership that a coach can bring where I or peer can have.

598 01:09:03,358 -> 01:09:14,258 But if it's, if the person is not able to get to a point of self-awareness, and say, this is the thing that I have to go do, there's a gap here, and I need support, and it's a really, really hard thing to get done.

599 01:09:14,957 -> 01:09:16,058 Yeah, yeah.

600 01:09:16,058 -> 01:09:27,358 I think demystifying, what coaching is, and what I often say is, what we do is we help people have uncomfortable conversations Say that to anybody any Walk of Life.

601 01:09:27,358 -> 01:09:29,658 Any industry, any level of leadership?

602 01:09:29,658 -> 01:09:30,258 They all go.

603 01:09:30,658 -> 01:09:31,558 I need that.

604 01:09:31,658 -> 01:09:33,258 I could use some help with that.

605 01:09:33,258 -> 01:09:35,158 Like of course you can we all deal with it all the time.

606 01:09:35,158 -> 01:09:36,957 They're like, I could use that my personal life too.

607 01:09:37,258 -> 01:09:41,058 So I think when you kind of just get to a something concrete, it's not this.

608 01:09:41,058 -> 01:09:43,457 Woo self Explorer ation.

609 01:09:43,457 -> 01:09:44,758 I mean, there is going to be some of that.

610 01:09:44,758 -> 01:09:52,358 But like, when you get to the problem that's sitting in front of me today, which is like you have to have uncomfortable conversations, would you like some help with that?

611 01:09:52,457 -> 01:09:53,358 I think a lot of people go.

612 01:09:53,358 -> 01:10:01,258 Oh yeah, because if I could do that better, After we can, we could grow so much faster, we could spend so much less money on an attrition all this stuff.

613 01:10:01,658 -> 01:10:12,158 Then it comes solidifies for people like okay, even though that's not an accurate reflection of the totality of what coaching is, I think that's made out of a taste for that, but I think that's a really important.

614 01:10:12,158 -> 01:10:18,958 Tyler is like getting as tactful as possible because then that makes it like, oh, okay, these are five things.

615 01:10:18,958 -> 01:10:22,158 I have to go work on because I know that there's a gap there right now.

616 01:10:22,258 -> 01:10:25,258 Okay, so how do I drive a better performance for my team?

617 01:10:25,558 -> 01:10:27,158 Right now, we have been performing here.

618 01:10:27,358 -> 01:10:28,658 I need to get them to hear.

619 01:10:28,958 -> 01:10:29,658 How do I do that?

620 01:10:29,658 -> 01:10:32,958 Well, I am having tough conversations, how do I do that better?

621 01:10:33,458 -> 01:10:37,158 Or I am feeling burnt out as a manager because I am feeling all this pressure.

622 01:10:37,558 -> 01:10:39,158 How do I fix that right?

623 01:10:39,258 -> 01:10:46,358 I am versus making it these ambiguities ambiguous sort of like conversation with someone else.

624 01:10:46,558 -> 01:10:47,958 Yeah, yeah.

625 01:10:48,058 -> 01:10:49,358 That's the Doom Loop.

626 01:10:50,658 -> 01:10:51,958 Thanks so much negativity.

627 01:10:51,958 -> 01:10:58,658 Without that Clarity and without that structure You know I think it you get into those cyclical do lips.

628 01:10:59,258 -> 01:11:02,158 So all right we got two other questions.

629 01:11:02,758 -> 01:11:04,158 Pull up this next question.

630 01:11:06,358 -> 01:11:12,458 Can you share with us, a personal experience where you struggle between choosing compassion versus empathy?

631 01:11:12,758 -> 01:11:14,258 Which one did you end up choosing?

632 01:11:14,258 -> 01:11:20,158 And why I got one.

633 01:11:22,658 -> 01:11:30,058 This is a friend of mine who She processes stress (differently) than I do.

634 01:11:30,758 -> 01:11:33,758 And so it took me a long time to realize she doesn't need compassion.

635 01:11:33,758 -> 01:11:34,658 She needs empathy.

636 01:11:35,158 -> 01:11:39,158 When I process the way I process stress is, I am I go boxing.

637 01:11:39,258 -> 01:11:42,058 I go play tennis like I don't need to talk about the thing.

638 01:11:42,058 -> 01:11:43,658 That's stressing me out that actually makes it worse.

639 01:11:43,658 -> 01:11:45,858 It stresses me, more talking about it.

640 01:11:46,158 -> 01:11:48,558 So I meditate like, it's not like a bottle it up.

641 01:11:48,558 -> 01:11:53,258 Like I just I process internally but what helps me is more compassion.

642 01:11:53,258 -> 01:11:54,558 Like, hey, help me solve my pride.

643 01:11:54,558 -> 01:11:58,158 If I am coming to you with something like Because I want you to solve my problem.

644 01:11:58,758 -> 01:12:20,258 So I think personally the relationship with this person improves significantly, when I realized all I have to do is just listen to her talk and think about how hard this is for her and articulate that and like

you know try to build her confidence up but not solve the problem and that was like Game Changer like for that relationship.

645 01:12:20,258 -> 01:12:21,558 So that's one.

646 01:12:23,958 -> 01:12:40,758 Yeah, I have 128 you know, for me, I am always trying to be Mr. Fixit, I am attack in the motor, like this is like, like somebody that I really care about where I work with them or someone and my family, or friend, they're having an issue.

647 01:12:40,758 -> 01:12:42,858 I am like, I am going to fix the thing that's causing you.

648 01:12:42,858 -> 01:12:59,958 An issue that will fix the situation, or, you know what, like, I have to be strong it in a personal situation, when families going through grief for The grief and you like, you know what, almost, I am not gonna show my sentimental side.

649 01:12:59,958 -> 01:13:07,858 I am not going to show my emotions because I need to be strong for that person that I care about the reality.

650 01:13:08,058 -> 01:13:16,558 They want you to sit with them in De grief, they want you to sit with them in the sorrow and just be there.

651 01:13:16,558 -> 01:13:31,858 And listen, and be vulnerable with the person getting under the rock, getting under the boater with the person and just sitting there and say, look, okay, let us just be in this together versus just attacking the boat of the entire time.

652 01:13:31,858 -> 01:13:45,058 There's been countless times, I think in my personal life, that's been a learning lesson for me, because I have always been Mr. Fixit, you don't have to go fix the problem versus just sitting with the person going through the problem.

653 01:13:45,258 -> 01:13:46,058 Not feel you, man.

654 01:13:46,058 -> 01:13:47,158 You and I are very similar.

655 01:13:47,258 -> 01:13:54,658 Next, that's a game changer, and I am probably like, your friend Tyler, where I am like, Hey, I am Sport Boulder.

656 01:13:54,758 -> 01:13:57,358 Can you just be here next to me and cry with me?

657 01:13:58,858 -> 01:14:05,858 And I actually talked about Coach helped me realize like that doesn't, you're not solving the problem like you're a problem.

658 01:14:05,858 -> 01:14:07,658 Solver your Mr. Fixit, it's not working.

659 01:14:07,658 -> 01:14:10,558 So like when you get under the boulder, it actually solves the problem.

660 01:14:10,558 -> 01:14:12,058 So it's scratches your itch, too.

661 01:14:13,258 -> 01:14:14,358 That's really good.

662 01:14:14,658 -> 01:14:22,158 Wow, this has been such a rich discussion, and we're literally at time right now, so we made it all the way up to the top.

663 01:14:22,658 -> 01:14:24,958 Thank you so much, Tyler.

664 01:14:25,158 -> 01:14:34,358 Roberto each of you just sharing your vulnerability, even in this kind of discussion for any of you that have further questions?

665 01:14:34,358 -> 01:14:38,658 Feel free to we have got AC, welcome link above.

666 01:14:38,658 -> 01:14:42,258 We're also going to follow up with an email with lingle lives links as well.

667 01:14:42,458 -> 01:14:45,858 So, You know, feel free to reach out to any of us.

668 01:14:45,958 -> 01:14:48,358 So in the meantime, thank you all.

669 01:14:48,358 -> 01:15:02,658 Thank you so much to our panelists and note that we have a really exciting event coming, this Tuesday with Arianna Huffington and Joe Thomas, who's a CEO of loom.

670 01:15:02,958 -> 01:15:07,658 And it's all about the changing way in which we're working today.

671 01:15:07,658 -> 01:15:12,558 These new rituals Tech practices and creating a more human workplace.

672 01:15:12,958 -> 01:15:15,558 In this remote distributed time.

673 01:15:15,758 -> 01:15:17,258 So please join us.

674 01:15:17,458 -> 01:15:19,058 We look forward to seeing you there.

675 01:15:19,058 -> 01:15:21,358 And we will follow up with a post recording.

676 01:15:21,658 -> 01:15:23,858 So, keep up with our events.

677 01:15:23,958 -> 01:15:25,658 Hope to see you at our next one.

678 01:15:25,758 -> 01:15:27,358 Have a wonderful rest of your day.

1 00:07:24,400 -> 00:07:26,500 Hello and good afternoon.

2 00:07:26,600 -> 00:07:28,700 I am Gina head of marketing with welcome.

3 00:07:28,700 -> 00:07:44,100 And today we have a special treat as we are kicking off these Spotlight series, and I am so excited that we have Sophia Chang in the Sophia, jeg in the green room, and she and I go way back.

4 00:07:44,100 -> 00:07:53,700 So I am looking forward to kicking up the story and here and unpacking a little bit more about her journey, but in the meantime, just Some housekeeping notes.

5 00:07:53,700 -> 00:08:00,300 If you have any technical issues, feel free to click in chat and one of us will be there to help you out.

6 00:08:00,300 -> 00:08:07,800 And if you need some closed captioning, there is a volume bar, right underneath this stage that you can adjust the volume and hit the CC on.

7 00:08:08,100 -> 00:08:12,200 So with that, we want to start with a poll.

8 00:08:12,400 -> 00:08:21,000 So those of you who know Sofia she is an entrepreneur and illustrator a designer, a creative leader.

9 00:08:21,200 -> 00:08:22,300 She's an influencer.

10 00:08:22,400 -> 00:08:27,000 ER, in our day and age today, and she's worked with probably every shoe brand possible.

11 00:08:27,000 -> 00:08:31,800 So, let us take a quick vote of all of these Brands.

12 00:08:31,800 -> 00:08:35,000 Which one did she not work on?

13 00:08:35,600 -> 00:08:36,200 Okay.

14 00:08:36,700 -> 00:08:40,000 So we're seeing Nike and Reebok.

15 00:08:41,000 -> 00:08:41,500 All right.

16 00:08:41,500 -> 00:08:43,200 Well, let us bring Sophia on.

17 00:08:45,000 -> 00:08:45,500 Come on in.

18 00:08:45,500 -> 00:08:46,600 Join me, Sophia.

19 00:08:46,600 -> 00:08:48,600 Hey, hey Gina.

20 00:08:48,600 -> 00:08:49,400 How you do?

21 00:08:49,600 -> 00:08:50,600 I am doing great.

22 00:08:50,600 -> 00:08:51,700 How are you?

23 00:08:51,700 -> 00:08:53,500 I am good to see you.

24 00:08:53,500 -> 00:08:56,500 I just noticed a little welcome logo behind you.

25 00:08:56,900 -> 00:08:57,700 I love it.

26 00:08:58,900 -> 00:08:59,600 Nice.

27 00:09:00,100 -> 00:09:02,100 We have turned it into art as well.

28 00:09:03,700 -> 00:09:08,100 So, so of those logos, which one did you not work with?

29 00:09:09,100 -> 00:09:20,300 These are some pretty close answers or know people did their own research, but the fog New balance is the one brand that I actually haven't had a chance to be able to work with gotcha.

30 00:09:20,300 -> 00:09:27,800 Okay, but it all, those are some pretty phenomenal brands that you have had the chance to work on and Sophia.

31 00:09:27,800 -> 00:09:31,000 I am so excited to be able to have this moment.

32 00:09:31,000 -> 00:09:44,500 Even honored to be able to have this moment to do a little Spotlight on you and hear your amazing journey of how you got to where you are and even doing the work supporting these brands.

33 00:09:44,600 -> 00:09:47,900 And it's quite a fantastic Journey.

34 00:09:47,900 -> 00:09:49,600 But let us go all the way back.

35 00:09:49,600 -> 00:09:52,700 If you could take us back to even your roots.

36 00:09:52,700 -> 00:09:55,200 Like where did you grow up?

37 00:09:55,400 -> 00:09:57,700 And what were those roots like?

38 00:09:57,700 -> 00:10:01,500 Because I know it's all about those roots that shape who you are today.

39 00:10:02,100 -> 00:10:02,400 Oh, yeah.

40 00:10:02,400 -> 00:10:03,100 Absolutely.

41 00:10:03,100 -> 00:10:06,300 I definitely have a lot of credit to give to my groups.

42 00:10:06,300 -> 00:10:08,500 I have been very fortunate and grateful.

43 00:10:08,500 -> 00:10:25,100 I had a chance to be able to grow up in New York City, born and raised in Queens, and that definitely played an Into just my identity, you know, being able to be immersed in this environment of a lot of stimulation from noises defense.

44 00:10:25,100 -> 00:10:30,100 I literally would listen to the sound that fall asleep to the sound of car alarms going off.

45 00:10:30,100 -> 00:10:51,100 I can literally can remember the exact order of the sound and, but, yeah, I mean, I am just being around so much stimulation, and I am pretty sure I had a TV or something, but I haven't been officially diagnosed but that Definitely contributes to just this Lively energy I have and just always looked for an outlet.

46 00:10:51,200 -> 00:10:59,700 So, in terms of present day, you know, I would say I am an illustrator and designer by trade, but I am also very much, a Storyteller work on a number of different types of mediums.

47 00:10:59,900 -> 00:11:14,400 Everything from t-shirts to print, magazines to branding and design to selling prints of my work to get having a chance to be able to collaborate with a lot of Brands and also create a parallel.

48 00:11:14,700 -> 00:11:17,100 I don't think sneakers to websites.

49 00:11:17,100 -> 00:11:27,800 So really, I am just a Creator, a Storyteller, and loved working on different types of canvases, surfaces platforms, be able to tell stories, that's amazing.

50 00:11:27,800 -> 00:11:32,400 So take us back even further to your upbringings.

51 00:11:32,900 -> 00:11:41,800 Yeah, so I mentioned, I am originally from New York, born and raised in Queens and some of my really early influences were, you know, just growing up in the 90s.

52 00:11:41,800 -> 00:11:47,000 You got hip hop, music was really Sneakers was really inspired by the street art.

53 00:11:47,000 -> 00:11:47,600 That was around me.

54 00:11:47,600 -> 00:11:48,600 We can go to the next Slide.

55 00:11:48,600 -> 00:11:51,500 By the way, the street art that was around me.

56 00:11:51,500 -> 00:11:55,300 Obviously, taking the subway, the overground subway.

57 00:11:55,300 -> 00:12:00,500 You just see all these graffiti around you all the time and just, it was just so much stimulation.

58 00:12:00,700 -> 00:12:03,000 So that's definitely played a lot into.

59 00:12:03,000 -> 00:12:05,100 Just my early years, early influences.

60 00:12:05,700 -> 00:12:08,600 We can go over to the next slide where you can literally see.

61 00:12:08,600 -> 00:12:12,300 I am not kidding when I say and listen to a lot of (hip-hop) and rap music.

62 00:12:14,600 -> 00:12:17,300 New Jersey, by the way, is actually a jersey dress.

63 00:12:17,300 -> 00:12:22,100 You can't tell him that and that photo, that's a little Polo sport bag to bring you know, throw about.

64 00:12:22,100 -> 00:12:23,400 I am doing a lot of it.

65 00:12:24,100 -> 00:12:29,100 Like I was able, you know, I used to work part-time jobs on the side just to be able to get sneakers.

66 00:12:29,100 -> 00:12:31,400 So that's a pair of patent Air.

67 00:12:31,400 -> 00:12:46,200 Jordan are Jordan One's classic, you know, just with graffiti and all of that was really inspired to just create my own little tag that I would go to the Post Office, get the sticker draw, a little The situation, I would even die cut it.

68 00:12:46,200 -> 00:12:47,300 That's how it has that shape.

69 00:12:47,300 -> 00:12:50,200 And then I was just like, stick it all around school and stuff like that.

70 00:12:50,200 -> 00:12:51,900 So he's just take, take us back.

71 00:12:51,900 -> 00:12:54,300 Give us a little bit of notes on SC.

72 00:12:54,300 -> 00:12:55,900 Like, how did you come up with?

73 00:12:56,100 -> 00:12:57,600 Is that your name or?

74 00:12:57,700 -> 00:13:01,200 Yeah, so my name is Sophia Chang and my initials RS.

75 00:13:01,200 -> 00:13:05,800 See, so growing up, you know, especially in the graffiti World street art World.

76 00:13:05,800 -> 00:13:13,800 Everyone kind of went by this Alias name, and so I just went by this one just because it was just phonetically sounded like my initials.

77 00:13:14,600 -> 00:13:21,500 And that's what I ended up landing on and then you know, AOL Instant Messenger people made screen names.

78 00:13:21,600 -> 00:13:24,500 I would just do a CES, why?

79 00:13:24,500 -> 00:13:26,100 And I am backwards.

80 00:13:26,100 -> 00:13:31,900 So Ma I so and then you know, I went to college at the buyer website domain.

81 00:13:31,900 -> 00:13:33,000 Do you know what to do?

82 00:13:33,000 -> 00:13:34,700 So just use my screen name.

83 00:13:36,100 -> 00:13:38,900 Same thing with started Instagram.

84 00:13:38,900 -> 00:13:41,700 Everyone's draining, Instagram couldn't think of anything else?

85 00:13:41,700 -> 00:13:42,900 Oh just went with that.

86 00:13:42,900 -> 00:13:44,400 But yeah, that's the story behind.

87 00:13:44,900 -> 00:13:45,600 He ask.

88 00:13:46,200 -> 00:13:47,300 Oh, that is so cool.

89 00:13:47,300 -> 00:13:49,700 I didn't even know that and I know there's like a sc.

90 00:13:49,700 -> 00:13:51,000 And am I right?

91 00:13:51,000 -> 00:13:54,900 And yes, what am I just I am backwards.

92 00:13:56,100 -> 00:13:57,800 Wow, of course.

93 00:13:57,800 -> 00:13:59,400 It's super creative.

94 00:14:00,900 -> 00:14:02,200 I love that.

95 00:14:02,400 -> 00:14:04,800 And these pictures are awesome.

96 00:14:04,800 -> 00:14:06,000 You had cornrows.

97 00:14:06,200 -> 00:14:17,300 Did you play sports to um, not really, but Sports culture, you know, which is so deeply intertwined with Arts and Music anyways, right?

98 00:14:17,300 -> 00:14:26,600 General, like sense of style, you know, I was obviously really into Street where before they were, it was coined a name, you know, obviously into a lot of them.

99 00:14:26,600 -> 00:14:35,500 More 90s inspired types of clothes from wearing a lot of Jordans to, you know, Marc Ecko baby fat.

100 00:14:35,500 -> 00:14:36,600 A lot of these breaths.

101 00:14:36,600 -> 00:14:37,700 Our backgrounds.

102 00:14:39,500 -> 00:14:44,400 Yeah, and then my best friend growing up the girl who's in the photo next to me her older.

103 00:14:44,500 -> 00:14:46,100 Sister would braid hair.

104 00:14:46,400 -> 00:14:54,300 So literally after school and Elementary, I would just go over to her house, and we'd watch music videos and her sister would just bring my hair for fun.

105 00:14:54,600 -> 00:14:57,800 So I am just walking around with these cornrows all the time.

106 00:14:59,300 -> 00:15:05,300 I, I think there were there was a certain point where I had my whole head done too, but it was just, I mean growing up in Queens.

107 00:15:05,300 -> 00:15:07,600 It's so extremely diverse as well.

108 00:15:07,600 -> 00:15:26,800 Like we have we're all like how I explain to people as in elementary school, everyone packs their lunch, kind of And literally have like the Indian kids meeting Indians when you're like to know what is that, you know, people are looking at the food that I am eating, you know, an American, you know, the white kids have their own thing, you know, Spanish kids have this stuff.

109 00:15:26,800 -> 00:15:33,200 So we're all kind of all tasting, each other's home, cooked meals, and you go to your friend's house after school.

110 00:15:33,200 -> 00:15:34,700 And it's just, it's very different.

111 00:15:34,700 -> 00:15:39,700 You know, I grew up in a Christian household where we have to pray before we eat you, go to someone else's house.

112 00:15:39,700 -> 00:15:41,100 It's a whole nother situation.

113 00:15:41,100 -> 00:15:44,400 So it was I was very fortunate to be able to grow up in an environment.

114 00:15:44,500 -> 00:15:49,700 Moment where you know, so deeply inversed amongst so many different types of cultures.

115 00:15:49,900 -> 00:15:50,200 Yeah.

116 00:15:50,300 -> 00:15:54,600 Wow, and would you say a lot of those cultures all of that?

117 00:15:54,600 -> 00:16:05,000 Now that it is sparking your creativity in your early years and all of that sort of has influenced the work that you even do today.

118 00:16:05,400 -> 00:16:05,900 Yeah.

119 00:16:05,900 -> 00:16:06,800 Absolutely.

120 00:16:06,800 -> 00:16:07,200 Yeah.

121 00:16:07,200 -> 00:16:10,200 It was just like extreme overstimulation.

122 00:16:13,400 -> 00:16:14,900 I guess that's another way to put it.

123 00:16:15,600 -> 00:16:22,300 Wow, like sight sounds cultures people, you know languages holler languages.

124 00:16:22,300 -> 00:16:23,700 Yeah, you take the 7 train.

125 00:16:23,700 -> 00:16:29,800 That's like one of the primary trains that brings you to Queens every person that says sitting next to each other, the speaking a different language.

126 00:16:29,900 -> 00:16:33,800 So it's just like it's a lot all at once all the time.

127 00:16:34,900 -> 00:16:36,900 Wow, that's exciting.

128 00:16:36,900 -> 00:16:38,900 So all of this, these are your roots.

129 00:16:39,200 -> 00:16:42,200 And then what like what happened, how?

130 00:16:42,300 -> 00:16:44,200 Did you get into doing what you do?

131 00:16:44,200 -> 00:16:45,400 What you do today?

132 00:16:45,700 -> 00:16:46,100 Which are.

133 00:16:46,100 -> 00:16:54,000 So obviously being just someone who had so much energy always had a lot of interest in the creative arts, you know, shared a little bit about my roots.

134 00:16:54,200 -> 00:16:59,500 So I was really fortunate to be able to go to college and attend Parsons School of Design.

135 00:16:59,700 -> 00:17:04,700 You can do the math and, you know, really valued my four years in undergrad.

136 00:17:04,700 -> 00:17:10,800 I majored in illustration and, you know, really learn about the professional side of things.

137 00:17:10,800 -> 00:17:12,200 This a lot of time.

138 00:17:12,400 -> 00:17:14,400 People would think, oh, drawing is just a hobby.

139 00:17:14,400 -> 00:17:19,500 But how can you actually turn your hobby and passion into a real career into a source of income?

140 00:17:19,500 -> 00:17:27,300 And so livelihood a big part that played into just the early days of my career was definitely the internships that I was a part of.

141 00:17:27,599 -> 00:17:28,900 We can go to the next slide.

142 00:17:28,900 -> 00:17:44,600 And, so I had a chance to be able to work with complex magazine, which is no longer magazine and mainly like more of a media platform, but just again, applying my route to my interest into areas where I can apply my Skills and education that I was getting.

143 00:17:45,100 -> 00:17:49,900 So beyond just your usual undergrad courses and art school.

144 00:17:50,100 -> 00:17:54,300 I also did internships with the find artist named Ron McKenna's.

145 00:17:54,300 -> 00:18:00,800 I had a chance to be able to work in the art Department, as an intern for complex magazine, where I learned about publishing.

146 00:18:00,800 -> 00:18:02,000 How does advertising work?

147 00:18:02,000 -> 00:18:08,000 How does, how does the advertising Department work with the editorial department, will put the, you know, design Department?

148 00:18:08,300 -> 00:18:12,200 I had a chance to be able to work with a graphic designer that did a lot of work.

149 00:18:13,500 -> 00:18:16,100 Graphics for Street Wear brands that I admired.

150 00:18:16,100 -> 00:18:24,200 So, again, looking underneath the hood and being able to be a part of the process of some of my favorite Brands, how do they make their clothes or products?

151 00:18:24,400 -> 00:18:26,600 What does that exact process light?

152 00:18:26,600 -> 00:18:35,000 From research to inspiration, to actually designing it to getting it ready for vendor, picking colors figuring out sizing.

153 00:18:35,000 -> 00:18:42,200 And really, like I really was fortunate to be able to work with other creators that were fortunate enough to, you know, give me a chance.

154 00:18:42,200 -> 00:18:47,600 Chance take me under their wing and really show me their way to help me craft my eye as well.

155 00:18:47,600 -> 00:18:53,700 When it comes to just like General design, which is really just Priceless.

156 00:18:54,600 -> 00:18:57,500 And then, you know, fast-forward the next slide.

157 00:18:57,500 -> 00:19:04,200 We kind of look at just exactly how my work my or a lot of my artwork looks like now some of the commission's I have had over the years.

158 00:19:06,800 -> 00:19:10,800 So a lot of it is very colorful Lively lot of Storytelling.

159 00:19:12,300 -> 00:19:17,400 It's very busy, a lot of times and a big part of how I would like to describe.

160 00:19:17,400 -> 00:19:29,000 My work is very much again inspired by my roots where, you know, in York City, you're on like a subway car and there're sounds, there's people doing all sorts of things.

161 00:19:29,000 -> 00:19:35,100 And then you have all these colorful advertisements all around you or you're walking down the street and Fifth Avenue.

162 00:19:35,100 -> 00:19:37,400 And there's just so much stimulation.

163 00:19:37,700 -> 00:19:41,900 But what is actually a poster or a sign on a bus?

164 00:19:42,200 -> 00:19:46,400 Or something that actually makes you stop in your tracks and catches your attention.

165 00:19:47,100 -> 00:19:53,800 And that's always a moment that I always valued even just for myself as someone who lives in a city, a busy City.

166 00:19:54,000 -> 00:20:09,300 And I think that General mentality contributed a lot to my general style of work and along with, you know, a lot of, I guess just being involved in the just a, New York scene and being into fashion and music and so forth.

167 00:20:09,300 -> 00:20:16,100 It's been able to just open doors for me to be able to On a lot of different types of projects in that space.

168 00:20:17,400 -> 00:20:22,300 So what's the coolest project that your most proud of that you worked on?

169 00:20:22,600 -> 00:20:28,200 And what was the most challenging project that I have ever learned a lot from?

170 00:20:30,700 -> 00:20:33,400 Well, let us see the coolest one.

171 00:20:33,600 -> 00:20:43,800 Well, I can say that the easiest one in the most fun one in the one that you know always gets people excited is definitely having the opportunity to be able to work with Anthony Bourdain.

172 00:20:44,400 -> 00:20:47,000 So that was really my big break shortly.

173 00:20:47,000 -> 00:20:48,400 After college.

174 00:20:48,800 -> 00:21:14,900 The story behind that project was and I had a friend of a friend, you know, someone was looking for an illustrator just on Facebook, and they Kind of referred me to someone who happened to be another friend, you know, all around the same age group of newly grads and, you know, not really having much access, but someone did work at the production company that handled a lot of the Travel Channel shows, including No Reservations.

175 00:21:15,200 -> 00:21:17,100 So they had asked me to do an illustration.

176 00:21:17,100 -> 00:21:18,100 It was totally free.

177 00:21:18,100 -> 00:21:19,100 It was just an illustration.

178 00:21:19,100 -> 00:21:27,000 We posted on Facebook, just as a flyer, to be like, hey, make sure you check out the Boston episode tonight.

179 00:21:28,200 -> 00:21:29,100 It aired.

180 00:21:29,200 -> 00:21:30,000 It looked great.

181 00:21:30,000 -> 00:21:32,300 Apparently, you know people at Travel Channel loved it.

182 00:21:32,300 -> 00:21:37,900 So I actually got called by them don't like directly, and they signed me on for an entire season.

183 00:21:37,900 -> 00:21:48,900 So I had a chance to be able to watch every single episode ahead of time and work on a custom illustration for each episode, which do they then produce those posters and the heat signed.

184 00:21:48,900 -> 00:21:51,100 And that was their giveaway on Facebook.

185 00:21:51,100 -> 00:21:52,400 It was a very early days.

186 00:21:52,400 -> 00:21:55,700 We want, I want to say like 2010-2011 before.

187 00:21:55,900 -> 00:21:59,100 Major companies are really using social media platforms as well.

188 00:21:59,300 -> 00:22:00,800 Communicate to Their audience.

189 00:22:01,100 -> 00:22:05,600 So that was very exciting because you're very easy client to work with it.

190 00:22:05,800 -> 00:22:14,600 He would obviously I think we're doing is a very well-known person and it and as a budding creative to be able to share that.

191 00:22:14,600 -> 00:22:24,800 Hey you had a chance to be able to work on a project like this that was very valuable and helpful to be able to you know, just again continue to build my portfolio and share the types of the type of work that I was getting.

192 00:22:26,200 -> 00:22:31,800 And then to answer your question of what was the hardest Most challenging and biggest lessons.

193 00:22:32,200 -> 00:22:34,500 I feel like I am always learning lessons regardless.

194 00:22:34,500 -> 00:22:36,300 I love new challenges.

195 00:22:38,100 -> 00:23:00,300 While I was going to leave you fast-forward on some slides, but essentially a big part of what I like to do today is I take the skills that I have learned over the years, the skills of illustration design print working with people just the whole 360 like 15 years of experience being in this space, you know, just building my On platforms.

196 00:23:00,600 -> 00:23:08,900 So I guess it's a marriage of the skills that I have with my own personal interest.

197 00:23:09,600 -> 00:23:12,600 So growing up, you know, loving sneakers.

198 00:23:12,600 -> 00:23:16,000 I started a sneaker platform co-founded a speaker platform called common.

199 00:23:16,000 -> 00:23:19,600 Ace where people get to shop from multiple sneaker retailers at once.

200 00:23:19,600 -> 00:23:29,100 Because as a woman who loves to collect sneakers, it's very hard for me to find things in my size is a lot of issues when it comes to accessibility.

201 00:23:29,200 -> 00:23:30,300 TV variety.

202 00:23:30,400 -> 00:23:34,700 So we really wanted to create an aggregator that allowed and empowered women to butt.

203 00:23:34,700 -> 00:23:39,200 And honestly, it's marketed to women, but men, women kids, everyone can use it.

204 00:23:39,200 -> 00:23:47,300 It's just another online, aggregator for you to be able to find the product that you want, really, just trying to present ourselves as a One-Stop shop.

205 00:23:48,400 -> 00:23:49,700 And there's always challenges there.

206 00:23:49,700 -> 00:23:53,900 You know, I had to work with a team of people to work with different personalities.

207 00:23:53,900 -> 00:23:55,500 Majority of our team members were women.

208 00:23:55,500 -> 00:24:01,700 So it was a team of women, and I was like, oh my gosh, a lot of I usually work in a more male dominated space.

209 00:24:01,700 -> 00:24:08,800 So working with different types of emotions and personalities, and especially being someone who's the co-founder and a leader in this space.

210 00:24:08,900 -> 00:24:18,200 You know, I definitely had to invest a lot into communication skills and delegation and, and yeah, just a lot.

211 00:24:18,400 -> 00:24:28,500 I started to read a lot more into leadership to just learn more and, and how to empower myself as a leader in that space, but that was where just definitely lots of challenges.

212 00:24:28,500 -> 00:24:33,700 But Yeah, I kind of really like to tackle challenges, head-on.

213 00:24:34,200 -> 00:24:35,000 I think it's exciting.

214 00:24:35,000 -> 00:24:38,700 It's always an opportunity to learn, so I am all for it.

215 00:24:40,200 -> 00:24:40,700 Wow.

216 00:24:40,800 -> 00:24:49,100 Okay, so touching challenges leadership, you know, some, some of those things, you know, right now.

217 00:24:50,100 -> 00:24:58,100 I hear you're the VP of brand of an up-and-coming brand in the tech Fitness space.

218 00:24:58,500 -> 00:25:00,700 Could you talk to us a little bit about that?

219 00:25:00,700 -> 00:25:05,000 And, you know, you're leading a creative team remote?

220 00:25:05,700 -> 00:25:14,400 And yeah, there's I am sure there're challenges there because you know, because you meetings all day can lead to a lot of burnouts and exhaustion.

221 00:25:14,400 -> 00:25:16,200 So absolutely.

222 00:25:16,400 -> 00:25:19,400 Yeah, so I have had about you.

223 00:25:19,800 -> 00:25:23,400 10, 10, 15 years of just freelance.

224 00:25:23,800 -> 00:25:29,900 And as of November of last year, I accepted my first like full-time role in a really long time.

225 00:25:29,900 -> 00:25:35,200 I had a full-time job when I first graduated from college, but it's been a long time since.

226 00:25:35,500 -> 00:25:39,700 And so it's my first time, you know getting back into direct deposit every two weeks.

227 00:25:39,700 -> 00:25:45,900 I was like, oh my gosh, this is amazing and it doesn't help benefit for so long.

228 00:25:45,900 -> 00:25:51,900 We just, you know, Describe freelance.

229 00:25:52,200 -> 00:25:53,400 So it's been really exciting.

230 00:25:53,400 -> 00:25:56,200 So as I mentioned, my title is VP of brand.

231 00:25:56,200 -> 00:26:00,500 So I have had a chance to be able to work with this company that I deeply admire.

232 00:26:00,500 -> 00:26:02,000 It's called myo detox.

233 00:26:02,000 -> 00:26:08,400 We actually have a slide for them as well, and it's actually a physical therapy and Chiropractic practice.

234 00:26:09,300 -> 00:26:13,400 We have about 11 locations in Canada, and three, and Allah.

235 00:26:13,700 -> 00:26:15,600 We're looking to expand, you know, within the u.s.

236 00:26:15,600 -> 00:26:19,300 Very soon, a big part of why.

237 00:26:19,700 -> 00:26:25,300 I will tell you, kind of the whole story of how I kind of stumbled upon my oh, but just like anyone.

238 00:26:25,300 -> 00:26:36,400 I know, I just quickly recapped my journey as an illustrator, but that all of that, and all of the amazing art, you saw was a lot of hours behind a computer on a desk Urban.

239 00:26:36,400 -> 00:26:42,400 Ah, McCleary really offset and in my very early 20s shortly after college.

240 00:26:42,400 -> 00:26:59,500 I was getting shooting pains in my neck and my lower back and my wrist just from drying and using a mouse and, and I am hours at a desk, even though I loved drawing and I still do to this day love what I do and it definitely really took a toll on my body and plus, you know living in New York.

241 00:26:59,700 -> 00:27:02,700 You carry your whole life on you all day.

242 00:27:02,700 -> 00:27:03,300 Every day.

243 00:27:03,300 -> 00:27:03,900 You just got it.

244 00:27:03,900 -> 00:27:06,100 You can't have a car to stop the stick, your things in.

245 00:27:06,300 -> 00:27:08,100 So, you carry this heavy backpack.

246 00:27:08,100 -> 00:27:08,900 It's cold.

247 00:27:08,900 -> 00:27:10,700 You're physically very tense.

248 00:27:10,900 -> 00:27:13,300 So just takes a really big toll on your, on your body.

249 00:27:13,300 -> 00:27:19,300 And everyone has their set of, you know, different types of injuries that their bodies kind of held on.

250 00:27:19,500 -> 00:27:22,300 Over the years, some syrup over time and so forth.

251 00:27:22,300 -> 00:27:26,500 So my story is not that much different and I had a PT person.

252 00:27:26,500 -> 00:27:31,000 I was going, you know, Clinic I was seeing on and off, maybe a chiropractor when I was living in New York.

253 00:27:31,600 -> 00:27:33,200 When I had moved to LA.

254 00:27:33,800 -> 00:27:36,100 I had to find a new PT and a new place.

255 00:27:36,300 -> 00:27:41,100 So I stumbled upon my oh and I had one session was completely life-changing.

256 00:27:42,300 -> 00:27:45,400 I think what makes them extremely different for me at that time.

257 00:27:45,400 -> 00:27:49,300 Was, I have never been told that there's hope I never II thought that.

258 00:27:49,400 -> 00:27:52,100 At the pain and discomfort that I experienced was normal.

259 00:27:52,300 -> 00:27:54,000 And that relief was temporary.

260 00:27:54,400 -> 00:28:05,100 And a big part of our entire mission is really just getting the world moving helping people understand like moving every day.

261 00:28:05,300 -> 00:28:15,400 So I started investing in my 0 in terms of just for myself as a customer, and I was going there once a month over the course of three years.

262 00:28:15,400 -> 00:28:19,300 I was, you know, work was really, really busy lots of hours.

263 00:28:19,500 -> 00:28:20,200 The desk.

264 00:28:20,200 -> 00:28:22,000 I was flying once a month.

265 00:28:22,000 -> 00:28:23,900 I was going between LA and New York.

266 00:28:23,900 -> 00:28:24,600 Very often.

267 00:28:24,600 -> 00:28:25,700 This is pretty covid.

268 00:28:27,300 -> 00:28:31,100 And that was really the one relief that I found were it.

269 00:28:31,100 -> 00:28:33,000 It future-proof my body.

270 00:28:33,000 -> 00:28:37,400 Meaning allowed me to continue doing what I love, which is drying working.

271 00:28:37,500 -> 00:28:39,100 I never want to stop doing that.

272 00:28:39,400 -> 00:28:42,100 And now, you know, obviously, I am an active person as well.

273 00:28:42,100 -> 00:28:44,300 But this was just that additional supplement.

274 00:28:44,300 -> 00:28:49,200 I needed in my routine just like how someone flosses their teeth every day, you know.

275 00:28:49,400 -> 00:28:54,400 Brush your teeth that it's just part of the maintenance or you have a therapist that you speak with that supports your mental health.

276 00:28:54,400 -> 00:29:01,000 This was my staple and my everything in terms of just caring for my body.

277 00:29:01,300 -> 00:29:11,000 So the same type of treatment that a Superstar athlete would get you know on the Courtside during a game of physical therapy treatment.

278 00:29:11,000 -> 00:29:19,000 We get we package that for everyday people like you and I whether you're a plumber or a lawyer or a celebrity Superstar singer or whatever it is.

279 00:29:19,500 -> 00:29:22,100 I will have a one body for the rest of our lives.

280 00:29:22,800 -> 00:29:25,600 How can we continue to care for it?

281 00:29:25,600 -> 00:29:30,700 And essentially, you know, learn more about it because my body is different from yours.

282 00:29:30,700 -> 00:29:32,100 Are not their anatomies different.

283 00:29:32,100 -> 00:29:33,000 We have different habits.

284 00:29:33,300 -> 00:29:44,800 So, I always had this feeling of what guys, you would love to work for this company one day and I kind of got to place with my freelance work, where I had some really good years.

285 00:29:44,800 -> 00:29:49,100 I started working like seven days a week with freelance and started to get really crazy.

286 00:29:49,400 -> 00:29:57,000 And you know, I in many ways also felt like I work with a lot of amazing Brands and kind of reach it.

287 00:29:57,000 -> 00:30:04,100 My own little ceiling and wanted more of a challenge for myself because Beyond just illustration design.

288 00:30:04,100 -> 00:30:07,600 I also have more of a knack for strategy as well.

289 00:30:07,900 -> 00:30:21,000 So I have been very fortunate to be able to join their team and, you know, support on their creative Endeavors and support on some of their marketing and strategy initiatives, which Just been so fulfilling.

290 00:30:21,800 -> 00:30:28,400 But yeah, I highly recommend if you're a budding ones over and LA to definitely check it out.

291 00:30:29,600 -> 00:30:31,700 Yeah, just it's great.

292 00:30:31,700 -> 00:30:43,300 And I am so excited to be a part of, you know, their mission and I truly believe in their business and would love to see them at in major, every major city around the world because everyone should know what.

293 00:30:43,300 -> 00:30:44,400 Glenn actually feel.

294 00:30:44,400 -> 00:30:46,000 What this type of relief feels like.

295 00:30:46,000 -> 00:30:46,200 Yeah.

296 00:30:46,200 -> 00:30:47,700 Let me know when they're in Vegas.

297 00:30:48,100 -> 00:30:48,500 Yeah.

298 00:30:51,400 -> 00:30:53,300 Yeah, we could do that too.

299 00:30:53,300 -> 00:30:54,000 That's true.

300 00:30:54,100 -> 00:30:55,700 Okay, next trip to La.

301 00:30:57,000 -> 00:31:01,900 So, you know, you're leading this creative team remotely.

302 00:31:02,900 -> 00:31:04,700 How are you yourself?

303 00:31:04,800 -> 00:31:10,400 Preventing burnout and from getting fatigued from meeting after meeting.

304 00:31:10,400 -> 00:31:14,600 And how are you keeping your teams engaged and inspired?

305 00:31:15,300 -> 00:31:21,800 Yeah, so I mentioned earlier that Our companies also Canadian.

306 00:31:21,900 -> 00:31:26,200 So a lot of our team members are split between US and Canada.

307 00:31:26,200 -> 00:31:29,200 There's a lot of different technical laws when it comes to.

308 00:31:29,200 -> 00:31:35,300 Like how people house just to Medical Physical Therapy field is in Canada versus u.s.

309 00:31:35,300 -> 00:31:38,000 So there's so you're almost working with two different companies.

310 00:31:38,000 -> 00:31:44,000 Plus you have different people who are in different countries with in different time zones.

311 00:31:44,300 -> 00:31:49,200 So, you know, obviously, especially since, so we have kind of been working very virtuous.

312 00:31:49,300 -> 00:31:55,100 So, for a while, we never actually had a home-based office, but with that obviously comes lots of challenges.

313 00:31:55,100 -> 00:31:57,200 So covid-19 a huge shock for us.

314 00:31:59,500 -> 00:32:04,200 But yeah, like I think, you know, all of us definitely use your usual platforms to be able to communicate.

315 00:32:05,900 -> 00:32:07,900 And, for myself, personally.

316 00:32:07,900 -> 00:32:09,700 I am obsessed with productivity.

317 00:32:09,700 -> 00:32:18,900 So I read a lot into productivity with some of my favorite Outlets are like to do this task to do it as a great blood.

318 00:32:18,900 -> 00:32:21,700 So it Close blog that I love to use.

319 00:32:21,700 -> 00:32:29,200 But I love to read their blogs, just to learn like little tips and tricks, big fan of Cal Newport as well, the author of deep work.

320 00:32:29,200 -> 00:32:41,800 So I am always looking into ways to be able to optimize my workflow, and she's ways to be able to improve how work of course, burnout is very common in a big part of how I like to manage.

321 00:32:41,800 -> 00:32:49,200 That is again, like through that education and awareness by researching and learning more about music.

322 00:32:49,300 -> 00:32:55,300 Lots of resources for more than anything, you know, you have to remember you're in control, and I am always all about calibrating.

323 00:32:55,300 -> 00:32:59,500 So I don't know if you're into productivity, but there's you know, Cal Newports, deep work.

324 00:32:59,500 -> 00:33:02,100 There's also getting things done by David Allen.

325 00:33:02,100 -> 00:33:04,700 There's a new show at the Pomodoro Technique.

326 00:33:04,700 -> 00:33:10,000 There's so many different types of techniques and sometimes it's for me, it's more.

327 00:33:10,000 -> 00:33:18,600 So just exposing myself to all of them and then testing and trying and seeing which one's work for me in certain times and certain phases of my life and my career.

328 00:33:18,600 -> 00:33:23,900 And work mode and that helps me protect my time.

329 00:33:24,600 -> 00:33:37,500 And, you know, for example, blocking out, certain type of whether there's everything from, you know, time blocking today, theming to there's so many different types of day.

330 00:33:37,500 -> 00:33:44,600 Theming is if you dedicate specific days to different parts of your work, so Mondays are specifically for accounting.

331 00:33:44,700 -> 00:33:46,100 Operational stuff.

332 00:33:46,100 -> 00:33:49,200 Tuesdays are for me to do deep work, creative work.

333 00:33:49,300 -> 00:33:54,800 He think, no cause that day is great and days for me to do any type of marketing Social Media stuff.

334 00:33:54,900 -> 00:33:57,100 So that doesn't work for me as well.

335 00:33:57,100 -> 00:34:03,700 But, you know, again, to each their own, there's no like one answer, everyone's different, and they have different circumstances, especially in their home.

336 00:34:04,000 -> 00:34:07,900 So, it's just so great to be able to expose yourself to these resources.

337 00:34:07,900 -> 00:34:09,000 So, that's definitely something.

338 00:34:09,000 -> 00:34:24,900 I bring into the way, I work with my team, and I am also always thinking about ways that I can support them on prioritization specially when you're trying to fulfill Creative needs for such a, you know, so pretty large company to some extent.

339 00:34:24,900 -> 00:34:26,900 There's a lot of different clinics, a lot of locations.

340 00:34:26,900 -> 00:34:28,500 Lots of people needing things from you.

341 00:34:29,199 -> 00:34:30,400 How can we build?

342 00:34:31,300 -> 00:34:38,800 This is kind of the productivity part again, how can we build proper systems and infrastructures so that there's efficient workflow?

343 00:34:38,800 -> 00:34:40,900 So I am really into notion.

344 00:34:40,900 -> 00:34:49,199 I am really the Trello and asada and basically, I love all those types of apps and building a healthy Foundation that helps manage the entire.

345 00:34:49,300 -> 00:34:51,699 Fire massive amount of workloads that are coming in.

346 00:34:51,699 -> 00:34:59,500 So I am always, I don't, I always kind of, I am constantly doing but General, like, business, hygiene housekeeping.

347 00:34:59,900 -> 00:35:06,500 Cleaning up my own house is nothing to be honest, but I am from a business perspective.

348 00:35:06,500 -> 00:35:12,000 I am always just, you know, pruning away and cleaning up because it's like doing your laundry.

349 00:35:12,000 -> 00:35:18,100 It's like, you know, just general maintenance and I know that's definitely like helps to support our teams.

350 00:35:18,100 -> 00:35:22,900 And I think when we can Speak of where way, where we lead by example as well.

351 00:35:22,900 -> 00:35:24,500 And also share those resources.

352 00:35:26,000 -> 00:35:36,900 It definitely helps to create a paradigm shift and also creates has shifted being just a general culture of your team because you can do everything, but you can't do everything.

353 00:35:36,900 -> 00:35:37,900 So how do I?

354 00:35:38,600 -> 00:35:41,200 Like I never say any ideas really bad.

355 00:35:41,200 -> 00:35:45,600 I kind of just shelf ideas sometimes, but I always keep a little record of it.

356 00:35:45,700 -> 00:35:48,400 So then we need to like refresh and revisit the, it will be there.

357 00:35:48,600 -> 00:35:53,600 You can't, you had Idea for reason, we can always revisit it at a later time.

358 00:35:54,700 -> 00:35:59,800 But yeah, I think, you know, just, I myself and just a huge advocate for productivity.

359 00:35:59,800 -> 00:36:04,800 So, definitely tried to bring that into conversations as much as I can with my team.

360 00:36:05,200 -> 00:36:06,200 I love that.

361 00:36:06,500 -> 00:36:08,500 Well, we're almost wrapping up at time here.

362 00:36:08,500 -> 00:36:19,300 But for any of those that have questions for Sophia, go ahead and drop your questions either, even in the chat, or there is a Q&A tab up there, you know.

363 00:36:19,400 -> 00:36:22,500 Feel free to ask any questions in the meantime.

364 00:36:22,500 -> 00:36:23,000 Sophia.

365 00:36:23,000 -> 00:36:24,000 I am curious.

366 00:36:24,400 -> 00:36:26,500 You know what's next?

367 00:36:26,500 -> 00:36:30,500 Like, I know you have got the VP of brand thing, but you always got something else too.

368 00:36:30,800 -> 00:36:31,900 You know there.

369 00:36:32,100 -> 00:36:33,200 What's next for you?

370 00:36:33,200 -> 00:36:39,900 What is what's your next like North Star that you want to accomplish?

371 00:36:40,500 -> 00:36:44,600 Yeah, I think as many as different hats that I have worn over the years.

372 00:36:47,100 -> 00:37:00,700 I feel like the North Star has always been Present, you know, using the skills that I have finding, you know, speaking in a very passionate authentic way, that's always true to myself and my own personal interests, and I just really love storytelling.

373 00:37:00,700 -> 00:37:07,400 I think what's next for me is always just learning new skills, and continuing to harness those skills.

374 00:37:08,100 -> 00:37:13,500 I think like definitely building in this Rule, still pretty recent, you know, it's only been like, 7 months, but I love it.

375 00:37:13,500 -> 00:37:28,500 And I would love to be able to see my sin, and I think the most exciting part about my role, and, We're positioned out today is I really see the company's growth and actually see my own skill sets being a part of that company's growth and that's the most exciting part.

376 00:37:28,500 -> 00:37:30,500 So I think I will be here for a while.

377 00:37:30,500 -> 00:37:32,300 I am still freelancing on the side.

378 00:37:32,300 -> 00:37:37,900 I am actually going to be doing, I am going to be painting at like a football game tomorrow.

379 00:37:38,200 -> 00:37:40,000 Wait, this is really tomorrow evening.

380 00:37:40,300 -> 00:37:43,100 Yeah, so it's called secret walls.

381 00:37:43,100 -> 00:37:45,500 They have artists kind of battle each other.

382 00:37:45,500 -> 00:37:49,300 So, so you team up with an artist, and we each get a side of a wall.

383 00:37:49,500 -> 00:38:03,700 We created look so that creative outlet and need to draw a great will always be there and thankfully the opportunity still come about, and I am still working on some fun collections with some sneaker brands that are going to be coming out next year.

384 00:38:04,800 -> 00:38:07,300 It's all, it's all happening and it's all doable.

385 00:38:08,300 -> 00:38:12,800 And yeah, I would say like right now freelance is fine.

386 00:38:12,800 -> 00:38:22,100 And then fighting I am still doing it on the side by my biggest focus is just to really make sure the whole world knows about While detox, love it.

387 00:38:22,100 -> 00:38:23,600 Okay, and it's a challenge.

388 00:38:23,600 -> 00:38:24,700 It's always a challenge.

389 00:38:24,700 -> 00:38:29,400 And I feel like my, I am always telling myself, like, could I be doing more?

390 00:38:29,700 -> 00:38:36,300 And I think it's because it's not as easily fulfilled as like me, getting a great job, getting all the Press.

391 00:38:36,500 -> 00:38:40,400 It's like I have to work in a whole different way, and I am really enjoying the challenge.

392 00:38:40,500 -> 00:38:41,300 Mmm.

393 00:38:41,900 -> 00:38:42,900 We will all the best to you.

394 00:38:42,900 -> 00:38:43,600 Sophia.

395 00:38:43,900 -> 00:38:45,600 We're so grateful that you went to go.

396 00:38:45,600 -> 00:38:49,000 A little sliver of your time to be with us today.

397 00:38:49,400 -> 00:38:59,000 And we wish you all the best in your journey and painting and illustrating and all the fun creative things you get to do so beautiful.

398 00:38:59,000 -> 00:39:00,200 Thanks so much Gina.

399 00:39:00,500 -> 00:39:01,500 Thank you.

400 00:39:01,600 -> 00:39:03,200 Well, we will catch up later.

401 00:39:03,900 -> 00:39:04,700 Alright.

402 00:39:04,700 -> 00:39:12,200 So again, thank you, Sofia, we have in this next portion of this event.

403 00:39:12,300 -> 00:39:14,600 We have got our de Cocktails.

404 00:39:15,100 -> 00:39:19,200 So we had a little Spotlight and now we're going to do a little bit of a drink piss.

405 00:39:19,400 -> 00:39:19,800 Hip.

406 00:39:20,900 -> 00:39:25,200 Pat skip Josie on stage.

407 00:39:25,500 -> 00:39:26,100 I am here.

408 00:39:26,600 -> 00:39:28,900 Hey, what's happening?

409 00:39:29,400 -> 00:39:30,300 I am wonderful.

410 00:39:30,300 -> 00:39:30,800 Good to see you.

411 00:39:30,800 -> 00:39:31,000 Jim.
412 00:39:31,000 -> 00:39:31,700 How you do?
413 00:39:32,000 -> 00:39:33,100 Great to see you.
414 00:39:33,200 -> 00:39:35,600 Is that Snoop Dogg right behind you?
415 00:39:35,600 -> 00:39:37,100 Yeah, I got Snoop Dogg with me.
416 00:39:37,100 -> 00:39:38,100 I got David Bowie.
417 00:39:38,100 -> 00:39:39,800 I have got Jeff Goldblum.
418 00:39:40,500 -> 00:39:42,200 Willie Nelson, you know, come on.
419 00:39:42,200 -> 00:39:43,700 I got a whole cast of characters.
420 00:39:44,000 -> 00:39:44,700 Nice.
421 00:39:44,700 -> 00:39:45,200 Nice.
422 00:39:45,200 -> 00:39:46,600 They're all kicking it with us, huh?
423 00:39:46,600 -> 00:39:47,300 That's it.
424 00:39:47,900 -> 00:39:49,000 That's great.
425 00:39:49,000 -> 00:39:52,400 All right, so, what drink are we making today?
426 00:39:52,700 -> 00:40:02,200 So we are going to make bubbles all day because anytime is a good time for bubbles, and we love it.
427 00:40:02,300 -> 00:40:04,200 Easy to make easy to recreate.
428 00:40:04,200 -> 00:40:05,100 Make it home.
429 00:40:05,400 -> 00:40:06,700 Have it any time of the day?
430 00:40:07,400 -> 00:40:08,200 So good.
431 00:40:08,200 -> 00:40:09,700 All right, we will take it away for us.
432 00:40:09,900 -> 00:40:10,500 Awesome.
433 00:40:10,500 -> 00:40:11,000 Thanks, Gina.
434 00:40:11,000 -> 00:40:11,500 Good to see you.
435 00:40:12,700 -> 00:40:13,100 What's up?
436 00:40:13,100 -> 00:40:13,800 Everybody?
437 00:40:14,100 -> 00:40:15,200 I am pip.
438 00:40:15,700 -> 00:40:17,800 I am a Creator bordega.
439 00:40:17,800 -> 00:40:19,900 Cocktail Club and author.

440 00:40:20,100 -> 00:40:25,600 Of Raise Your Spirits cocktail book all about crafting a good cocktail at home.

441 00:40:25,600 -> 00:40:28,900 You don't have to spend hundreds of dollars on equipment.

442 00:40:28,900 -> 00:40:40,200 You probably have everything you need right in your kitchen to craft a good cocktail part of a Hospitality Group in Asbury, Park, New Jersey, and we created this Cocktail Club.

443 00:40:40,200 -> 00:40:48,900 When we had some free time over the past two years when our restaurants and our Bars were closed, and we wanted to reach out to everybody.

444 00:40:50,000 -> 00:40:56,200 In the virtual land that we couldn't, we couldn't connect with on site and just talk about Cocktails.

445 00:40:56,300 -> 00:40:58,200 So yeah, thanks for having me today.

446 00:40:58,500 -> 00:41:02,200 Hope you guys are been making some good cocktails at home.

447 00:41:02,200 -> 00:41:08,000 But like I said it's easy to do and you have everything you need right in your kitchen.

448 00:41:08,500 -> 00:41:08,800 Today.

449 00:41:08,800 -> 00:41:10,700 We are making bubbles all day.

450 00:41:10,700 -> 00:41:18,800 So this kind of good cocktail you can make as a mocktail or as a, you know, just a regular cocktail as well.

451 00:41:18,800 -> 00:41:19,900 It is very versatile.

452 00:41:20,300 -> 00:41:22,500 This by switching out a few different ingredients.

453 00:41:23,900 -> 00:41:24,100 Yeah.

454 00:41:24,100 -> 00:41:28,000 So we like to go over what we have behind our bars when you can use at home.

455 00:41:29,100 -> 00:41:31,100 If you don't have the right equipment.

456 00:41:31,100 -> 00:41:32,700 Like I said, you probably have everything.

457 00:41:32,700 -> 00:41:34,500 You need right next to you.

458 00:41:35,000 -> 00:41:36,600 We're going to shake up this cocktail.

459 00:41:36,900 -> 00:41:47,300 So I am going to use a Boston style Shaker set, but more popular homes Shaker is that cobbler style?

460 00:41:47,300 -> 00:41:49,400 That's got that top with the built-in strainer.

461 00:41:50,200 -> 00:41:52,500 You don't have anything to shake with, it's fine.

462 00:41:52,500 -> 00:41:55,800 You just need something that's going to lock in your ice in your ingredients.

463 00:41:56,200 -> 00:42:01,000 We use a protein drink Shaker that's collecting dust in your cabinet.

464 00:42:01,000 -> 00:42:05,600 If you use a mason jar, just want to get that proper chill and dilution.

465 00:42:07,500 -> 00:42:09,100 And yeah.

466 00:42:09,400 -> 00:42:12,200 You other things that you need some frozen water.

467 00:42:13,100 -> 00:42:14,500 Make sure you have some ice handy.

468 00:42:14,500 -> 00:42:16,300 When we're making drinks at home.

469 00:42:16,300 -> 00:42:19,900 I like to keep our ice stored in some freezer.

470 00:42:20,100 -> 00:42:30,200 Eggs, just to keep any aromatics, my refrigerator off of our ice out of our cocktails, but always having some new ice from Cocktail very popular.

471 00:42:30,200 -> 00:42:37,500 So if you're having a cocktail session cocktail party, sure you get enough ice ready and good clean Spirit.

472 00:42:37,900 -> 00:42:40,800 What's great about this cocktail is that it's very versatile?

473 00:42:41,100 -> 00:42:43,200 If you want to use vodka you can use Jin.

474 00:42:43,200 -> 00:42:45,400 You can wrong news wila.

475 00:42:45,400 -> 00:42:56,300 We love tequila, but the original recipe calls for vodka is very Kind of, like I said, versatile cocktail, but you can always just lean on whatever spirit that you like best.

476 00:42:56,900 -> 00:42:57,200 Of course.

477 00:42:57,200 -> 00:43:01,000 We're going to be adding some bubbles to some sparkling wine.

478 00:43:01,300 -> 00:43:03,400 We have got a kava root.

479 00:43:04,300 -> 00:43:05,500 So a little dryer.

480 00:43:05,500 -> 00:43:08,100 Not too sweet, not to overpower the cocktail.

481 00:43:08,400 -> 00:43:13,600 Now, if you wanted to make a cocktail, all we have to do is, you know, not, add your spirit.

482 00:43:14,000 -> 00:43:27,100 And substitute your champagne or sparkling wine with Soda, the nice little bubbly cocktail, some ingredients that we will be using as well is a honey syrup.

483 00:43:27,500 -> 00:43:30,000 Now instead of using just raw honey.

484 00:43:30,800 -> 00:43:33,300 Honey tends to like stick to the Shaker.

485 00:43:33,400 -> 00:43:34,600 Even stick to the ice.

486 00:43:34,800 -> 00:43:38,200 You make a honey syrup, which is just equal parts of honey and water.

487 00:43:38,500 -> 00:43:39,900 This to dilute that honey.

488 00:43:40,100 -> 00:43:47,900 That makes it much easier to aerate and dilute in your cocktail and mixes much better and you still get that nice sweetness.

489 00:43:48,700 -> 00:43:49,900 We're also using some fresh.

490 00:43:50,000 -> 00:43:52,900 And squeezed, lemon juice makes all the difference in the world.

491 00:43:52,900 -> 00:43:55,700 Make sure you have fresh Citrus in your cocktails.

492 00:43:56,900 -> 00:44:03,300 Don't use it against us, controlling the ingredients not using any artificial mixers or filling up on a ton of juice.

493 00:44:03,300 -> 00:44:10,100 You want to get some fresh Citrus in there and not even have to use that much to get that nice tart flavor in there.

494 00:44:10,400 -> 00:44:19,100 We're going to be using lemon juice and what I like to do, with our lemons, you know, whether using hand juicer for juicing, it by this hand.

495 00:44:20,200 -> 00:44:23,700 Am I like to keep the peels for last-minute Expressions on a cocktail?

496 00:44:23,700 -> 00:44:29,000 So there's a lot of great flavors and fragrances that live in the oils of our citrus fruits.

497 00:44:29,400 -> 00:44:32,800 So what I would do is just grab a peeler, as a y-shaped.

498 00:44:32,900 -> 00:44:34,100 Peeler great for citrus.

499 00:44:34,100 -> 00:44:38,200 Fruits can use any kind of Veggie peeler, or just a paring knife?

500 00:44:38,600 -> 00:44:41,200 No, just taking off a nice P, like that.

501 00:44:42,000 -> 00:44:44,700 I am going to keep it to the side and I will garnish my cocktail with this.

502 00:44:44,700 -> 00:44:50,900 But using all those great oils for fragrance and for a little bit of zesty flavor.

503 00:44:52,900 -> 00:44:56,200 So we're making a cocktails all about balance.

504 00:44:56,400 -> 00:45:01,400 So we want to have our most important tool is are measuring utensil few things.

505 00:45:01,400 -> 00:45:02,200 You can use.

506 00:45:02,300 -> 00:45:03,400 We use a jigger.

507 00:45:03,500 -> 00:45:12,400 This is a Japanese cone style Jigger, has different volume denominations and even has some nice etchings inside from a half ounce, three-quarter ounce and so on.

508 00:45:13,200 -> 00:45:19,900 But if you don't have a jigger, use a measuring spoon, tablespoon is equivalent to a half an ounce.

509 00:45:20,300 -> 00:45:21,200 So easy way to play.

510 00:45:21,300 -> 00:45:21,800 A along.

511 00:45:21,800 -> 00:45:42,300 Make a cocktail this by using a measuring spoon or if you have something small measuring cups, but either way, if they seem most important utensil just so you can consistently recreate that cocktail, no matter how we like to, you know, whatever you're using, and then tend to your palate.

512 00:45:42,300 -> 00:45:46,400 So if you like things a little less interesting, little more sweet.

513 00:45:46,400 -> 00:45:50,100 You can manipulate those flavors to make it the way you like it each time.

514 00:45:51,400 -> 00:46:05,000 Then switching out some ingredients, but following these template makes you know, just a little better at going off and crafting, your own cocktail, but all the cocktails and our bars are our own recipes that we want to make.

515 00:46:05,000 -> 00:46:08,300 Sure that guess has that same experience, no matter who bartending.

516 00:46:08,300 -> 00:46:10,300 So we're always measuring at hot.

517 00:46:12,800 -> 00:46:16,500 Yeah, I guess let us make the bubbles all day.

518 00:46:16,500 -> 00:46:19,200 Shall we one thing to note?

519 00:46:19,300 -> 00:46:21,000 You know that club.

520 00:46:21,000 -> 00:46:25,800 So, Soda that sparkling wine that never goes in the shake.

521 00:46:26,300 -> 00:46:32,000 Okay, just like we don't shake up and a beer or a bottle of wine or anything carbonated.

522 00:46:32,400 -> 00:46:35,800 We don't shake so that will go in after we strain out our cocktail.

523 00:46:36,600 -> 00:46:41,600 We also like to build our cocktails dry so high schools in last.

524 00:46:41,900 -> 00:46:44,400 Once, your ice in your ingredients, meet clock starts.

525 00:46:44,400 -> 00:46:44,900 Ticking.

526 00:46:44,900 -> 00:46:46,100 Ice will start melting.

527 00:46:46,300 -> 00:46:47,900 It could over dilute your cocktails.

528 00:46:47,900 -> 00:46:49,000 We only add ice once.

529 00:46:49,000 -> 00:46:50,200 You're ready to start shape.

530 00:46:51,800 -> 00:46:56,200 Also, kind of flavor up this, not do with different ingredients.

531 00:46:56,200 -> 00:47:10,400 But if you want to model in some different berries, for a little bit of spice pepper, we can reach to your liquor shelf and grab a different lock or Louise, only use like a little bit at a time because a little goes, a long way with these different reporters.

532 00:47:10,400 -> 00:47:11,000 And editors.

533 00:47:11,400 -> 00:47:12,700 We're going to use some a parole.

534 00:47:14,000 -> 00:47:17,900 An hour cocktail, it's completely optional.

535 00:47:18,000 -> 00:47:31,500 But I like the after all very popular because the Apple s grits, it's a red bidder from the Amore family, adds a nice little kind of Bittersweet component and a nice little pretty cute tour cocktail.

536 00:47:32,400 -> 00:47:33,900 You're not familiar with the after all.

537 00:47:34,100 -> 00:47:41,000 This is its a nice kind of way of introducing yourself to the mares are red bitters that go into our cocktails.

538 00:47:41,200 -> 00:47:42,100 It's older brother.

539 00:47:42,100 -> 00:47:46,500 I would say Campari very better, very aggressive.

540 00:47:46,500 -> 00:47:49,300 After all is a nice little softer way, go bad it.

541 00:47:49,300 -> 00:47:53,900 But this only would be using a half an ounce just to kind of give a nice little balance.

542 00:47:55,800 -> 00:47:56,400 All right.

543 00:47:56,400 -> 00:48:03,900 So first I am going to add our honey syrup and same thing with all the cores are syrups little goes a long way.

544 00:48:04,200 -> 00:48:07,700 And I am just going to have a half ounce of a touch of Sweetness in the cockpit.

545 00:48:08,500 -> 00:48:10,200 So I have got my honey syrup ready to go.

546 00:48:11,300 -> 00:48:12,900 I am just going to measure out a half ounce.

547 00:48:16,100 -> 00:48:17,200 Go right in the shaker.

548 00:48:20,000 -> 00:48:29,400 Notice, I am also using my least expensive ingredients first just in case I have a little spill precious booze isn't going to go to waste just yet.

549 00:48:30,900 -> 00:48:41,400 So I have my sweet with my honey syrup, and I am going to have my Citrus, and I am going to add three-quarter ounce of our fresh squeezed lemon juice .75.

550 00:48:50,200 -> 00:48:55,300 So making a traditional sour style cocktail first similar to like a bee's knees.

551 00:48:55,900 -> 00:49:03,500 You always want your sweet, your citrus and your spirit, the main components to your sour style cocktails.

552 00:49:03,500 -> 00:49:06,000 Bee's knees Margarita's Daiquiris gimlets.

553 00:49:06,000 -> 00:49:10,800 Those are also our style cocktails all that same template with those three ingredients.

554 00:49:11,000 -> 00:49:12,300 So I have got my sweet.

555 00:49:12,400 -> 00:49:17,800 I have got my Citrus now, my spirit whatever is Andy that you'd like to use.

556 00:49:18,100 -> 00:49:24,400 Like I said, very versatile, I am going to use a silver rum in this and with this, we're going to go an ounce and a half.

557 00:49:24,400 -> 00:49:30,700 Now you can make this as low alcohol as you like to just want like a, you know, low ABV.

558 00:49:30,700 -> 00:49:34,300 We call them loaf on top sales, and she don't want to go too aggressive.

559 00:49:34,500 -> 00:49:37,300 So I mean, it's just a Thursday.

560 00:49:37,300 -> 00:49:38,500 Thursday is new Friday.

561 00:49:38,700 -> 00:49:40,000 Let us go one and a half ounces.

562 00:49:42,500 -> 00:49:43,400 I am going to go, 1.5.

563 00:49:51,800 -> 00:49:54,300 Now cocktail just like that is good to go.

564 00:49:55,400 -> 00:49:59,900 But I am going to add a little bit extra little, you know, pop to this cocktail.

565 00:49:59,900 -> 00:50:03,100 I am going to add some after all and just going to use a half ounce.

566 00:50:03,100 -> 00:50:13,000 Now, if you have something like an elderflower liqueur, Ginger liqueur, maybe a berry liqueur again, just use a little bit half hours, just to give that little extra pop of flavor.

567 00:50:13,500 -> 00:50:17,800 So, This doesn't want to come off.

568 00:50:18,800 -> 00:50:27,100 All right, so in cases like these, when you can't get the cap off of your bottle, just run it under some warm water and that will lose.

569 00:50:27,100 -> 00:50:31,500 The sugars that are keeping this from coming off the top of my bottle.

570 00:50:32,900 -> 00:50:34,900 Live TV, anything can happen.

571 00:50:35,000 -> 00:50:38,400 So I am going to opt to not even have the after all my cocktail this time.

572 00:50:38,600 -> 00:50:39,200 Good thing.

573 00:50:39,200 -> 00:50:40,700 That's an optional component.

574 00:50:41,800 -> 00:50:44,900 So cocktail is ready to shape.

575 00:50:46,000 -> 00:50:51,300 I am just going to add some ice, just enough, ice the top, the components in my shaker.

576 00:50:59,700 -> 00:51:07,500 And then once we lock in our shaker, if you want to get a good Vigor shake for about 10 seconds, that's just enough to aerate.

577 00:51:07,600 -> 00:51:11,700 The, all your components, all your ingredients, you get that good.

578 00:51:11,700 -> 00:51:12,000 Chill.

579 00:51:12,000 -> 00:51:13,500 And you always want to add a little bit die.

580 00:51:13,500 -> 00:51:13,900 Lucien.

581 00:51:13,900 -> 00:51:17,300 You want to get a little water to into the cocktail as well.

582 00:51:17,400 -> 00:51:18,800 So lock it in.

583 00:51:19,000 -> 00:51:24,100 No, don't shake it at somebody, you know, I don't want to weaponize these cocktails.

584 00:51:24,100 -> 00:51:26,100 Always try to get your hands on it and Get away.

585 00:51:26,400 -> 00:51:27,600 So, check it out, guys.

586 00:51:39,400 -> 00:51:40,800 Ice hope.

587 00:51:43,100 -> 00:51:43,500 All right.

588 00:51:43,500 -> 00:51:44,700 So check it.

589 00:51:44,700 -> 00:51:46,600 However, you want to.

590 00:51:46,800 -> 00:51:55,100 Yeah, go ahead the Shaker if you want, but any kind of glass eight-year at home heirs, have it out of the coffee, mug, have it on the rocks and rocks this.

591 00:51:55,100 -> 00:52:01,400 If you like, I have got this nice Coupe glass that I would like to turn it into just been begging to be used.

592 00:52:01,600 -> 00:52:01,700 Now.

593 00:52:01,700 -> 00:52:04,000 I am going to use a Hawthorn style strainer.

594 00:52:04,500 -> 00:52:08,500 This just says, he's flexible coil sits right on top of my shaker.

595 00:52:08,800 -> 00:52:14,400 You don't have a strainer, you know, you can use a couple Forks that would Finance training at your cocktail.

596 00:52:15,100 -> 00:52:16,500 The Strain this out first.

597 00:52:19,300 -> 00:52:31,100 Notice the drink right now is great to drink on its own, not a ton of volume, not filling up on a lot of artificial mixers are, you know, ton of juice?

598 00:52:32,400 -> 00:52:36,700 It's a much easier to drink another one, but I want to add some bubbles.

599 00:52:36,900 -> 00:52:43,200 Now if you just made it with lemon and honey, and no booze and you have a nice little kind of funny lemonade, which is fine.

600 00:52:43,200 -> 00:52:45,200 Just want to add some club soda.

601 00:52:45,500 -> 00:52:47,000 I am going to be adding some.

602 00:52:48,600 -> 00:52:52,800 F***** wine and use about like 2.

603 00:52:52,800 -> 00:52:53,300 Oz.

604 00:52:53,300 -> 00:52:54,300 You don't have to measure it.

605 00:52:54,300 -> 00:52:56,200 You can kind of just give it a little lift.

606 00:52:56,400 -> 00:52:56,500 Now.

607 00:52:56,500 -> 00:52:57,500 You don't want to add too much.

608 00:52:57,500 -> 00:52:58,700 Big can't take away.

609 00:52:58,700 -> 00:52:59,800 You can always add more.

610 00:53:00,400 -> 00:53:03,100 So I am just going to give it a little lift.

611 00:53:03,100 -> 00:53:04,900 It's a nice little effervescence.

612 00:53:06,200 -> 00:53:07,000 For the cocktail.

613 00:53:09,400 -> 00:53:20,800 Now the last piece I am going to use that lemon wedge, or I am sorry, lemon peel that I would save and by pinching it a holding it over.

614 00:53:21,200 -> 00:53:38,600 The cocktail with a bright yellow side, down the release those oils on top of the cocktail that's going to help with the your the aroma and just a little extra of citrus zest and might not be able to see it here, but it's little fireworks will shoot.

615 00:53:38,700 -> 00:53:41,000 Tick-Tock tell just by pinching it.

616 00:53:41,400 -> 00:53:42,400 So, put it in there.

617 00:53:43,200 -> 00:53:44,000 Those are fireworks.

618 00:53:44,600 -> 00:53:46,700 BBB over your cocktail.

619 00:53:48,400 -> 00:53:53,400 And you can either leave it in there as a garnish or get rid of it.

620 00:53:53,500 -> 00:53:55,400 Here's there.

621 00:53:55,400 -> 00:53:56,000 We have it.

622 00:53:56,000 -> 00:54:00,100 We have got bubbles all day.

623 00:54:01,500 -> 00:54:02,100 Here's everybody.

624 00:54:06,900 -> 00:54:12,300 Oh, yeah, dangerous cocktail and just about cocktail time.

625 00:54:12,300 -> 00:54:14,000 So it's a perfect timing.

626 00:54:18,400 -> 00:54:21,000 Come on, Jimmy made one with me this time.

627 00:54:21,100 -> 00:54:25,700 I know, I know didn't quite have all the ingredients this time.

628 00:54:25,700 -> 00:54:30,300 But I do enjoy learning all your tips and tricks so it's fun to watch.

629 00:54:30,900 -> 00:54:32,500 Thank ye sometimes things.

630 00:54:32,500 -> 00:54:33,400 Don't go as planned.

631 00:54:33,700 -> 00:54:36,700 You just, you know, it's all about balance.

632 00:54:36,700 -> 00:54:39,200 It's all about having some good ingredients in front of you.

633 00:54:39,300 -> 00:54:42,700 So, you know, that's what we offer in the bar, dega Cocktail Club.

634 00:54:42,700 -> 00:54:47,400 And as we offer in our classes, I love it.

635 00:54:47,400 -> 00:54:47,800 Okay.

636 00:54:47,800 -> 00:54:48,300 Cool.

637 00:54:48,300 -> 00:54:51,600 And people could go to your site to get some more information.

638 00:54:51,700 -> 00:54:54,300 Absolutely bordega cocktails.com.

639 00:54:54,700 -> 00:55:01,500 We have got all your home bartending needs and any kind of tips and tricks there and coming up on Cinco de Mayo.

640 00:55:01,500 -> 00:55:03,400 So we have got, that's wonderful.

641 00:55:04,400 -> 00:55:05,400 Margarita, kits.

642 00:55:05,400 -> 00:55:07,000 Margarita salts, things, like that.

643 00:55:07,000 -> 00:55:08,300 That is a week from today.

644 00:55:08,700 -> 00:55:15,200 So, we're, we're psyched to celebrate that because we love our Margaritas to tequila is life.

645 00:55:16,600 -> 00:55:17,700 That's right.

646 00:55:17,800 -> 00:55:18,300 All right.

647 00:55:18,300 -> 00:55:26,300 Well, if anybody has questions, feel free to drop them in chat, and otherwise, I see.

648 00:55:26,300 -> 00:55:31,100 There's a few folks here, Francisco, Michael Raquel.

649 00:55:31,100 -> 00:55:32,300 Ym.

650 00:55:32,400 -> 00:55:33,400 Thanks so much for joining.

651 00:55:33,600 -> 00:55:48,500 Meaning us and you're obviously here on welcome, and we are a virtual event platform that can support both your internal events such as these kind of experiential events for team members, but also external events as well.

652 00:55:48,700 -> 00:55:56,400 So let us know, there's a book of demo tab at the top and you can connect with us and get to know and see.

653 00:55:56,400 -> 00:55:59,900 Welcome and also for a day of cocktails, so great.

654 00:56:00,000 -> 00:56:03,400 Well, thank you all for joining and have a wonderful.

655 00:56:03,500 -> 00:56:04,800 Awful afternoon.

656 00:56:04,800 -> 00:56:07,500 We have another Spotlight event taking place.

657 00:56:07,500 -> 00:56:15,500 It's going to be a coffee with Spotlight with tam-tam who is head of global de I had envisioned.

658 00:56:15,500 -> 00:56:22,200 So we will be doing sort of like this 30-minute quick Spotlight and coffee experience on Tuesday.

659 00:56:22,300 -> 00:56:24,600 So feel free to sign up for that one.

660 00:56:24,800 -> 00:56:38,600 As she used to be a former Winter Olympics athlete from with Salt Lake City 2002, and She was the first woman in Ireland to be in the Olympics.

661 00:56:38,600 -> 00:56:51,300 It's a really big deal and that whole experience of being a woman athlete, actually spurred a lot of the passion as to why she's leading D EI and doing the things she's doing globally today.

662 00:56:51,300 -> 00:56:58,100 So it's going to be a really riveting conversation and I encourage invite all you join.

663 00:56:58,700 -> 00:57:00,300 So with that, thank you again.

664 00:57:00,500 -> 00:57:03,200 Have a wonderful evening.

665 00:57:03,500 -> 00:57:05,000 Wherever you are afternoon.

666 00:57:05,000 -> 00:57:09,100 If you're on the PST time, and we will catch you next time.

667 00:57:10,000 -> 00:57:10,600 See you later.

1 00:04:59,800 -> 00:05:00,800 Hello, everyone.

2 00:05:00,800 -> 00:05:02,200 I am Gina head of marketing.

3 00:05:02,600 -> 00:05:05,900 Welcome to today's amazing.

4 00:05:05,900 -> 00:05:12,000 Am a panel where we're going to talk about leading distributed teams with empathy.

5 00:05:12,300 -> 00:05:14,300 So we're so happy to see you here.

6 00:05:14,500 -> 00:05:25,600 I see George from London, Amanda from Toronto, charlena from Puerto Rico, Miami San Francisco, and we got folks from all over tuning in today.

7 00:05:25,600 -> 00:05:30,600 So welcome to welcome, and We are happy to have you here.

8 00:05:30,600 -> 00:05:40,300 Now, before we get started, a few housekeeping items, note that there is a Q&A tab at the top, and some of you have submitted some questions for our panelists in advance.

9 00:05:40,500 -> 00:05:43,100 So we have dropped a few of those questions in queue.

10 00:05:43,100 -> 00:05:46,400 A feel free to upvote any of those.

11 00:05:46,600 -> 00:05:56,400 If you're it's a burning topic and if you have additional questions that you like to ask the panelists, drop them in Q&A, and then we have got to help tab there if you're experiencing any.

12 00:05:56,400 -> 00:05:59,200 Technical issues are friends are right there to help.

13 00:05:59,300 -> 00:06:00,100 Help you out.

14 00:06:00,100 -> 00:06:05,600 There is a volume and a closed caption, knob at the bottom of the screen as well.

15 00:06:05,700 -> 00:06:09,100 So feel free to adjust the settings as you see fit.

16 00:06:09,600 -> 00:06:18,000 All right, so we're going to kick this off and jump into a pole, you know, burnout and fatigue is at an all-time high.

17 00:06:18,500 -> 00:06:29,100 And what we're seeing is that leaders that portray empathy in with their teams with especially with a distributed or hybrid remote.

18 00:06:29,300 -> 00:06:30,200 Workforce.

19 00:06:30,400 -> 00:06:41,200 We're finding that the it's not only successful but it's a strategic Advantage for leaders that truly lead their teams with empathy.

20 00:06:41,200 -> 00:06:47,600 So on a scale of 1 to 10, how well do you feel your leadership team leads with empathy?

21 00:06:47,900 -> 00:06:49,500 Okay, everyone.

22 00:06:49,500 -> 00:06:50,800 Feel free to submit your votes.

23 00:06:50,800 -> 00:06:59,100 Okay, we're seeing this, so we got some fours, some fives, majority sixes right now, and we have got a few tests.

24 00:06:59,300 -> 00:07:01,500 Tense, 7% says 10.

25 00:07:01,500 -> 00:07:03,100 All right, okay.

26 00:07:03,100 -> 00:07:04,900 Okay, adjusting real-time there.

27 00:07:05,000 -> 00:07:05,500 Okay.

28 00:07:06,500 -> 00:07:09,200 Well, let us bring up our panelists.

29 00:07:09,300 -> 00:07:20,500 We have some amazing experts, who are figuring it out with a bunch of us leaders figuring out how to drive and lead with empathy with their distribute team.

30 00:07:20,500 -> 00:07:24,000 So I would like to welcome to the stage London Tomika.

31 00:07:24,000 -> 00:07:25,200 Roberto.

32 00:07:25,400 -> 00:07:26,800 Please join me on stage.

33 00:07:26,800 -> 00:07:28,000 Hello.

34 00:07:29,900 -> 00:07:33,900 Hey Gina, you all hello.

35 00:07:34,400 -> 00:07:35,200 Look how it's going.

36 00:07:35,500 -> 00:07:36,100 Really?

37 00:07:36,800 -> 00:07:43,100 Some of my People, it's Grace great to be graced by your presence.

38 00:07:43,500 -> 00:07:57,600 So, thank you for being, you know, I always say this every single time that I am on an event with Gina like can we give it up a Gina and chat, like is Gina's energy, not contagious like we hear Dina speak, you can't help, but to smile from with it.

39 00:07:57,600 -> 00:07:59,100 And so love you Tina.

40 00:07:59,100 -> 00:08:02,600 Thanks for providing space and looking forward to this conversation.

41 00:08:03,200 -> 00:08:04,200 I am looking forward to it as well.

42 00:08:04,200 -> 00:08:05,100 Thanks, Rob.

43 00:08:05,400 -> 00:08:15,000 Well, I would love to hear a little bit more about Each of you and particularly how you're white you're responsible for today.

44 00:08:15,700 -> 00:08:18,200 The main topic is how we're leading are distributed.

45 00:08:18,200 -> 00:08:18,900 Workforce has.

46 00:08:18,900 -> 00:08:19,800 So give us a penis.

47 00:08:19,800 -> 00:08:23,100 A little picture of the teens that you're leading.

48 00:08:23,400 -> 00:08:27,800 How are these structured regionally, you know, feel free to share?

49 00:08:27,800 -> 00:08:30,400 And I, let us start with you to Mika, and we will go around.

50 00:08:31,500 -> 00:08:32,000 Hi.

51 00:08:32,000 -> 00:08:33,200 Good afternoon everyone.

52 00:08:33,900 -> 00:08:38,600 My name is Tamika Smith, and the CEO of the Virginia Community Health Plan at you.

53 00:08:38,700 -> 00:08:39,600 Knighted Healthcare.

54 00:08:39,900 -> 00:08:44,700 I have a span of control of 300 employees.

55 00:08:44,700 -> 00:08:47,700 I like to call them teammates and our team members.

56 00:08:48,400 -> 00:09:02,000 Most of those individuals are clinicians and their job is to serve and help support to navigate this complex Healthcare System for the members that we have in our, in our program.

57 00:09:02,500 -> 00:09:16,300 We currently have and serve nearly 300,000 members and so a lot of our members Burgers are all of our members are on Medicaid or there, or they qualify for Medicare meaning their dual eligible.

58 00:09:16,600 -> 00:09:27,900 And what that means is these are people that are often marginalized in our communities, are underserved and may even suffer from the social determinants of health.

59 00:09:28,000 -> 00:09:35,200 And these are things that prevent an individual from achieving their highest health potential in a lifetime.

60 00:09:35,600 -> 00:09:38,600 And so we serve those people on a day-to-day.

61 00:09:38,700 -> 00:09:42,700 Aces and I have to do it across the entire state of Virginia.

62 00:09:43,300 -> 00:09:48,900 And there are six regions within the Commonwealth of Virginia that we do that through.

63 00:09:48,900 -> 00:09:52,800 And so, having a distributed Workforce is real.

64 00:09:53,500 -> 00:09:55,300 I live and breathe it every day.

65 00:09:55,700 -> 00:10:05,400 And so, happy to be here to talk to you about what we see in our business, on a day-to-day basis, and how complex it is, and how we're trying to unravel that.

66 00:10:06,700 -> 00:10:07,800 Thank you, Tomika.

67 00:10:07,900 -> 00:10:09,300 I am headed over to you, Roberto.

68 00:10:10,200 -> 00:10:14,800 Hey, hey guys, Wilbur durity CEO and co-founder of welcome.

69 00:10:14,800 -> 00:10:16,100 The platform that you're on today.

70 00:10:16,100 -> 00:10:20,900 So Bienvenidos, we, you know, we're fast growing company serving.

71 00:10:21,100 -> 00:10:36,400 Helping distributed Workforce has been more connected, and so we're serving customers across the gamut of, you know, tech companies to financial institute's and everything in between really helping them connect their employees like never before.

72 00:10:36,700 -> 00:10:47,600 And I am glad to be part of this conversation because I distributed Workforce add layers of complex complexity, right to leaders to peers to, how are you in pathetic?

73 00:10:47,600 -> 00:10:51,700 How do you really understand all the complexities that this new way of work?

74 00:10:51,700 -> 00:10:53,500 Legal Services up.

75 00:10:54,300 -> 00:11:00,100 But yeah, I am here for we're distributed team across the United States, Canada and Puerto Rico.

76 00:11:00,100 -> 00:11:06,300 So every time zone is a juggling act setting meetings and such but it's a fun time.

77 00:11:06,500 -> 00:11:07,600 I am so glad to be here.

78 00:11:09,100 -> 00:11:09,800 Thanks, Rob.

79 00:11:09,900 -> 00:11:11,100 Heading over to you, London.

80 00:11:11,800 -> 00:11:12,300 Hi everyone.

81 00:11:12,300 -> 00:11:13,000 My name is London.

82 00:11:13,000 -> 00:11:13,400 Lomax.

83 00:11:13,400 -> 00:11:16,400 I am a chief strategic advisor for Aetna.

84 00:11:17,100 -> 00:11:20,500 A CVS Health company, and I am excited to be here today as well.

85 00:11:21,100 -> 00:11:25,300 You know, our goal is to be a, you know, every moment of Health, for all of our members.

86 00:11:25,300 -> 00:11:29,200 We serve about 24 million members across the country in the United States.

87 00:11:29,200 -> 00:11:41,400 So, you know, all over the place and to the point of Roberto and Tamika distributed Workforce is essential in, making sure that We can service our members and ultimately a happy.

88 00:11:41,400 -> 00:11:44,500 And engaged Workforce is the best for our members as well.

89 00:11:46,400 -> 00:11:47,300 Awesome.

90 00:11:47,800 -> 00:11:51,000 All right, so jumping into our first question.

91 00:11:51,400 -> 00:11:54,200 What does empathy mean to you?

92 00:11:56,200 -> 00:11:57,200 Let us just start with that.

93 00:11:57,300 -> 00:11:58,700 What is empathy mean to you?

94 00:11:58,900 -> 00:12:01,600 And then you can go into.

95 00:12:02,300 -> 00:12:05,100 How are you thinking about empathy with your teams?

96 00:12:06,000 -> 00:12:08,400 Well, the first starting you kick us off.

97 00:12:08,600 -> 00:12:14,100 Hey, hey, there to hear what you have to say potato here.

98 00:12:14,100 -> 00:12:14,600 I am good.

99 00:12:14,600 -> 00:12:15,200 I am good with it.

100 00:12:15,200 -> 00:12:17,200 So high level, you know, it was funny.

101 00:12:17,200 -> 00:12:18,000 I was having this conversation.

102 00:12:18,000 -> 00:12:19,800 First of all, I will be the first one to admit.

103 00:12:19,800 -> 00:12:21,800 I am not an expert at empathetic leader thing.

104 00:12:22,200 -> 00:12:25,000 I think it's a, we're learning every day.

105 00:12:25,000 -> 00:12:27,900 We learn as we grow, but it's really.

106 00:12:27,900 -> 00:12:30,100 I had a conversation about this couple weeks ago.

107 00:12:30,100 -> 00:12:40,500 Somebody was asking, hey, what's the difference between being sympathetic and empathetic and You know, being sympathetic is, I feel sorry for this person, right?

108 00:12:40,500 -> 00:12:51,500 That's like the Cleavers definition of that being empathetic is, I can relate to that person, but being able to authentically, say you can relate to that person is being able to put yourselves in their shoes.

109 00:12:51,500 -> 00:12:56,900 Which requires you to slow down, pause a second and go there and say, you know what?

110 00:12:57,100 -> 00:13:05,600 I hired a rockstar single mom, and she's working for us, and she's a single mom of two if I am empathetic to her.

111 00:13:05,800 -> 00:13:21,500 That means that I am politically trying to place myself in her shoes managing the schedules that we have managing the demands of a customer managing the time zones and then asking myself, how do we make sure that we enable her to thrive in those circumstances?

112 00:13:21,900 -> 00:13:24,600 And I think that's, it was tration of being empathetic is saying, you know what?

113 00:13:24,600 -> 00:13:25,200 Let us pause.

114 00:13:25,200 -> 00:13:31,100 Let us understand this scenario, this person, the complexities of their circumstances.

115 00:13:31,400 -> 00:13:33,400 And then, how do we make decisions based on that?

116 00:13:34,100 -> 00:13:35,500 That's a high level.

117 00:13:35,800 -> 00:13:38,100 Perspective on my site on being empathetic.

118 00:13:39,500 -> 00:13:40,100 Love that.

119 00:13:40,700 -> 00:13:49,100 I mean, I would Echo that and just say for me it means, you know, having a true understanding or ability to understand people at a human level.

120 00:13:49,500 -> 00:13:49,900 Right?

121 00:13:50,700 -> 00:13:58,200 And I think what that yields are an element of respect for the lives of the people that you're working with and the things that they're going through.

122 00:14:01,300 -> 00:14:04,300 So I will snap onto what they did, what they both said.

123 00:14:04,300 -> 00:14:18,800 So I will first say what they said to think that they put it, put it very well, but I also to would add that all the more reason why it's important for us to appreciate the differences, amongst all of us in amongst all the people that are on the team, right?

124 00:14:18,800 -> 00:14:21,000 We are walking a very different shoes.

125 00:14:21,900 -> 00:14:25,400 One woman is not the same as the same woman as a next one.

126 00:14:25,400 -> 00:14:27,700 Man is not the same man as a next right?

127 00:14:27,700 -> 00:14:31,000 You may have a father that is a single father.

128 00:14:31,100 -> 00:14:33,500 Could be how he could have adopted children?

129 00:14:33,500 -> 00:14:35,100 He get a foster kid.

130 00:14:35,100 -> 00:14:37,400 He could be a widower, right?

131 00:14:37,400 -> 00:14:55,000 And so you got to take time to understand your staff, your teammates and then be sensitive to the difference that they bring to work every day and the difference in their Lifestyles and what's going on in their individual circumstances and the other.

132 00:14:55,000 -> 00:15:01,900 The other thing I would say about it is The one thing that we can count on in life is change, right?

133 00:15:01,900 -> 00:15:11,900 And so, we're all going to go through changes in our lifetime that require us to behave differently to function differently to cope differently.

134 00:15:12,300 -> 00:15:18,600 And so, I think being an empathetic leader, we have to take that into consideration that we can expect someone to deliver.

135 00:15:19,600 -> 00:15:24,000 A hundred percent of the time because we're human and things are going to happen.

136 00:15:24,400 -> 00:15:31,900 And so having empathy to Roberto's point in like, walking in someone's shoes and understanding what they're going through.

137 00:15:33,000 -> 00:15:36,900 And to London's point being human about, it gives us an opportunity to say.

138 00:15:36,900 -> 00:15:37,200 Okay.

139 00:15:37,200 -> 00:15:42,700 Listen, I am going to provide this individual with Grace at a certain point in time and it may be forever.

140 00:15:42,700 -> 00:15:44,300 You may need to adjust a work schedule.

141 00:15:44,300 -> 00:15:53,500 They need to do something different, but the end of the day, if you're treating For who they are individually, it matters and it makes a difference.

142 00:15:55,700 -> 00:15:58,100 So good rich.

143 00:15:58,800 -> 00:16:02,300 I was like tweetable is quotables right there from all of you.

144 00:16:02,500 -> 00:16:03,500 Thank you for sharing.

145 00:16:03,500 -> 00:16:09,300 So you know what you think about empathy with your distributed team in particular?

146 00:16:10,100 -> 00:16:18,000 How do you balance being empathetic but also driving for results and maintaining high performance?

147 00:16:18,000 -> 00:16:21,000 They have sort of feel like they could conflict.

148 00:16:22,600 -> 00:16:24,600 Yeah, that's a great point.

149 00:16:24,600 -> 00:16:30,700 And I think I have we have talked about this before is empathy and results are not mutually exclusive, right?

150 00:16:30,900 -> 00:16:33,900 You can be empathy forward and results driven at the same time.

151 00:16:34,400 -> 00:16:40,200 I think the misconception historically, has been that you have to have the care to the stick and often, you got that, right?

152 00:16:40,200 -> 00:16:51,900 You got to drive those results and in a way, that's not empathetic, but I think as we have seen, not just through the pandemic, but over time even generationally, it's becoming more and more important to understand.

153 00:16:52,100 -> 00:16:58,700 People understand what drives them and what inspires them and what gets you result, while also being human.

154 00:16:59,000 -> 00:17:02,300 And I think, you know, that's something that I constantly work on.

155 00:17:02,300 -> 00:17:19,900 I know to make it as an owner for a long time, and I am sure, you know, the welcome team does as well, but it's really important to understand that, you know, you can have both, Absolutely, that's 100%.

156 00:17:19,900 -> 00:17:35,300 I think one of the things that, if you rewind years ago, I think people will look at empathetic leadership as a soft skill and not a performance indicator, and it's completely, like, in recent years.

157 00:17:35,300 -> 00:17:41,100 It's become so much more evident that empathetic leadership drives the best result possible.

158 00:17:41,100 -> 00:17:53,000 And I think in the question being for the distributed Workforce, I think that it's, it's become such a necessity more than anything else for us, and we distributed teams.

159 00:17:53,000 -> 00:18:03,400 Well, I think that at a high level, when you look at initial studies out there, that show sympathetic leadership, just least it's a better results in better performance.

160 00:18:03,700 -> 00:18:14,100 And I think at the heart of It, kind of humanizing that a second, I was talking to a mentor while back, and she said, hey, you know what?

161 00:18:14,100 -> 00:18:15,900 Every time I on board a new employee.

162 00:18:16,200 -> 00:18:21,700 The first question, I asked that person is what's the most important thing to you outside of work?

163 00:18:24,400 -> 00:18:26,300 And what are you trying to accomplish outside of work?

164 00:18:26,400 -> 00:18:29,400 Because we hired you, we're going to go, we're going to go work.

165 00:18:29,400 -> 00:18:30,700 We're going to go up field.

166 00:18:30,700 -> 00:18:36,800 We're going to get into battle together, but then go chase a number but for you and this season, what's the most important thing?

167 00:18:36,900 -> 00:18:43,400 And I think that just starts to establish the foundations that can lead to more empathetic leadership.

168 00:18:43,400 -> 00:18:43,700 All right.

169 00:18:43,700 -> 00:19:01,600 So for instance, this person says, you know what the most important thing in this season right now is my kids recital and actually, Has practice every time at 9 AM On Friday is the most important to think, for me this season, because she'd been working really hard and I want her to be excellent at that.

170 00:19:01,900 -> 00:19:04,400 So now it's a leader and as a manager.

171 00:19:04,500 -> 00:19:11,100 Now, you know, by just asking that question that 9:00 in the morning is off limits for Samantha who lives in Georgia.

172 00:19:11,300 -> 00:19:13,800 Because that's the most important thing for her.

173 00:19:14,100 -> 00:19:20,700 Now, just one simple question, allows you to be sympathetic to an employee in a very material way because that's the most important thing for her.

174 00:19:20,700 -> 00:19:21,800 And that's even right.

175 00:19:21,800 -> 00:19:24,700 And I think that At us in a distributed Workforce.

176 00:19:24,900 -> 00:19:32,900 We just have to lean in a little bit harder Than Leaders to understand what are those opportunities for us to fill the Gap right?

177 00:19:32,900 -> 00:19:40,400 As leaders and make sure that person pride and when we do that, I think performance of six Carousels because if you take care of your people, they're going to date.

178 00:19:40,400 -> 00:19:41,100 They owe it to you.

179 00:19:41,100 -> 00:19:42,500 They like, you know what you look out for me.

180 00:19:42,900 -> 00:19:59,200 I am going to look out for you and this company, and I am here for I mean, I couldn't, I couldn't agree more with that, and I think, companies, and, or leaders that lead without empathetic leadership will suffer at the end of the day.

181 00:19:59,200 -> 00:20:01,600 And I think if they're, if they're doing it now, they're suffering.

182 00:20:01,600 -> 00:20:13,300 Now if they continue to do what they will suffer, even more in the future, you know, one of the things that we do on my leadership team and then it's been cascaded, right?

183 00:20:14,100 -> 00:20:19,200 But one of the things that we do to make sure that we're double-clicking on, Knowing each other.

184 00:20:19,200 -> 00:20:28,100 So we first subscribe, I something like to call first team, and our for our first commitment is to our first team and that's our executive leadership team.

185 00:20:28,100 -> 00:20:39,000 And the reason being is you think about being on a national sports team, you're throwing the ball that team, not the team that sitting behind that, the second team gets the first team, right?

186 00:20:39,000 -> 00:20:41,200 So you have got it, you have to have a commitment to one another.

187 00:20:41,200 -> 00:20:41,600 There.

188 00:20:41,900 -> 00:20:42,900 That's the first thing.

189 00:20:43,100 -> 00:20:45,100 The second thing is, we commit.

190 00:20:45,700 -> 00:20:55,600 So we spend 90 minutes together as a — leadership team every single week, and we reserve 20 minutes of that 90 minutes every single week to do, what we call a check in.

191 00:20:56,500 -> 00:20:59,700 Now, some might be what as a mental health check in.

192 00:20:59,700 -> 00:21:11,100 I kind of view it as that, but it's also to a check in to understand where people are in their station and place in life At that moment in that week because it does change day to day and it changes by week to week.

193 00:21:11,500 -> 00:21:13,600 And so we asked you question and I got this from another leader.

194 00:21:13,600 -> 00:21:15,400 This is not Tamika Smith.

195 00:21:15,400 -> 00:21:24,200 I actually stole it from a person that I reported to, but it was so fascinating to me and how well he was able to build a strong team.

196 00:21:24,200 -> 00:21:30,100 But as two questions and the questions are, what is your energy for the job?

197 00:21:30,300 -> 00:21:32,300 And what's your stress?

198 00:21:32,300 -> 00:21:36,300 Your level of stress, be it outside or inside, right?

199 00:21:36,300 -> 00:21:39,600 Because the fact of the matter is, there are polarities in life, right?

200 00:21:39,600 -> 00:21:41,300 What goes up must come down, right?

201 00:21:41,300 -> 00:21:45,500 You pull, you pull one thing this way something, it's cooled and another Direction.

202 00:21:45,500 -> 00:21:49,900 And so and that's on a scale of Loved one to ten energy for the job.

203 00:21:49,900 -> 00:21:59,600 If someone writes it on a nine, but they're outside, stress is a 1, they're doing great, but great and their will, if they're willing to share why that week is going so great.

204 00:21:59,700 -> 00:22:09,900 We are all happier to hear those stories because we want to share in the joy, but then there are opportunities are times and opportunities where someone will share that their energy for the job is a five.

205 00:22:10,900 -> 00:22:12,600 And they're outside stresses and nine.

206 00:22:14,100 -> 00:22:15,900 And that happened this past week.

207 00:22:15,900 -> 00:22:19,700 We had someone on my leadership team who had a friend pass away.

208 00:22:19,800 -> 00:22:22,600 34 years old suddenly, they weren't expecting it.

209 00:22:23,100 -> 00:22:24,700 So you think about that?

210 00:22:25,000 -> 00:22:27,900 What my team was able to do is to back off, right?

211 00:22:27,900 -> 00:22:36,000 The things that we were asking for in the things that we thought are important At that moment that week is not important to him or weren't important to him in that week.

212 00:22:36,400 -> 00:22:39,000 And so we backed off we let him have a space.

213 00:22:39,300 -> 00:22:45,900 We let him die a lot of meetings early if you needed to or take a half of a day, the During that week because that was traumatic for him.

214 00:22:46,500 -> 00:22:47,100 Yes, business.

215 00:22:47,100 -> 00:22:48,400 Still needs to get done.

216 00:22:49,400 -> 00:22:53,500 But he's an important member of our clan, and we recognize that.

217 00:22:53,700 -> 00:22:59,100 And so it gives us an opportunity to be empathetic as an entire leadership team.

218 00:22:59,500 -> 00:23:13,500 And so, what I am starting to see now is that are my leaders are doing that for their teams and then their managers are doing that for their teams, and we are becoming a more empathetic organization within just, the Virginia health plan.

219 00:23:15,500 -> 00:23:18,700 Yeah, it's because I think that's important that you mentioned.

220 00:23:18,700 -> 00:23:21,900 That just around the influence of the teams.

221 00:23:22,000 -> 00:23:23,100 It starts with the leadership, right?

222 00:23:23,100 -> 00:23:42,700 It starts the top starts with making conscious efforts to, to infuse empathy into the culture of the team and finding unique ways that to do that in ways that are, you know, feasible for your team, whether it's 90 minutes, whether it's 30, whether its individual check-ins, but prioritizing it as part of your leadership imperatives.

223 00:23:43,400 -> 00:23:48,600 I It is absolutely crucial when you think about trying to inspire your people.

224 00:23:50,000 -> 00:23:56,400 You're not and I just have to say this one last thing here we have to care about our people just as much as we care about our profits.

225 00:24:01,300 -> 00:24:06,100 And when you do that, you're going to see profits rise, you have to care that much.

226 00:24:06,300 -> 00:24:10,300 We spend a lot of time trying to figure out how to make more money how to make the process work.

227 00:24:10,800 -> 00:24:18,100 We need to spend equal amount of time, trying to figure out how to keep our people happy and productive, and to make sure that they are right?

228 00:24:18,200 -> 00:24:20,700 Because if they're right, the business will be right.

229 00:24:21,200 -> 00:24:21,500 Yeah.

230 00:24:24,200 -> 00:24:30,600 Powerful and the Tactical questions that can be asked.

231 00:24:30,900 -> 00:24:32,500 I think I jotted it down and chat.

232 00:24:32,500 -> 00:24:32,900 There.

233 00:24:33,400 -> 00:24:35,500 What is your energy for the job?

234 00:24:35,500 -> 00:24:37,100 What is your level of stress?

235 00:24:37,700 -> 00:24:41,800 Those are some really good questions and you do it on a scale of one to ten random.

236 00:24:43,000 -> 00:24:43,700 Got it.

237 00:24:44,300 -> 00:24:45,500 That's great.

238 00:24:46,100 -> 00:24:48,100 Wow, thank you for sharing all of that.

239 00:24:48,600 -> 00:24:51,900 We got a bunch of questions that are getting a pop up in Q&A.

240 00:24:51,900 -> 00:25:01,700 I have one more question before we Jump over to Q&A, how has the pandemic changed your approach to empathetic leadership?

241 00:25:05,200 -> 00:25:19,900 I think it's made as double-click on it, right for me at least because we you know, you here, you see the all these ads and all these right inputs, asking you to check in on your friends and family.

242 00:25:20,400 -> 00:25:22,300 It's a mystery for work, right?

243 00:25:22,300 -> 00:25:35,400 You have got to check in on people because you don't know what people are going through at times unless you ask and, and we have got to get out of the habit of and maybe we're already out of the habit of asking people how they're doing, but not actually stopping to listen to how they Do.

244 00:25:35,400 -> 00:25:38,800 And to me, it's one of my biggest pet peeves, is someone will say how you do.

245 00:25:38,900 -> 00:25:41,400 And before I can even finish their, like, asking me another question.

246 00:25:41,400 -> 00:25:43,100 Like, did you care?

247 00:25:45,700 -> 00:25:52,500 What if, what if I told you I wasn't doing so well, were you prepared to pause and listen to that?

248 00:25:53,400 -> 00:25:56,800 And so, you know, I know we're going to talk about, we will probably get into this a little bit later.

249 00:25:56,800 -> 00:25:59,700 But like, I miss being in the office for that.

250 00:25:59,700 -> 00:26:01,800 Very reason, I really do.

251 00:26:01,800 -> 00:26:11,100 I miss the water cooler conversations or the elevator comes Station or the, we're getting ready to leave the office conversation and oh, by the way, do you want to catch a drink Gina and London?

252 00:26:11,100 -> 00:26:13,100 And I did that a lot this pencil.

253 00:26:13,100 -> 00:26:14,300 We had it when we work together.

254 00:26:14,300 -> 00:26:15,500 We had a really good time.

255 00:26:15,500 -> 00:26:15,800 At least.

256 00:26:15,800 -> 00:26:16,600 I think we did.

257 00:26:16,600 -> 00:26:21,500 We had a great time, and we became more friends than we were co-workers.

258 00:26:21,500 -> 00:26:32,100 I still talk to them on a regular, pretty consistent basis, and we check in with each other's families, but that's because of the team that we have in the relationship that we both with one another.

259 00:26:33,800 -> 00:26:34,800 Yeah, you haven't.

260 00:26:35,000 -> 00:26:38,700 Had to make a, I think there's a difference in hearing versus listening, right?

261 00:26:38,700 -> 00:26:48,200 And, and truly, making sure someone feels heard and taking that active effort to understand what someone is feeling and what they're going through often.

262 00:26:48,300 -> 00:26:53,200 I have found that's more important than the work because the work is going to have to get done, right?

263 00:26:53,200 -> 00:26:57,400 We're gonna all continue to drive the prophets, the process, the operations.

264 00:26:57,700 -> 00:27:04,700 Otherwise, none of us will be in our positions on our roles in our companies or whatever, but I think what's cements the connection.

265 00:27:04,700 -> 00:27:05,700 The Bomb the Loyalty.

266 00:27:05,700 -> 00:27:14,500 The inspiration is taking that time and making it a part of your process to check on your people to follow through and I think that's another piece, right?

267 00:27:14,500 -> 00:27:20,200 As it's one thing to pick up the phone and say or walk see somebody walking down the hall or on a meeting to how's your day?

268 00:27:20,500 -> 00:27:28,800 And then I will after you talked about five minutes, all those great to hear and then you don't talk to me again about anything about themselves for six months or three months later.

269 00:27:29,200 -> 00:27:29,700 I am right.

270 00:27:29,700 -> 00:27:34,500 So, really making that concerted, concerted effort, and, you know, I will say that.

271 00:27:35,000 -> 00:27:39,500 What we don't think about, as it relates to that, is that often, that's hard, right?

272 00:27:39,700 -> 00:27:53,500 Sometimes it's hard to get out of your, your go, go, you know, Roadrunner focus and work or lives to stop and engage deeply with someone else and or multiple people or multiple folks on your team.

273 00:27:53,500 -> 00:28:00,200 So, so you ask the original question of how, you know, has a pandemic influenced, my leadership style around that.

274 00:28:00,300 -> 00:28:04,800 I have made it a priority to put time on my calendar, every week to check on.

275 00:28:04,900 -> 00:28:07,400 A couple of people and they may be different.

276 00:28:07,400 -> 00:28:08,400 It may be an email.

277 00:28:08,400 -> 00:28:10,400 It may be 15 minutes, Hutch point.

278 00:28:10,400 -> 00:28:19,000 But really making that part of the calendar, just like you do your workouts, just like you do your meditation or your, you know, your QB ours or sprs.

279 00:28:19,300 -> 00:28:22,800 You got to put up a part of your calendar says, check on your people this week.

280 00:28:22,800 -> 00:28:27,100 It's going to be X y&z or this area or these five.

281 00:28:27,500 -> 00:28:34,400 I think that's really important and it goes a long way for the culture of your team and building a true empathetic culture.

282 00:28:36,700 -> 00:28:37,700 Check on your people.

283 00:28:38,000 -> 00:28:40,000 I have to say, I have been something, I have been something.

284 00:28:40,000 -> 00:28:44,600 I think two things, one, you know, to be curious.

285 00:28:44,600 -> 00:28:48,400 I might like came first and your Frontline leaders.

286 00:28:48,500 -> 00:28:49,800 I think I want to touch on that.

287 00:28:49,800 -> 00:28:51,300 And then, second on making time.

288 00:28:51,300 -> 00:28:57,500 They both of you guys have, clearly articulated are the importance of actually caring and making time.

289 00:28:57,500 -> 00:29:16,200 And not just like the check the box, how you do a response on the management for I think that, you know, for us to have the opportunity to read readers, I think leaders in the season need a little bit more double-clicking and check ins than we typically.

290 00:29:16,500 -> 00:29:23,400 I think our Frontline leaders are typically the ones that carry the weight of the company, but also carry the weight of your vehicle at the same time.

291 00:29:23,400 -> 00:29:29,400 All right, so it's like not only do you hear all the needs of the business but you also hear the needs of your people.

292 00:29:29,400 -> 00:29:34,600 And the question is, who's checking on you and that's become very clear to me as a leader in my core.

293 00:29:34,600 -> 00:29:45,000 Team is like, how is My core team doing because Vex I think love that you said this, if they're not doing well, nothing, nothing else matters because they're going to be the leaders that are meeting 14th.

294 00:29:45,000 -> 00:29:45,600 Right?

295 00:29:46,100 -> 00:29:47,900 I think that's become really clear to me.

296 00:29:47,900 -> 00:29:54,600 And then I think the second thing on how has it changed with remote image or distributed.

297 00:29:55,200 -> 00:29:58,300 I think it's just we're not bumping into each other to make it like you said, right?

298 00:29:58,300 -> 00:30:03,200 We're not seeing that person that's checked out, or we're not seeing that person.

299 00:30:03,200 -> 00:30:04,200 That feels down.

300 00:30:04,200 -> 00:30:06,000 You're not picking up on the body language.

301 00:30:06,000 -> 00:30:06,100 No.

302 00:30:06,700 -> 00:30:24,700 So that means that we have to be almost like so in tune with like how people are showing up on slack on an email, one word that they said that was maybe out of character or there's a lot that goes into like that level of communication.

303 00:30:24,700 -> 00:30:25,700 The question is as leaders.

304 00:30:25,700 -> 00:30:26,800 Are we going to make Tom?

305 00:30:27,100 -> 00:30:32,200 I am just this happened to me very recently, an employee's hear something.

306 00:30:32,200 -> 00:30:36,100 And I was traveling, and I was in the Bay Area and my calendar stacked.

307 00:30:36,200 -> 00:30:42,000 And I am like, you know what, this is a very important conversation and Instead of jumping on a quick 5-minute call.

308 00:30:42,100 -> 00:30:49,100 I am a punt this to like a week and a half later where I know there's going to be a window for an unlimited window of time.

309 00:30:50,400 -> 00:30:52,200 And the question becomes, how am I going to clear?

310 00:30:52,200 -> 00:31:00,600 My calendar for 23 hours, whatever it is to really listen to a key player on your team so that you can answer questions.

311 00:31:00,600 -> 00:31:05,900 So you can dig into the layers of complexities that a person might be going through and make space.

312 00:31:06,300 -> 00:31:08,600 And I think that's crazy talk.

313 00:31:08,600 -> 00:31:18,000 When you're a busy CEO and the leader and say hold on, you're going to block out that time and I think that's the level of attention we have to do, especially in a remote world to say, you know what?

314 00:31:18,000 -> 00:31:19,600 Yes, the ten minute.

315 00:31:19,800 -> 00:31:21,100 All is not going to be enough.

316 00:31:21,100 -> 00:31:26,800 I have to clear my calendar at a certain point, but I'ma give you the space in the time, so we can dig in together.

317 00:31:27,000 -> 00:31:35,500 And I think that's something that I am learning as a leader of distributed Workforce is the intention that comes with making space and checking in on your people.

318 00:31:36,900 -> 00:31:42,900 Yeah, and I can, I just add one thing is when you mentioned leaders, here's what I would also add.

319 00:31:42,900 -> 00:31:47,500 This is a plug for me you and London like so check on your leaders.

320 00:31:48,000 -> 00:31:48,500 Yeah.

321 00:31:48,700 -> 00:31:49,100 Yes.

322 00:31:51,800 -> 00:31:53,600 People check on your leader.

323 00:31:54,400 -> 00:32:04,700 Like it is rather Lonely at the Top and the you don't have a lot of people within your organization checking on you white there.

324 00:32:04,700 -> 00:32:06,400 Assume that you got it right there.

325 00:32:06,400 -> 00:32:12,000 Assuming that you're at the wheel, you got it, but when someone does call, it's kind of, its kind of weird.

326 00:32:12,000 -> 00:32:15,200 You have to like, adjust your thoughts, your license, ask how you're doing.

327 00:32:15,200 -> 00:32:23,300 You're like, okay, but that's how Also to build rapport and you build relationship, right?

328 00:32:23,800 -> 00:32:25,400 Not a lot of people are checking on us.

329 00:32:26,400 -> 00:32:28,100 Yeah, it goes back to this analogy.

330 00:32:28,100 -> 00:32:35,000 If you're driving the bus or driving the ship and you're the captain, right and you're driving all day, all night, who's coming to the front, it to say, how are you doing?

331 00:32:35,000 -> 00:32:37,500 Or can you take can we do something for you?

332 00:32:38,700 -> 00:32:47,300 I think you touched on it, you know, around this idea of paying attention, and I am an expressive texture and Communicator often.

333 00:32:47,300 -> 00:32:49,400 I use a lot of emojis for that very reason.

334 00:32:50,000 -> 00:32:55,900 I really do believe in it, you know, some always send a smiley face or thumbs up or something funny.

335 00:32:56,000 -> 00:33:04,000 So most people know how I am feeling or know that I am engaged when you get a one word text for me or you get, you know, a very short response either.

336 00:33:04,000 -> 00:33:06,400 I am super busy or not in it, right?

337 00:33:06,900 -> 00:33:22,100 You gotta pay attention to those little things to your point around emails and communication, and then also respecting other people's Styles and it goes back to as a leader, just being in tuned and making that a priority.

338 00:33:24,500 -> 00:33:28,600 Such Rich nuggets shared by you all.

339 00:33:28,800 -> 00:33:32,800 Wow, it's almost like every Emoji, every response.

340 00:33:33,000 -> 00:33:36,000 There could be a double-click, you know, into that.

341 00:33:36,000 -> 00:33:42,700 And Roberto is Infamous for the double-click, you know, which is awesome and needed in this time.

342 00:33:42,900 -> 00:33:58,300 And, so I think as Leaders we could be mindful of like, okay, wait, you know, know the norms and habits of each of your employees and if something's a little off, like, they're not, but not that, The Emoji like they normally do, or they're not responding with a thumbs up.

343 00:33:58,400 -> 00:33:59,600 Let me double-click into that.

344 00:33:59,700 -> 00:34:01,000 What's going on there?

345 00:34:01,000 -> 00:34:04,300 You know, I think that's really important and it goes both ways.

346 00:34:04,300 -> 00:34:06,900 It's not only managers to their direct reports.

347 00:34:06,900 -> 00:34:08,600 But management.

348 00:34:08,699 -> 00:34:10,100 Let us do that for our leaders.

349 00:34:10,699 -> 00:34:13,199 Let us check in with our bosses.

350 00:34:15,199 -> 00:34:15,600 All right.

351 00:34:15,600 -> 00:34:19,000 Well, we have got a ton of great questions that are coming through.

352 00:34:19,000 -> 00:34:22,400 So we're going to go through them and try to answer as many as we can.

353 00:34:22,400 -> 00:34:25,000 And there are many times the highwomen Highest upvotes.

354 00:34:25,000 -> 00:34:27,400 We have is with this first question.

355 00:34:28,699 -> 00:34:35,000 How do you get a male-dominated leadership team to see the value of empathetic leadership?

356 00:34:35,800 -> 00:34:44,800 And I think we have to be mindful of any gender dominated leadership because it could be a full female-dominated leadership team.

357 00:34:44,800 -> 00:34:46,699 It could be a full male, right?

358 00:34:47,400 -> 00:34:53,500 I think just knowing that when you have that kind of, you know, majority group.

359 00:34:53,500 -> 00:34:57,600 Are we being Mindful and empathetic in our leadership?

360 00:34:59,800 -> 00:35:00,900 Do you want to take that one?

361 00:35:03,800 -> 00:35:07,100 Tamika, hey, I will go for it.

362 00:35:07,400 -> 00:35:22,800 Well, you know, so the question, the way it was, it was originally proposed or posed made the assumption that men aren't as empathetic and maybe there's some truth in that, it has not been my experience.

363 00:35:23,800 -> 00:35:30,900 For me, I do know that there are some people in general that just aren't empathetic and part of that too.

364 00:35:30,900 -> 00:35:32,700 I don't, you know, I don't know if that's nature-nurture.

365 00:35:33,600 -> 00:35:34,900 Like, are you born with it?

366 00:35:35,500 -> 00:35:37,800 I don't know, but I think that's a debate that should be it.

367 00:35:37,800 -> 00:35:38,200 That's it.

368 00:35:38,200 -> 00:35:44,000 That's debatable in the topic in and of itself, but it hasn't, it hasn't been my experience for me.

369 00:35:44,000 -> 00:35:52,700 I have tended to surround myself with and be surrounded by people that genuinely care about me as an individual.

370 00:35:53,700 -> 00:36:00,300 And when they don't I kind of step out because I can see the soup how superficial relationship is.

371 00:36:01,600 -> 00:36:07,800 I have right now the best boss I have ever had and my life, and he's amazing.

372 00:36:08,300 -> 00:36:09,300 He takes time.

373 00:36:09,500 -> 00:36:10,800 He knows when to call me.

374 00:36:11,000 -> 00:36:15,300 He allows me to say, exactly what's on my mind.

375 00:36:15,300 -> 00:36:18,400 Even if it is not the right thing to say at the time.

376 00:36:18,700 -> 00:36:22,400 And so, but you need that space to be able to do that.

377 00:36:23,300 -> 00:36:36,900 And, so I, you know, I think you got to surround yourself and you got to know when to want to move on to because some of us think that we have got to stay on a team, got to take what's dished out and you don't you have choices in life.

378 00:36:37,200 -> 00:36:40,200 You choose every single day, you're going to brush your teeth.

379 00:36:40,200 -> 00:36:43,200 If you're gonna put one foot in front of the other you make choices.

380 00:36:43,600 -> 00:36:51,000 And if you're on a team where you're not feeling that you're getting what you need you have an opportunity to leave that team.

381 00:36:51,200 -> 00:36:52,300 Go somewhere else.

382 00:36:52,600 -> 00:36:58,300 Take Your gifts elsewhere because sometimes it might, it might not be the place or the space for you.

383 00:36:58,300 -> 00:36:58,900 And that's okay.

384 00:36:59,400 -> 00:37:02,700 It's okay that it's not the end of the world when it doesn't work out.

385 00:37:05,900 -> 00:37:06,500 It's good.

386 00:37:06,700 -> 00:37:07,200 It's good.

387 00:37:07,200 -> 00:37:12,300 I think, I think this is a, it's a I mean, powerful question, right?

388 00:37:12,300 -> 00:37:20,500 I think there's a lot of layers in this question as well, and we can parse have an entire session with a much more qualified panel than me being on here.

389 00:37:21,500 -> 00:37:23,800 But I think I need to get a high level.

390 00:37:23,900 -> 00:37:26,600 I think, at a high level, it's me.

391 00:37:26,600 -> 00:37:29,300 It's just speak to at the core of it is also diversity.

392 00:37:29,400 -> 00:37:29,800 Right?

393 00:37:29,800 -> 00:37:36,800 I think that if we're not talking about that as it relates to Teams and team build outs.

394 00:37:36,800 -> 00:37:37,200 Then.

395 00:37:37,200 -> 00:37:39,600 I think there's going to be an imbalance of perspectives.

396 00:37:40,000 -> 00:37:42,700 And so, regardless of male Dominator or not.

397 00:37:42,700 -> 00:37:48,200 I think it's also how the versus the thinking a representation of that team and that company.

398 00:37:48,400 -> 00:37:52,100 And how does that then drive empathetic leadership?

399 00:37:52,200 -> 00:38:05,200 And I think, I mean, when I, when I think about like, you know, one of my mentors has this core concept that you she's he's always, I don't have his first term is I got my mentors that are women powerful women, which is awesome.

400 00:38:05,500 -> 00:38:16,200 But he's an investor, and she says, you know what, I want to hear your distance, traveled story, which really is like regardless of, what your resume say, or you always have what school you went to.

401 00:38:16,400 -> 00:38:18,500 I want to hear your story, your life Journey.

402 00:38:18,500 -> 00:38:20,000 Have you been through some hard times?

403 00:38:20,300 -> 00:38:33,600 My tell me about the hard times you have been in and I think like having a team that naturally has been through some hard times and a crazy distance travel story just leads to just having more empathetic leadership as well because you had the fight.

404 00:38:33,600 -> 00:38:38,700 You have to like climb walls and Hunker down, you had to overcome some things in life.

405 00:38:38,700 -> 00:38:42,000 And I think that should build you to be a bit more empathetic as well.

406 00:38:43,100 -> 00:38:43,500 Roberta.

407 00:38:44,600 -> 00:38:50,300 So, if though, that if, and I am thinking about this in my head and out loud right now, so, we're in the moment.

408 00:38:50,500 -> 00:38:57,500 But I also wonder if authenticity could be a catalyst for empathy, right?

409 00:38:57,600 -> 00:39:03,900 Because the more authentic, I have been bringing my whole self to work whether people like it or not.

410 00:39:04,000 -> 00:39:05,400 Like this is who I am.

411 00:39:05,700 -> 00:39:08,800 And, you know, not a lot of going to change at this point.

412 00:39:08,800 -> 00:39:12,500 I mean, I am I can work on it, but I am who I am and my core.

413 00:39:14,100 -> 00:39:19,700 Bringing my whole self to work, has paid more dividends for me than anything else.

414 00:39:19,700 -> 00:39:30,300 And I think it's given people the license or the opportunity to care about me as an individual because they know about me as a person, right?

415 00:39:30,300 -> 00:39:38,600 So, I used to be afraid to tell people that I started out my career while I was on Medicaid, a mother on Medicaid, right?

416 00:39:38,900 -> 00:39:40,700 And now I am leading Medicaid.

417 00:39:42,100 -> 00:39:42,700 I should share that.

418 00:39:42,800 -> 00:39:43,300 Story.

419 00:39:43,500 -> 00:39:49,300 And now I am sharing that story and people are seeing themselves in me.

420 00:39:49,500 -> 00:39:56,000 And so now, right when I have an issue, when I talk to them about, what's going on with my family and some of these stories are unbelievable people.

421 00:39:56,000 -> 00:39:58,600 Can they can identify with that?

422 00:39:58,800 -> 00:40:06,700 And, so I think that authenticity can be a path to yeah, opening up that.

423 00:40:06,700 -> 00:40:08,100 Absolutely no one.

424 00:40:08,300 -> 00:40:10,100 I mean and you can we can talk about this.

425 00:40:10,100 -> 00:40:17,100 I mean, I know we probably need to and But we have tried getting to Q&A but at a high level to make a I would say authenticity.

426 00:40:17,100 -> 00:40:21,500 And just I think Aaron with that is with the given as Alpha born ability, right?

427 00:40:21,500 -> 00:40:22,600 As Leaders bought a time.

428 00:40:22,600 -> 00:40:25,300 We think that run ability is a weakness that the okay.

429 00:40:25,300 -> 00:40:32,400 Yeah, that Us opening up and say, you know what, I have had a hard for, you know what, I am going through some crap in Life or you know what?

430 00:40:32,400 -> 00:40:35,100 I don't know the answer to that, and I am going to be vulnerable.

431 00:40:35,100 -> 00:40:37,600 I don't know the answer to that, but we're going to go figure it out.

432 00:40:37,600 -> 00:40:42,600 In fact, we have the team to go figure that up and I think just being more vulnerable.

433 00:40:42,600 -> 00:40:48,400 All also just allowed level of authenticity across teams that just makes you more human at the end of the day.

434 00:40:48,400 -> 00:40:50,400 And I think that's what we're talking about here.

435 00:40:51,400 -> 00:40:56,200 So I will double-click I am above you said because I think you guys you to hit that nail on the head.

436 00:40:56,800 -> 00:41:07,500 And I think it goes back to this underlying kind of layer of the onion around the capacity for authenticity organizations of people that value authenticity, right?

437 00:41:08,100 -> 00:41:12,700 And when you think about this idea that we have all been a part of organizations for a significant.

438 00:41:12,900 -> 00:41:34,100 Of our time of our lives and time whether it's businesses, family, schools, social groups, and then when you're thinking about this idea of empathy, with in all of that, it comes down to, you know, language context culture, and having the want to understand it and end-to-end to Value it.

439 00:41:34,200 -> 00:41:42,700 And to your point a second ago, your life Journey or your life travel and then Tomika bringing you're bringing your full and authentic self to the job you're in.

440 00:41:43,100 -> 00:41:48,300 And people being able, not only to recognize that, see the value, and then bringing more of that.

441 00:41:48,300 -> 00:41:59,300 And, and I think as Leaders, we owe it to our teams and our organizations to build that out and to continue to build that perspective and thought leadership and diversity.

442 00:41:59,800 -> 00:42:12,700 And that, and you get into this up, this bigger concept of diversity, equity and inclusion, and he's thinking sympathies at the core, and I am seeing a lot of this, these themes across organizations across Industries.

443 00:42:13,700 -> 00:42:15,300 And the importance of it.

444 00:42:16,100 -> 00:42:21,500 The bigger we get as a world in a country and, you know, so on and it's important, right?

445 00:42:21,500 -> 00:42:22,600 It's so important.

446 00:42:23,500 -> 00:42:27,800 Well, you know, before we leave this, I do think we should talk about trust.

447 00:42:28,400 -> 00:42:30,600 So I think important equation, right?

448 00:42:30,900 -> 00:42:32,200 I think trust is huge.

449 00:42:32,200 -> 00:42:34,700 Right and without it, you have nothing, right?

450 00:42:34,700 -> 00:42:38,700 And it's in a marriage friendship or relationship with your boss, right?

451 00:42:38,800 -> 00:42:41,900 With your customers, where people don't trust, you can't get very far.

452 00:42:42,300 -> 00:42:46,400 And, so I think that there's a connection with empathy and Trust.

453 00:42:47,400 -> 00:42:53,100 I like to take my teens through happiness training with an expert Rick Fox.

454 00:42:53,300 -> 00:42:53,600 It's a wreck.

455 00:42:53,600 -> 00:42:54,100 If you're out there.

456 00:42:54,100 -> 00:42:54,800 I hope you're listening.

457 00:42:55,500 -> 00:42:56,400 Love him.

458 00:42:56,500 -> 00:42:57,600 Love his approach.

459 00:42:57,600 -> 00:43:03,600 But he gave, he gives us when we go through this training, a trust formula, right?

460 00:43:03,600 -> 00:43:11,700 And that trust formula is high levels of interaction, high levels of flexibility and high levels of disclosure.

461 00:43:12,900 -> 00:43:20,800 And you think about that, any relationship that you value has those three components or ingredients in it, right?

462 00:43:21,000 -> 00:43:23,100 You think about the bigger your closest friend, your wife?

463 00:43:23,200 -> 00:43:28,100 Wife, your husband, your right, your parents, your brothers and sisters.

464 00:43:28,100 -> 00:43:31,000 Those that you're closest to, you are flexible.

465 00:43:31,000 -> 00:43:34,000 They know things about you that other people don't know.

466 00:43:34,000 -> 00:43:38,500 And you spend a lot of time with them because you choose to.

467 00:43:38,500 -> 00:43:43,900 And, so I think that trust and empathy are connected in that way in that vein.

468 00:43:43,900 -> 00:43:47,400 And so when you put those things together, right?

469 00:43:47,400 -> 00:43:50,900 Actually we might be building something around empathy, but it's like authenticity.

470 00:43:50,900 -> 00:43:52,300 It's trust right?

471 00:43:52,300 -> 00:43:56,100 You and You miss all those things together.

472 00:43:56,100 -> 00:43:59,500 And I think empathy then comes along for the ride.

473 00:44:00,300 -> 00:44:03,100 You say interaction, flexibility and disclosure.

474 00:44:03,100 -> 00:44:09,300 What were the three high levels of flexibility high levels of Engagement and high levels of disclosure?

475 00:44:10,500 -> 00:44:13,600 Equals trust awesome Mica.

476 00:44:13,600 -> 00:44:16,100 I need to get this happiness training ASAP.

477 00:44:16,100 -> 00:44:22,100 So we're going to have your friend is going to have a referral coming in really soon, because I need that in my life.

478 00:44:22,100 -> 00:44:22,400 I think.

479 00:44:22,400 -> 00:44:26,800 I think it's brilliant, especially again, tying it back to remote and distributed teams.

480 00:44:26,900 -> 00:44:37,000 It's like, I think, you know, you're mentioning happiness training and for some people that vote on that sounds like from Mars somewhere, but no, it's like in this distributed world.

481 00:44:37,600 -> 00:44:40,100 The intentionality just have to be so much more.

482 00:44:41,400 -> 00:44:46,100 And water and having teams go through intentional, training on how to do this.

483 00:44:46,100 -> 00:44:47,600 Well, especially when both teams.

484 00:44:47,600 -> 00:44:49,000 It's fascinating.

485 00:44:49,000 -> 00:44:53,400 So I guess we're talking The Green Room, so we can talk about that referral.

486 00:44:54,100 -> 00:44:59,200 But before we go, next question, so you take, you take that trust for me line, you take all the depth that we just talked about.

487 00:44:59,400 -> 00:45:01,400 Now you go say to me, go create a PowerPoint.

488 00:45:01,800 -> 00:45:09,800 Now, you say now you say to your team, go get prepared for some business review, or go get prepared for something that in the grand scheme of what it is.

489 00:45:09,800 -> 00:45:10,100 You're trying.

490 00:45:10,200 -> 00:45:10,900 To accomplish.

491 00:45:10,900 -> 00:45:22,200 Is it, is that big you'd be amazed how much you get done together when you build, you know, those High degrees of, trust disclosure partnership and understanding of each other.

492 00:45:23,700 -> 00:45:26,600 When, when now the ask is, how can you lean in with me?

493 00:45:27,300 -> 00:45:28,400 Can we do this together?

494 00:45:28,800 -> 00:45:29,700 I am are you ready?

495 00:45:29,700 -> 00:45:31,200 What support do you need that?

496 00:45:31,700 -> 00:45:35,900 It's something fascinating when you get to that threshold and over that Hill.

497 00:45:37,500 -> 00:45:50,800 And Roberto London can tell you, he's been through the training and it was, I mean, it's an experience and you can't unknow

what you learn when you go to that, that did that programming that try that process.

498 00:45:50,800 -> 00:45:52,400 You can't, you can't unknow it.

499 00:45:52,800 -> 00:45:56,600 And so you're wet with it and you have to apply it because it's in your head.

500 00:45:58,000 -> 00:46:00,400 So, that's the happiness training with Rick Foster.

501 00:46:01,900 -> 00:46:11,000 Okay, and I mean, there is a question here in chat about leadership exercises to help improve empathy.

502 00:46:11,500 -> 00:46:13,900 So would you take your whole leadership team?

503 00:46:13,900 -> 00:46:15,000 Unlike an off-site?

504 00:46:15,000 -> 00:46:20,200 And is this, like a whole day activity, or it's a two-day the way Rick does it?

505 00:46:20,500 -> 00:46:27,700 It's a two-day investment in your leadership team, and he really talks to you about the realities and the science of what happy.

506 00:46:27,900 -> 00:46:28,500 People do.

507 00:46:28,700 -> 00:46:33,000 And so happy people behave and they do certain things.

508 00:46:33,000 -> 00:46:36,800 There are certain things that they do in life because they're happy.

509 00:46:36,900 -> 00:46:53,200 And then there's also two when your, when your team is happy, they are functioning from the executive level of their brain, which means that's the highest place of productivity, you can get from that team because they're high functioning there are high functioning teams.

510 00:46:54,200 -> 00:46:57,700 And so as you think about, you think about that executive function, that's where we want.

511 00:46:57,800 -> 00:47:02,200 Our people to be leading from is that executive function of their brain?

512 00:47:03,000 -> 00:47:07,400 And then when you do that, there's these other components of Happiness, like, showing appreciation.

513 00:47:08,000 -> 00:47:08,900 I mean, you got to think about it.

514 00:47:08,900 -> 00:47:10,400 How often do you tell someone?

515 00:47:10,400 -> 00:47:19,200 I really appreciate it, but you did for me or I appreciate you, staying late on that meeting, or appreciate you stand up to 2:00 in the morning to work on that deck, whatever it is.

516 00:47:19,200 -> 00:47:23,700 But it's you got to show real appreciation for people, and they have to feel it here.

517 00:47:24,800 -> 00:47:30,600 It can't be superficial but that's something that You people do is they show appreciation.

518 00:47:31,100 -> 00:47:32,300 They show humility.

519 00:47:32,500 -> 00:47:35,600 They focus around intention rights.

520 00:47:35,600 -> 00:47:44,100 If you think about when people harm you, you got to ask yourself the question about that individuals intention, right?

521 00:47:44,100 -> 00:47:48,800 And so, you can forgive people if their intention wasn't to harm you.

522 00:47:49,600 -> 00:48:16,700 Now, if their intention was to harm you, that is a whole nother ball of wax dealing with something totally different, but he takes us, he will take your Teams through all of that exercise, to help, you understand what happy people do, how they function, how they engage and whatnot, and how to recognize when you have or likely might have someone on your team, that is intentionally causing people harm because hurt, people hurt people.

523 00:48:17,700 -> 00:48:20,800 Mmm, so good.

524 00:48:20,900 -> 00:48:22,600 All right, let us talk to you before.

525 00:48:22,600 -> 00:48:23,500 Before we leave this.

526 00:48:23,500 -> 00:48:25,900 We're going to have, like, happiness workshop on.

527 00:48:25,900 -> 00:48:26,900 Welcome for Distributing.

528 00:48:26,900 -> 00:48:27,300 Yeah.

529 00:48:27,800 -> 00:48:29,300 Like that's like the next event.

530 00:48:29,300 -> 00:48:37,800 We have to get going, love that and I think somebody in chat was asking, you know, is there a happiness index or test that we can take?

531 00:48:38,000 -> 00:48:38,800 We're going.

532 00:48:39,100 -> 00:48:41,700 We're going to do it on a walk on, so we can do it all together.

533 00:48:41,800 -> 00:48:42,200 Okay?

534 00:48:42,200 -> 00:48:42,700 Yeah.

535 00:48:43,000 -> 00:48:45,000 Well Rick Foster on, I love it.

536 00:48:45,500 -> 00:48:47,000 Alright, here's another question.

537 00:48:47,500 -> 00:48:53,200 How do you scale empathetic leadership as your team and as your company grows?

538 00:48:55,800 -> 00:48:56,400 I think you.

539 00:48:57,700 -> 00:48:58,200 You stay true.

540 00:48:58,200 -> 00:48:58,800 The formula.

541 00:48:59,100 -> 00:49:06,700 Whatever that formula is for your team, right in the end, wherever you have seen that most success and obviously, you know, to make is mentioning the happiness formula.

542 00:49:06,900 -> 00:49:11,200 I am sure there're others, you know, that have worked specific to Industries or what it is.

543 00:49:11,200 -> 00:49:14,200 You're trying to accomplish as you scale.

544 00:49:14,800 -> 00:49:21,500 Not only do you have to make sure that you're staying true to that formula, but you are evolving it over time for scalability, right?

545 00:49:21,600 -> 00:49:26,400 Whether that's more resources or that's more in time that you use dedicated to it.

546 00:49:26,800 -> 00:49:37,700 When you go from A Thousand person company or 500 person company to have 50,000 person company, you will notice the infrastructure around people and the infrastructure around programs and diversity, inclusion.

547 00:49:38,700 -> 00:49:42,500 Just simple networking or teaching gross, right?

548 00:49:42,500 -> 00:49:50,500 It's no longer one person to maybe five, maybe ten, maybe different groups and organizations and then you create the Matrix around that.

549 00:49:51,100 -> 00:49:57,300 But I would say, you know, from my experiences, you know, scaling that empathy empathetic culture and Leadership.

550 00:49:57,400 -> 00:50:01,500 Aisle and, you know, kind of anchor, you got it State Route.

551 00:50:01,500 -> 00:50:03,400 It has to be a priority, has to be measured.

552 00:50:03,400 -> 00:50:04,300 It has to be a priority.

553 00:50:04,300 -> 00:50:04,500 Right?

554 00:50:04,500 -> 00:50:07,300 What's measured gets done and it gets done.

555 00:50:07,300 -> 00:50:07,700 Well.

556 00:50:10,400 -> 00:50:10,800 Good point.

557 00:50:10,800 -> 00:50:17,000 I think for me I go back to interviewing like when your interview especially like a leader in your organization.

558 00:50:17,000 -> 00:50:26,200 Your leaders can be responsible for people and so having the wrong higher that's coming in and is responsible for driving culture and building people up.

559 00:50:26,800 -> 00:50:29,200 I mean, it's become so much more important, right?

560 00:50:29,200 -> 00:50:39,300 So, the interviewing process that you have, I think Linda back to your point that interviewing formula is making sure that you don't lower the bar.

561 00:50:39,500 -> 00:50:44,100 You're very people consider company and what you're bringing company, people consider the company for.

562 00:50:44,600 -> 00:50:48,100 I think a lot of times we get into these pressure pocket.

563 00:50:48,100 -> 00:50:50,500 Sometimes we were just, I just need someone to come in and kind of.

564 00:50:50,500 -> 00:50:53,800 Yes, they check all the boxes on the resume, they do all of this.

565 00:50:54,000 -> 00:50:59,700 But how are you actually double-clicking to kind of hammer that one home on the person?

566 00:50:59,800 -> 00:51:03,400 Can I really trust this person to lead people?

567 00:51:03,400 -> 00:51:12,600 Well, and I just hold my leader so a higher bar because at the end, Of the day, they're the ones building culture with their teams.

568 00:51:12,600 -> 00:51:12,800 Right?

569 00:51:12,800 -> 00:51:16,900 So I am only as successful as I am able to influence my reader.

570 00:51:17,000 -> 00:51:25,000 And so bringing the Right leader in and carry that culture further is, I think we're starts again at let me touch on that as well.

571 00:51:26,900 -> 00:51:28,100 None of this is easy.

572 00:51:28,800 -> 00:51:29,100 Right?

573 00:51:29,100 -> 00:51:31,300 Well, let us be clear, right?

574 00:51:31,300 -> 00:51:42,900 None of this, this thinking and these approaches, and the framework is easy, and it gets harder, especially the bigger you get, and the more diverse you get as an organization, and I am a firm believer in.

575 00:51:42,900 -> 00:51:50,000 Not one size, fits all and I think that's one of the biggest challenges that we have as big companies and, you know, different Industries.

576 00:51:50,000 -> 00:51:54,800 We try to take these Frameworks at ideas and Concepts and just layer it on and do this.

577 00:51:55,500 -> 00:52:07,200 You have to find the Formula that works for your team, your direct team, and your broader organization, and you have to solicit the inspiration and to buy into it.

578 00:52:08,100 -> 00:52:13,200 So I will just I will leave that because I don't want people to think that we're just saying this and it's, you know, snap of a finger.

579 00:52:13,200 -> 00:52:14,500 But this takes work.

580 00:52:14,500 -> 00:52:15,600 It takes alignment.

581 00:52:15,600 -> 00:52:17,200 It takes time.

582 00:52:17,200 -> 00:52:23,000 It takes energy takes measurement takes investment, and it's important to think about it holistically in that way.

583 00:52:24,700 -> 00:52:25,300 I agree.

584 00:52:25,400 -> 00:52:25,900 You know what?

585 00:52:25,900 -> 00:52:27,100 I think it's around.

586 00:52:27,100 -> 00:52:28,500 I think it's around intention.

587 00:52:28,900 -> 00:52:29,400 Right?

588 00:52:29,400 -> 00:52:40,900 And so for people that have children, you will this will resonate our kids do as we do not necessarily as we say, right?

589 00:52:40,900 -> 00:52:43,800 And sometimes kids are like, huh?

590 00:52:44,300 -> 00:52:44,800 That's me.

591 00:52:45,800 -> 00:52:48,000 That is me off every day.

592 00:52:48,100 -> 00:52:49,300 And it's interesting.

593 00:52:49,300 -> 00:53:02,200 They do more of what you do than what you say because and most times We're saying things, we have to say it a thousand times, but when you're doing something right, that's easier to adopt because it becomes habit.

594 00:53:02,400 -> 00:53:11,600 And, so I think it's around and tension and around making sure that you were modeling the way and calling it out when you don't see it because that's important too, right?

595 00:53:11,600 -> 00:53:16,900 Sometimes we, you know, people do something wrong or something terrible and will whisper behind the scenes.

596 00:53:16,900 -> 00:53:18,900 Like did you believe did you hear you?

597 00:53:18,900 -> 00:53:19,500 No, no.

598 00:53:19,500 -> 00:53:20,100 No.

599 00:53:20,100 -> 00:53:23,800 We need to call those bad behaviors out, but we should also too.

600 00:53:24,300 -> 00:53:25,700 Call out in a good way.

601 00:53:25,700 -> 00:53:31,400 The behaviors that we see and model those, and make sure that we're being intentional about that.

602 00:53:32,200 -> 00:53:35,400 So I want to double-click into that Tomika.

603 00:53:36,200 -> 00:53:39,700 How do you do it in honoring and respectful way?

604 00:53:42,300 -> 00:53:44,900 I think it's about Tak tone and timing, right?

605 00:53:44,900 -> 00:53:48,800 So it's about when you do it, so I will give an example of something that happened today.

606 00:53:48,800 -> 00:53:50,800 So this is like I am sharing, right?

607 00:53:50,800 -> 00:54:06,100 Like some of my baggage life is not perfect and especially in leadership, but I joined a call today and I had a member of my staff was saying well sometimes our leader doesn't give clear directions, but they didn't know that.

608 00:54:06,100 -> 00:54:06,800 I was on the call.

609 00:54:06,900 -> 00:54:10,100 So it's not helped myself.

610 00:54:10,100 -> 00:54:12,800 I could not help us up because it was like, I was Shocked rapidly.

611 00:54:13,500 -> 00:54:14,200 Wait what?

612 00:54:14,400 -> 00:54:18,300 So then I was like, you know, running through my email, the figure like was I not clear?

613 00:54:19,500 -> 00:54:23,100 And so and I just asked them in the moment and that particular point in time.

614 00:54:23,500 -> 00:54:28,200 There were few of us on the call for me to say what was not clear.

615 00:54:28,600 -> 00:54:30,300 Like, like talking about this, talk about it right.

616 00:54:30,300 -> 00:54:30,600 Now.

617 00:54:31,000 -> 00:54:36,100 What were you not clear on and oh, by the way, if you're not clear, please call me text me.

618 00:54:36,500 -> 00:54:41,700 I am all this, and we dealt with literally At that moment and but I am an in-the-moment time.

619 00:54:41,800 -> 00:54:44,100 I believed her London knows this, right?

620 00:54:44,100 -> 00:54:45,500 Right, then it was it.

621 00:54:46,400 -> 00:54:47,600 I am telling you that day.

622 00:54:47,700 -> 00:54:48,600 I can't sleep on it.

623 00:54:48,600 -> 00:54:57,000 Like I literally cannot take it to bed with me, if there's something awry, I have to talk to you about it that day before I close my eyes.

624 00:54:57,000 -> 00:54:59,300 I can't let it Fester you, let things Fester.

625 00:54:59,300 -> 00:55:10,700 They actually get worse than they were when you originally encountered it like you start overthinking it, you start processing, and you start adding on your own stuff to it, but I think it has a lot to do with timing.

626 00:55:10,900 -> 00:55:15,900 So And so you do that as it's comfortable for you, right?

627 00:55:15,900 -> 00:55:19,600 So if you're an in-the-moment type of person deal with it, then move on.

628 00:55:20,100 -> 00:55:27,900 If you're not process, take I know some folks like to process things, process it and then it sometimes it really involved.

629 00:55:27,900 -> 00:55:32,900 You pull a person to the side and having a separate conversation because, guess what?

630 00:55:33,000 -> 00:55:34,500 No one likes to be embarrassed.

631 00:55:34,900 -> 00:55:37,700 None of us are who, like, who are signing up for embarrassment every day?

632 00:55:37,700 -> 00:55:38,500 Not me.

633 00:55:38,900 -> 00:55:41,700 I don't wanna be embarrassed, that's part of what drives me to, to succeed.

634 00:55:41,800 -> 00:55:45,000 In the world is to not fail, definitely not be embarrassed.

635 00:55:45,200 -> 00:55:47,500 And so, none of us likes to feel that way.

636 00:55:47,500 -> 00:56:01,500 And so, it's a matter of making sure that you're doing it and honoring, the person with their, with respect, right, giving them, the respect that they're done and doing it in a safe space and, and Tomika, I think the asterisk there.

637 00:56:01,500 -> 00:56:02,500 You know what you just said?

638 00:56:02,500 -> 00:56:03,800 Is that you care, right?

639 00:56:03,800 -> 00:56:11,700 You care as a leader, and you want to make sure that if someone doesn't feel like they brought up to speed up their brought up to speed, or there's something missing that you want to address it.

640 00:56:11,900 -> 00:56:13,100 And you know, there's lots of ways to do it.

641 00:56:13,100 -> 00:56:14,400 Like you said, it's in the moment.

642 00:56:14,400 -> 00:56:24,800 It's taking them to the side, but I think it goes back to, you know, Tak tone and timing and then this idea of like the language you use the context in which you're communicating right in the culture.

643 00:56:24,900 -> 00:56:25,200 Right?

644 00:56:25,400 -> 00:56:33,600 I mean, everyone is engaged differently, everyone receives information differently and received criticism attention.

645 00:56:33,600 -> 00:56:33,900 Right?

646 00:56:33,900 -> 00:56:36,700 Like you're exactly that person.

647 00:56:36,700 -> 00:56:36,900 Are you?

648 00:56:36,900 -> 00:56:44,200 Absolutely and I think that's a really powerful element of Leadership is being aware and cognizant of that.

649 00:56:44,200 -> 00:56:45,300 And to me, that's empathy, right.

650 00:56:45,300 -> 00:56:49,400 That's a version of empathy in the moment in an instance.

651 00:56:49,900 -> 00:56:55,200 And you know, that is something that I hate to say, it is not something that you're born with.

652 00:56:55,400 -> 00:57:17,900 I mean the reality is, you learn that over time, you learn that, their experiences, you learn that through, you know, going through the battles, you learn that through managing and leading different types of people and working with different groups of people, to build up that skill set and ability to deliver that message or Support that colleague or whatever it is At that moment in time, but you got again, it's not easy.

653 00:57:17,900 -> 00:57:19,100 You have to pay attention.

654 00:57:19,100 -> 00:57:22,800 You have to be engaged as a leader that has to be a priority of yours.

655 00:57:22,800 -> 00:57:26,800 Otherwise, you just you're just a driver, you just hate, you know, just drive and push it.

656 00:57:28,100 -> 00:57:30,100 I know we're running on time, but I have to say this.

657 00:57:30,500 -> 00:57:33,600 I like to consider it like, spinach in my teeth, right?

658 00:57:35,700 -> 00:57:35,900 Yes.

659 00:57:35,900 -> 00:57:36,700 Spinach in your teeth.

660 00:57:36,700 -> 00:57:45,400 You want someone to tell you that you have to walk around at a party with the you care about the person.

661 00:57:45,800 -> 00:57:47,600 Tell him, tell him what's right?

662 00:57:47,600 -> 00:57:48,100 And what's wrong?

663 00:57:50,000 -> 00:57:50,400 That's good.

664 00:57:50,400 -> 00:57:57,600 I, you know, before we wrap up here, I just gotta say, both Tomika in London that I don't know.

665 00:57:57,600 -> 00:57:59,800 I think, Two guys are doing is pretty powerful.

666 00:57:59,800 -> 00:58:03,700 Not only you lead distributed teams, but it's super teams in healthcare.

667 00:58:03,800 -> 00:58:08,200 And I mean, when we talk about taking care of people, empathetic leadership is important.

668 00:58:08,300 -> 00:58:11,600 Overall well-being is as important, right?

669 00:58:11,800 -> 00:58:20,500 So anyway, I just want to thank you to before we run out of time here for just sharing the stage and sharing best practices that you are seeing on your thigh.

670 00:58:21,300 -> 00:58:22,200 And thank you.

671 00:58:22,200 -> 00:58:26,500 Thank you for your leadership and your leadership in the tech space and doing what you're doing.

672 00:58:27,300 -> 00:58:30,300 You're In the game and you're doing it, right?

673 00:58:30,300 -> 00:58:39,400 You're doing it better, and we can all see that and so appreciate having the opportunity just to be on a panel with you next to the greatness.

674 00:58:40,100 -> 00:58:41,400 So really appreciate that.

675 00:58:42,100 -> 00:58:49,700 Yeah, you better share the stage with you three and it's been a, it's been a privilege and hopefully this has helped folks that were listening in today.

676 00:58:49,700 -> 00:58:52,200 And if there's anything you need, let us know.

677 00:58:54,300 -> 00:58:59,200 Wow, I am like feeling the love wrapping up at time here.

678 00:58:59,200 -> 00:59:09,500 And I know we didn't get through all of the questions, but this was so rich and there were some tactical takeaways some really meaningful insights shared.

679 00:59:09,500 -> 00:59:12,100 I hope all of you took something away.

680 00:59:12,400 -> 00:59:16,400 We will be sharing this recording out to all those who had registered.

681 00:59:16,600 -> 00:59:19,200 And so thank you, Tomika London.

682 00:59:19,200 -> 00:59:20,000 Roberto.

683 00:59:20,000 -> 00:59:25,100 Thank you so much for taking the time to Share your experience and insights with us.

684 00:59:25,500 -> 00:59:26,200 Thank you, Gina.

685 00:59:26,500 -> 00:59:27,600 Thank you guys.

686 00:59:28,300 -> 00:59:29,300 All right.

687 00:59:29,300 -> 00:59:33,900 Well with that, we are going to wrap up and gosh.

688 00:59:33,900 -> 00:59:36,000 After these rich conversations.

689 00:59:36,100 -> 00:59:42,500 I wish that we could all like, hang out at the bar and go grab a drink together and chill out.

690 00:59:43,300 -> 00:59:45,700 But, you know, we hope to see you at our next event.

691 00:59:45,700 -> 00:59:52,000 We have got an event coming up, May 31st, and it's going to be an internal comms focused event.

692 00:59:52,000 -> 01:00:02,000 We're going to talk about Out the new Norms, the new tools and different things that internal comms team members are really challenged within this new distributed world.

693 01:00:02,200 -> 01:00:05,600 And so be sure to check that out go to our website.

694 01:00:05,600 -> 01:00:10,700 And of course you're on welcome, and we love that you're in our house here.

695 01:00:10,800 -> 01:00:21,800 If you want to learn more about how to uplevel your All Hands experience or your employee onboarding or do a webinar, check out what welcomes all about.

696 01:00:21,800 -> 01:00:22,700 See it for yourself.

697 01:00:22,900 -> 01:00:24,900 Can book a demo on the tabs right above?

698 01:00:25,100 -> 01:00:34,900 So with that we send our love and gratitude to you all have a wonderful rest of the day and week, and we look forward to seeing you soon.

699 01:00:35,100 -> 01:00:35,800 Take care.

1 00:00:37,081 -> 00:00:42,981 Get the right message at the right time and making sure that it's accessible to both people at home and in our offices.

2 00:01:12,781 -> 00:01:14,281 As an internal comms leader.

3 00:01:14,681 -> 00:01:20,081 It's really important to me in building our hybrid Workforce that there's a consistency to when people receive information.

4 00:01:20,181 -> 00:01:21,581 They know when they're going to get it.

5 00:01:21,581 -> 00:01:25,381 It's accessible to both people at home and virtually.

6 00:01:52,181 -> 00:01:55,881 It's really important to me is providing consistency for employees.

7 00:01:55,881 -> 00:02:02,381 So, creating and communicating, clear, and simple standards across the team.

8 00:02:02,381 -> 00:02:05,881 No matter what function, or we're in the organization.

9 00:02:05,881 -> 00:02:06,581 They work from.

1 00:06:12,100 -> 00:06:13,300 Hi everyone.

2 00:06:13,900 -> 00:06:16,000 Welcome to today's event.

3 00:06:16,000 -> 00:06:22,800 My name is Gina, I am head of marketing with welcome, and we are so excited about today's panel.

4 00:06:23,700 -> 00:06:38,700 We are talking today about onboarding and especially with remote teams there is this magic window that either makes or breaks an employee experience as well as their commitment and loyalty to a company.

5 00:06:39,000 -> 00:06:41,700 And so we have got Laura from Sora.

6 00:06:41,900 -> 00:06:47,700 And Craig from my Avant who's gonna help us dissect and dive deep into some of these insights.

7 00:06:47,700 -> 00:06:48,500 Thank you so much.

8 00:06:48,500 -> 00:06:56,800 For those of you have submitted, your questions in advance, we're going to address each of those questions, but also note that there is a Q&A tab.

9 00:06:56,800 -> 00:07:00,400 So at any given time, feel free to drop your questions.

10 00:07:00,400 -> 00:07:09,100 I will be watching the chat as we're going through our panel discussion, and we will pull those in as they're fit.

11 00:07:09,400 -> 00:07:10,200 All right?

12 00:07:10,200 -> 00:07:14,600 So, a couple of housekeeping, Keeping things note that there is a help tab.

13 00:07:14,600 -> 00:07:28,600 So if any of you have questions or technical difficulties, feel free to jump into there and say hello to one of our support folks, and we have also got the volume knobs and closed captioning knobs at the very bottom of the stage.

14 00:07:28,700 -> 00:07:31,300 So if any of you need access that it's right there.

15 00:07:31,600 -> 00:07:32,200 All right.

16 00:07:32,200 -> 00:07:34,200 We're going to kick it off this morning.

17 00:07:34,300 -> 00:07:34,800 Well for me.

18 00:07:34,800 -> 00:07:36,700 I am in Oahu Hawaii.

19 00:07:36,700 -> 00:07:38,400 I am seeing some of you tuning in.

20 00:07:38,400 -> 00:07:41,700 We got you sip from Turkey, Canada.

21 00:07:42,100 -> 00:07:43,700 All right, we're all over La.

22 00:07:43,700 -> 00:07:44,800 This is great.

23 00:07:45,700 -> 00:07:49,500 So we're going to kick it off this morning with a pole.

24 00:07:50,100 -> 00:07:53,600 What is your biggest onboarding challenge?

25 00:07:54,400 -> 00:07:56,100 Feel free to drop your boats.

26 00:07:56,200 -> 00:08:07,100 Is it frustrating manual processes, a lack of Engagement scaling as the company grows onboarding remotely or stakeholder accountability?

27 00:08:07,100 -> 00:08:09,500 Go ahead and drop in your votes.

28 00:08:10,400 -> 00:08:12,800 All right, we're starting to see them come through.

29 00:08:13,500 -> 00:08:17,000 Lack of Engagement, onboarding remotely, stakeholder accountability.

30 00:08:17,000 -> 00:08:18,200 That's coming up a lot.

31 00:08:18,200 -> 00:08:19,200 Then next is.

32 00:08:19,600 -> 00:08:20,400 Okay.

33 00:08:21,100 -> 00:08:25,400 Leveling out onboarding, remotely and stakeholder accountability.

34 00:08:26,300 -> 00:08:27,300 All right.

35 00:08:27,900 -> 00:08:28,100 Okay.

36 00:08:28,100 -> 00:08:29,300 That's very insightful.

37 00:08:29,300 -> 00:08:30,000 Thank you.

38 00:08:30,000 -> 00:08:33,200 We're going to pick our panelists.

39 00:08:33,200 -> 00:08:36,600 And so with that, I would love to introduce to our stage.

40 00:08:36,600 -> 00:08:45,400 Laura co-founder and CEO of skoura And Craig Executive Director people operations and analytics of my Avant.

41 00:08:45,400 -> 00:08:47,900 Hello, hello.

42 00:08:47,900 -> 00:08:49,800 Hello to see you both.

43 00:08:49,800 -> 00:08:51,400 Where are you tuning in from?

44 00:08:53,000 -> 00:08:55,400 I am in LA and seasoning.

45 00:08:56,300 -> 00:08:57,600 Great! Tiny red.

46 00:08:57,600 -> 00:09:01,700 How about you Netherlands?

47 00:09:03,900 -> 00:09:03,900 Netherlands.

48 00:09:04,100 -> 00:09:06,900 Wow, we are truly across the globe.

49 00:09:06,900 -> 00:09:07,800 I am in Hawaii.

50 00:09:08,000 -> 00:09:16,800 So It's great to have you here on our stage, and I am very excited about this topic.

51 00:09:17,400 -> 00:09:23,000 Some of the poll results that we just saw were identifying some challenges.

52 00:09:23,000 -> 00:09:26,300 Are those some common challenges that you normally see?

53 00:09:26,300 -> 00:09:27,600 What are your thoughts to that?

54 00:09:29,400 -> 00:09:32,800 Yeah, it's not gonna be able to talk this whole time.

55 00:09:33,800 -> 00:09:34,700 Yeah, honestly.

56 00:09:34,700 -> 00:09:35,800 Very, very common.

57 00:09:36,100 -> 00:09:37,600 Everything from manual processes.

58 00:09:37,600 -> 00:09:41,600 We here to engaging stakeholders especially hiring managers.

59 00:09:41,600 -> 00:09:43,100 We hear that a lot, a lot.

60 00:09:44,300 -> 00:09:45,300 And what was the other one?

61 00:09:45,300 -> 00:09:46,100 That one?

62 00:09:47,100 -> 00:09:49,200 Remind me, I am boarding.

63 00:09:49,200 -> 00:09:51,500 Remotely engagement remotely.

64 00:09:51,500 -> 00:09:51,900 Yes.

65 00:09:51,900 -> 00:09:52,800 Yes, of course.

66 00:09:52,800 -> 00:09:58,900 You know that all the time will always will continue to be a question, a very A common question.

67 00:09:59,400 -> 00:10:02,800 But especially obviously with covid has been very topical.

68 00:10:04,800 -> 00:10:06,300 Yeah, I would, I would agree.

69 00:10:06,300 -> 00:10:16,800 I sometimes think were in our own world and doing with their own challenges and then when you pull up and you have discussions like this, we're all dealing with the same things and I do think in some ways.

70 00:10:16,800 -> 00:10:31,600 Stakeholder accountability has spiked a little bit more in recent years just because we're working a little bit more virtually and I know we will get into this a little bit later but things like the Buddy program that you set up new hires with.

71 00:10:31,600 -> 00:10:40,500 Those are things that are been always Balance with trying to Tinker with to make sure that individual is creating the best experience for new hires.

72 00:10:41,900 -> 00:10:42,500 That's good.

73 00:10:42,600 -> 00:10:43,800 Oh, I am excited.

74 00:10:43,800 -> 00:10:53,500 I have been to some of this but before we do jump into the questions can you tell us a little bit about each of your organization's and what kind of problems you all are solving?

75 00:10:54,900 -> 00:10:58,400 Yeah, sure, yeah.

76 00:10:58,400 -> 00:11:04,400 So as of three weeks ago, I was with my event Sciences, but I am now a free agent.

77 00:11:05,200 -> 00:11:15,400 And in fact, this trip that I am on in Europe, it was one reason I actually left, and I am thinking about extending my trip in Europe for a couple months.

78 00:11:16,700 -> 00:11:22,100 But when I was with my event, I was head of people operations and analytics.

79 00:11:22,800 -> 00:11:25,700 So we did a lot of the onboarding The offboarding.

80 00:11:25,700 -> 00:11:39,100 We also had responsibility for the full technology stack as well as benefits and then since we were small we would also get involved in the programs like, you know, return to site or the employee survey or Performance Management.

81 00:11:41,600 -> 00:11:45,300 And I am Laura, co-founder and CEO of Sora.

82 00:11:45,800 -> 00:11:59,900 We are an employee onboarding platform that helps you create really powerful employee experiences, but do so at scale automating a lot of the tedious pieces and doing it with a human touch.

83 00:12:00,300 -> 00:12:09,200 So seeing a lot, a lot of companies, onboarding processes, and trying to sort of optimize them and have lots of thoughts on the topic.

84 00:12:09,600 -> 00:12:10,300 That's great.

85 00:12:11,000 -> 00:12:22,500 All right, so we're going to dive into some of these questions that were submitted in advance, but also questions that we sort of came up with as we were in discussions together as a group prior to this event.

86 00:12:23,100 -> 00:12:29,200 You know, we when we think about that magic window that we're just taught, what I was mentioning, there's actually a stat from sure.

87 00:12:29,200 -> 00:12:35,300 I am that says, like, you know if you do onboarding well then 69% of your employees will actually stay.

88 00:12:35,900 -> 00:12:43,600 So from day one, what are some really great Ways that we can engage our new hire.

89 00:12:45,400 -> 00:12:59,200 Yeah, so I think that you sent this even ahead of time and one of the emails promoting this event but I think it's a really big question to sort of unpack.

90 00:12:59,200 -> 00:13:09,900 So I like to take the word engage new hire and break it down a little bit and I think there's four main goals in engaging a new hire.

91 00:13:10,500 -> 00:13:12,700 One is just getting them excited.

92 00:13:12,900 -> 00:13:21,200 Of course like a good first impression is the first thing that happens and it's most important one is introduction.

93 00:13:22,400 -> 00:13:35,300 Helping them understand the team and their contributions, and their goals, like introducing them to what work at your company, will be integration where they're actually meeting people.

94 00:13:35,300 -> 00:13:44,200 And I always refer to this stat, where referred employees are much more successful on average than non referred employees.

95 00:13:44,200 -> 00:13:49,400 And it's not because, you know, of course, it's not that rich people who are referred happened to be smarter than others.

96 00:13:49,700 -> 00:13:57,900 It's because they have someone they can go to ask silly questions to ask where they should be finding information.

97 00:13:57,900 -> 00:14:05,200 And so our goal should be to shorten that Gap and eliminate the Gap entirely so that everyone feels integrated enough.

98 00:14:05,200 -> 00:14:09,300 Where they know where to go for questions with a know where to go for information.

99 00:14:09,900 -> 00:14:13,400 So that integration goal I think is very important as well.

100 00:14:14,000 -> 00:14:20,100 And finally fourth way I think of Engagement is ramp like actually getting them.

101 00:14:23,000 -> 00:14:26,800 Up to speed and set up for success for their actual role.

102 00:14:26,800 -> 00:14:42,100 And the skills that they need to develop etcetera, oftentimes that's dependent on teams and all kinds of other things, but excitement, introduction and integration are all things that as people team we can be doing to.

103 00:14:43,800 -> 00:14:46,400 We can be influencing in our onboarding processes.

104 00:14:47,500 -> 00:14:48,300 That's great.

105 00:14:48,400 -> 00:14:50,200 So I will go ahead, Craig.

106 00:14:51,500 -> 00:14:52,100 Oh no.

107 00:14:52,100 -> 00:14:59,100 I was only going to say we often find new hires have that excitement when they first join.

108 00:14:59,900 -> 00:15:10,800 So we really try to focus on what Laura described as the end of introduction integration in a ramp and doing that very well, and we can get into some of those details here in the moment.

109 00:15:11,500 -> 00:15:19,300 So just to summarize those four points again it's excitement, introduction integration and ramp.

110 00:15:20,600 -> 00:15:24,700 Those are the Is, I think it's easiest to break down and honestly there are 50 more.

111 00:15:24,700 -> 00:15:32,700 There are so many goals we could have during onboarding, but I think they mostly can be broken down into those themes.

112 00:15:33,400 -> 00:15:41,200 And then, what I typically do when I am helping someone with an onboarding process is for every single one of those goals.

113 00:15:41,200 -> 00:15:48,200 Think about what you are doing before they start when they start and a few weeks months after they start.

114 00:15:48,300 -> 00:15:51,100 And it just makes it a little easier to break down your process and see.

115 00:15:51,200 -> 00:16:01,700 Where you have gaps and where you can fill in, you know, as managers we traditionally here that onboarding window is around 30 60 90, would you sit days?

116 00:16:02,400 -> 00:16:04,200 Would you agree to that?

117 00:16:04,200 -> 00:16:08,200 Or does it continue before or less than that?

118 00:16:08,200 -> 00:16:09,200 Like, what is that?

119 00:16:09,200 -> 00:16:13,400 Sweet spot of truly engaging an employee.

120 00:16:14,900 -> 00:16:24,900 I do think a little bit before is important to acknowledge having a point of contact having someone on our marketing team, actually published a couple days ago.

121 00:16:25,800 -> 00:16:30,200 30 questions that your new hire is probably too scared to ask you.

122 00:16:30,200 -> 00:16:44,100 There are a lot of questions that need answering some that we aren't anticipating like a lot of our employees asked what they should wear even though we're a fully distributed company and I never would have thought of that like I am wearing a sweater.

123 00:16:44,600 -> 00:16:45,500 Zoom right now.

124 00:16:46,800 -> 00:16:48,000 We're on welcome, excuse me.

125 00:16:48,000 -> 00:16:52,400 But yeah, I think there are a lot of things.

126 00:16:52,700 -> 00:16:58,800 There's a lot of Engagement that needs to happen before the start date to get ready for that.

127 00:16:58,800 -> 00:17:01,400 Excitement to get ready for that ramp Etc.

128 00:17:03,200 -> 00:17:03,900 What do you think?

129 00:17:03,900 -> 00:17:07,099 I know I think that's actually a really good example.

130 00:17:07,099 -> 00:17:21,000 We often find that many of our new hires overdressed, the first couple days and to your point, I think they're really trying to understand the Norms of the organization and often.

131 00:17:21,200 -> 00:17:28,000 You don't really pick up on a lot of those Norms until you start sort of working with people seeing how other people work.

132 00:17:28,300 -> 00:17:43,100 And so, sometimes we take these things for granted, but I do think there's a lot of value in having that resource, perhaps even the recruiter helping with some of those questions, may even prompt some of those questions in advance, just so that the new hire doesn't feel like they're dumb questions.

133 00:17:44,500 -> 00:17:45,700 That's a really good one.

134 00:17:46,000 -> 00:17:47,000 What should I wear?

135 00:17:49,300 -> 00:17:56,800 Great answer to provide a new hire before day one, and they're honestly dozens more like that.

136 00:17:56,900 -> 00:17:58,100 You can't see your calendar.

137 00:17:58,100 -> 00:18:00,100 Yet what does my first week look like?

138 00:18:00,100 -> 00:18:03,600 I have no idea what I am walking into there's a lot.

139 00:18:03,600 -> 00:18:10,000 A lot of things you can be doing to prep but then to the other half of your question how long does onboarding extend afterwards?

140 00:18:10,200 -> 00:18:21,700 I do think 90 days is a good best practice but honestly The onboarding team, the HR team should be kind of constantly in touch with employees and onboarding.

141 00:18:21,700 -> 00:18:28,700 Buddy doesn't have to stop talking to this person after 90 days, you know, ideally, they have actually formed a connection, and they continue to meet.

142 00:18:30,100 -> 00:18:50,600 So when Should you evaluate those four goals of onboarding and how you can integrate that into your process 90 days is probably a good boundary to set their but the thoughtfulness should absolutely continue for pretty much the entire tenure of the employee.

143 00:18:51,900 -> 00:18:57,500 Well, then are our onboarding process has certainly evolved over the years.

144 00:18:58,600 -> 00:19:04,100 One thing we did last year, and I am sure many are familiar on this call or this webinar.

145 00:19:04,500 -> 00:19:17,200 We actually ran an organizational network analysis, which essentially is a map of all the connections and who people are connected to it's like really doing an x-ray of your organization.

146 00:19:17,500 -> 00:19:18,200 That's cool.

147 00:19:18,200 -> 00:19:21,000 What we found was as you.

148 00:19:21,300 -> 00:19:26,800 Imagine new hires don't have nearly the number of connections as more tenured employees.

149 00:19:26,800 -> 00:19:27,800 That's very normal.

150 00:19:28,200 -> 00:19:30,700 But we actually lagged the benchmarks.

151 00:19:31,200 -> 00:19:36,800 So prior to that we actually would focus more on working with the manager on.

152 00:19:36,800 -> 00:19:38,600 What are the projects, how do you get them?

153 00:19:38,600 -> 00:19:53,200 Ramped up very quickly and what we pivoted to was trying to actually get the new hire focus more on the relationship building and it's hard because I think the new hire Comes in, and they want to prove themselves.

154 00:19:53,500 -> 00:20:00,100 We really try to say it's not about that at this stage, you're here, and we have hired you for a reason.

155 00:20:00,700 -> 00:20:21,000 So we started to do a lot more meet and greets, some of our new hires will facilitate up to 60 plus meet and greets and that may sound overwhelming, but we often get really good feedback because when you get individuals talking one-on-one with individuals that's when you're really going to pick up on.

156 00:20:21,300 -> 00:20:23,000 Code, what does that person do?

157 00:20:23,100 -> 00:20:24,500 What are some of those Norms?

158 00:20:25,800 -> 00:20:37,500 So we try to get the new hire to slow down in the beginning, and really focus on just take a be, you know, focus on some of this new hire paperwork at your benefit sorted out.

159 00:20:37,600 -> 00:20:42,900 Yes, you're probably going to have one or two projects from your manager, you can begin working on those.

160 00:20:43,300 -> 00:20:46,900 But let us really invest them in getting to know people.

161 00:20:47,400 -> 00:21:06,200 And the other thing we got a lot of traction with is even some of the ongoing meetings that happen, weekly, and monthly just involving new hires in those and even though they have no role when they start to observe the other more tenured employees that really I think integrates them very, very quickly.

162 00:21:08,100 -> 00:21:09,000 That's interesting.

163 00:21:09,100 -> 00:21:10,200 I wanted to touch again.

164 00:21:10,200 -> 00:21:12,900 The visual x-ray of the organization.

165 00:21:13,900 -> 00:21:15,300 Can you what is that?

166 00:21:15,300 -> 00:21:19,200 Like how do you even pull a visual x-ray of?

167 00:21:19,200 -> 00:21:21,000 Is it like relationship Network?

168 00:21:21,800 -> 00:21:23,500 What exactly is that x-ray?

169 00:21:25,300 -> 00:21:54,400 So the primary set of connections, we mapped is through what we call, stakeholder feedback, which we run on an annual basis and what that process looks like, is each employee can nominate up to five individuals to get feedback from and then their manager can review those add maybe delete connections, and then we also later in the reporting hierarchy and from that you can really build out this entire map of whose connected?

170 00:21:54,600 -> 00:21:59,200 Who's not, who's far away from each other future State?

171 00:21:59,200 -> 00:22:09,800 We want to layer in more of the passive data such as like email, such as like chat messages, not in a big brother way.

172 00:22:09,800 -> 00:22:12,400 We have no interest in the content of that.

173 00:22:12,700 -> 00:22:16,500 We're just trying to understand how the organization is working.

174 00:22:16,500 -> 00:22:20,300 Like whom are your influencers, who are your hubs, who are your Brokers?

175 00:22:21,000 -> 00:22:24,300 And it's all with this focus on really getting new hires.

176 00:22:24,500 -> 00:22:29,200 Ingrained very quickly and having a healthy Network so that communication is working.

177 00:22:29,200 -> 00:22:30,600 Very seamlessly.

178 00:22:32,700 -> 00:22:33,500 It's fascinating.

179 00:22:33,500 -> 00:22:40,200 If I wanted to do an x-ray of my org like what tool or how do you go back to do that?

180 00:22:41,800 -> 00:22:52,300 Oh gosh, I couldn't speak more highly of a tool called poly node, which they're based in Australia, the CEO is so Hands-On.

181 00:22:52,300 -> 00:22:53,400 Amazing.

182 00:22:53,500 -> 00:23:01,700 And we also use lattice for our Performance Management, and they recently built out an API that seamlessly connects with that.

183 00:23:01,700 -> 00:23:05,500 So it's all just plug and play very quickly and it's very cost.

184 00:23:05,500 -> 00:23:09,700 Efficient to, these are not heavy resource type projects.

185 00:23:10,900 -> 00:23:11,600 Get to know.

186 00:23:12,600 -> 00:23:13,300 Awesome.

187 00:23:14,000 -> 00:23:22,600 All right, so another question that we have is scaling onboarding depending on company size.

188 00:23:23,000 -> 00:23:31,300 So obviously, when you're a smaller company, there's a lot of personal touch that you can offer at that point.

189 00:23:31,300 -> 00:23:43,800 But as a company grows from 50 to 100 to 200 to 500, I am sure the thresholds, you know, you have Completely different sets of challenges at scale.

190 00:23:44,100 -> 00:23:47,400 So could you both speak to a little bit about that?

191 00:23:47,800 -> 00:23:48,500 You know what?

192 00:23:48,500 -> 00:23:54,100 What are those thresholds and what are some of the things that need to adjust?

193 00:23:54,100 -> 00:24:01,700 So that you could still maintain that human touch, the personalization throughout the employee experience?

194 00:24:03,200 -> 00:24:04,500 Yeah, it's a really good question.

195 00:24:04,500 -> 00:24:05,800 So I joined my event.

196 00:24:05,800 -> 00:24:10,000 When we had 200 employees, and now we are just over 600.

197 00:24:11,400 -> 00:24:23,400 I think, when I had first joined, the operations team was immensely responsive in a very personal way to new hires and there's such a beauty in that.

198 00:24:23,600 -> 00:24:27,700 But in a lot of ways, I don't think it was creating a consistent experience.

199 00:24:28,200 -> 00:24:32,800 And in other ways, I don't think the team that I had was focusing on.

200 00:24:33,000 -> 00:24:34,100 Right type of work.

201 00:24:34,100 -> 00:24:35,700 It was more manual work.

202 00:24:36,400 -> 00:24:46,200 So this is when we actually brought in Surah to help us automate a lot of those tasks and it's a fine line in a lot of ways you don't want to automate it.

203 00:24:46,200 -> 00:24:53,900 So that it feels like a machine and you lose the personal touch but in a lot of ways and I think sore is done an amazing job of this.

204 00:24:54,200 -> 00:25:02,500 It's actually helped us make the onboarding process very consistent and it's allowed us not to have anything fall through the cracks.

205 00:25:03,000 -> 00:25:14,300 We had this issue, where we would have all staff meetings, you on a quarterly basis and the new hires, were not included in that, and we would find out after the fact and that's the hugeness on our part.

206 00:25:15,300 -> 00:25:28,500 So that allowed our team to focus more on the curation of the benefits or the day one, orientation or really taking more of the bespoke approach, but just in a different way.

207 00:25:28,500 -> 00:25:32,200 So it's focusing on the right work and not so much the manual work.

208 00:25:34,300 -> 00:25:35,000 Totally.

209 00:25:36,300 -> 00:25:48,700 Yeah, I think a lot of what we see as companies meet hit these sort of inflection points of whatever they were doing, is clearly no longer working, sometimes it's compliance-related.

210 00:25:48,700 -> 00:25:53,300 Like, when you're 10 people, you're not really thinking about this large-scale compliance.

211 00:25:54,100 -> 00:25:57,800 When you're a thousand people, you better not drop a single person's.

212 00:25:57,900 -> 00:26:03,400 I mean, I usually handle drop it a single person's I9 but there's a lot more consequences as you.

213 00:26:03,500 -> 00:26:04,000 Larger.

214 00:26:06,000 -> 00:26:07,800 There are a lot I guess.

215 00:26:07,800 -> 00:26:08,100 Yeah.

216 00:26:08,100 -> 00:26:09,900 To sum it up Craig, put it.

217 00:26:09,900 -> 00:26:18,500 Well, it's just easy to let more and more things fall through the cracks, as you have more people going through because it's just too much to remember.

218 00:26:18,500 -> 00:26:28,300 But also, as you have more things that need to happen in onboarding, you need to schedule a bunch of meat and grades, you need to skip, add them to calendar invites.

219 00:26:28,300 -> 00:26:30,800 You need to add them to all the relevant tools.

220 00:26:30,800 -> 00:26:34,100 You there's just like more that needs to happen.

221 00:26:34,100 -> 00:26:42,100 The more complex, your organization becomes and usually that's living in some kind of spreadsheet or in a combination of a few people's heads.

222 00:26:43,900 -> 00:26:47,900 And there's just human error likely to be introduced.

223 00:26:49,800 -> 00:26:54,700 Also, to Craig's point, The.

224 00:26:56,200 -> 00:27:03,600 Work required to do the sort of bare minimum of just meeting compliance, adding them to the right meetings and getting them set up.

225 00:27:04,600 -> 00:27:14,600 Means that a lot of the more human pieces are dropped by default because there's just not enough time in the day to have your ideal onboarding process.

226 00:27:14,600 -> 00:27:18,500 So you might have 15 ideas for things, you want to do.

227 00:27:18,500 -> 00:27:24,000 But you're never going to get to them because the list of tasks that you must do is only growing.

228 00:27:24,000 -> 00:27:27,200 And the number of people you must do them for is only growing.

229 00:27:30,400 -> 00:27:35,000 I mean that's brings up a question for me about.

230 00:27:35,000 -> 00:27:53,100 Just how do you balance the robotic what could feel like robotic tasks with the human touch Craig you talk a lot about earlier how really getting people into relationship and the one-on-ones is so critical the 60 plus meet and greets, right?

231 00:27:53,200 -> 00:27:54,800 I mean how do you balance that?

232 00:27:54,800 -> 00:27:55,800 How do you hold?

233 00:27:56,600 -> 00:27:57,600 Hold your manager.

234 00:27:58,000 -> 00:28:26,400 And also even your team members accountable to making sure that balance is maintained Well, so what's interesting is, we're now getting to this place where the Departments are starting to build their own onboarding process, and we have found, you know, recently that their onboarding process I think was very separate from what we were doing and very misaligned.

235 00:28:26,400 -> 00:28:34,200 And so often new hires were being thrown a lot of information in the beginning that they just can't retain.

236 00:28:35,100 -> 00:28:42,000 So, Really it's allowed us to just take a step back and actually focus more on the curation and really think through.

237 00:28:42,000 -> 00:28:43,600 OK, what do they need to know on day?

238 00:28:43,600 -> 00:28:55,400 One day, two weeks, one month one, and then we are starting to also reach out to those departments with larger groups that are having their own onboarding and really figure out.

239 00:28:55,400 -> 00:28:56,700 Where is this handshake?

240 00:28:56,700 -> 00:28:57,800 That's supposed to happen.

241 00:28:57,800 -> 00:29:04,400 So it doesn't feel like we're doing something that's in conflict with what they're doing to do that type of work though.

242 00:29:04,400 -> 00:29:20,000 The only way you could, Focus on it is if you automate all these other things that as Laura put, it just consumes your day unless you forgot smarter ways to handle it and you can make even the automated stuff you can make it.

243 00:29:20,800 -> 00:29:31,300 There is an upfront cost of like planning, all of that out, making it thoughtful and just kind of mat, you know, it's a simple as like, imagine you're going through onboarding.

244 00:29:31,400 -> 00:29:33,000 What communication would you want to know?

245 00:29:33,000 -> 00:29:35,200 What questions would you want answered to our points earlier?

246 00:29:36,900 -> 00:29:38,600 How should I craft this email?

247 00:29:39,500 -> 00:29:46,600 How would I craft this email, if they were employee number 15 with a few logistical changes?

248 00:29:46,600 -> 00:29:52,800 That's how you should be speaking to employ number 500 and in sore, at least.

249 00:29:52,800 -> 00:29:58,300 But there are other tools that do this as well, you can send an email that's actually coming from a human email address.

250 00:29:58,600 -> 00:30:05,200 And when the new hire replies, you that person gets it in their inbox as if they really had sent.

251 00:30:05,300 -> 00:30:06,100 That email.

252 00:30:06,200 -> 00:30:10,400 So it is actually the human email it's just happening for you.

253 00:30:10,700 -> 00:30:26,100 So an automated human email as much as that sounds like an oxymoron and when you are Bringing other stakeholders and I think that was the other part of the question.

254 00:30:28,000 -> 00:30:30,300 How can you actually engage managers?

255 00:30:32,000 -> 00:30:41,100 Make it very easy for them and make it fun for them and show them the impact of what a great looks like.

256 00:30:42,400 -> 00:30:47,100 So, sometimes we have seen customer show, like, this is what good onboarding means for your report.

257 00:30:47,100 -> 00:30:51,000 This is what bad onboarding means for your report, and it's really motivating for managers.

258 00:30:52,400 -> 00:31:14,400 If you just like, give them a list of 20 things to do, they're never going to look at this email, but if you're leasing it out a

little bit and it's like this is the first thing to do the second thing to do, we actually did for you, we're going to send this email from you, you don't need to do anything about it, but if you get a reply FYI, you know, these are some things you can say.

259 00:31:14,400 -> 00:31:26,200 So just like make it easy and fun and a little more digestible and again, requires that sort of upfront, planning and thoughtfulness, but pays a lot of dividends in the end.

260 00:31:27,900 -> 00:31:28,900 That makes sense.

261 00:31:29,100 -> 00:31:36,800 You know, I see a question here from Elise in our Q&A Tab and it's kind of goes along with what we were just talking about.

262 00:31:36,900 -> 00:31:40,500 What do your 30-60-90 day touchpoints?

263 00:31:40,800 -> 00:31:56,900 Look like, We have a, yeah, we have a template that we candidly, we need to improve upon this as I am sure many, many companies do.

264 00:31:56,900 -> 00:32:00,800 But right now, what we do is we have a template for managers.

265 00:32:01,800 -> 00:32:13,000 We have Surah tasks that have them schedule at 30, 60, and 90 days meetings that are outside of their typical one-on-ones, and we have our HR team reach out.

266 00:32:13,500 -> 00:32:16,100 We Survey at 30 60 and 90 days.

267 00:32:17,700 -> 00:32:19,300 What do they look like?

268 00:32:19,300 -> 00:32:23,600 They're ideally as goal focused as possible.

269 00:32:24,100 -> 00:32:25,300 This is what we said.

270 00:32:25,300 -> 00:32:29,900 We wanted to have both on my end as a manager and on your end as an employee.

271 00:32:30,600 -> 00:32:31,700 How did we do?

272 00:32:32,900 -> 00:32:36,200 Was there anything that you learned in the past 30 day?

273 00:32:36,200 -> 00:32:38,100 Let us say you're at 60 days.

274 00:32:38,400 -> 00:32:40,600 Was there anything that you learned in the past 30 days?

275 00:32:40,600 -> 00:32:43,600 That would have been really helpful to know in your first week?

276 00:32:43,800 -> 00:32:51,300 That will help inform future onboarding iterations, just a few thoughtful look back and look forward questions.

277 00:32:51,300 -> 00:33:07,500 They don't have to be, you know, 90-minute conversations by any means, but they should be genuine and thoughtful and actually trying to pull out information that you will use in future iterations, or with that employee to improve their experience.

278 00:33:07,800 -> 00:33:12,000 Rather than, like, did you have a good time?

279 00:33:12,000 -> 00:33:13,700 Like, that's not really actionable.

280 00:33:13,900 -> 00:33:16,000 On anyone's end.

281 00:33:18,300 -> 00:33:30,000 Yeah, and we think about the first 30 days is sort of the hygienic period of how do we make sure that they're enrolled in benefits and the I9 they have gone through sexual harassment training.

282 00:33:30,500 -> 00:33:40,100 We're also in a highly regulatory type environment, so there's many compliance things and Sops that they have to read.

283 00:33:40,900 -> 00:33:44,500 I wish we could do a better job of tearing those out.

284 00:33:44,500 -> 00:33:46,600 But for various reasons, it's hard.

285 00:33:47,600 -> 00:33:49,700 But we So, and Laura spoke about this.

286 00:33:49,700 -> 00:33:56,300 We also try to introduce some of the fun things so you get to order your swag in the first week.

287 00:33:56,300 -> 00:34:09,400 We also when we were all working from home during covid, we would have them record a welcome video, which we would show at an all staff meeting so that's yeah that's more or less the first 30 days.

288 00:34:09,400 -> 00:34:16,199 The first 60 days, we start to get them into more of the Performance Management type stuff.

289 00:34:17,900 -> 00:34:23,300 We Use a tool as I mentioned called lattice and it's been a game changer for us in that.

290 00:34:23,500 -> 00:34:33,500 The user experience is very strong, but it also has this functionality called one-on-ones which really allows a manager and employee to throughout the week.

291 00:34:33,699 -> 00:34:36,500 Put on, you know, this one on one tool.

292 00:34:36,600 -> 00:34:46,500 What they want to talk about when they actually discuss and it allows the manager to have a little bit of a preview of what's on the new hires mind and vice versa.

293 00:34:46,800 -> 00:34:54,100 And if they don't get to a top, Like it just carries over to the next week so it really allows them to get in sync and very, very quickly.

294 00:34:54,800 -> 00:35:01,700 We also introduced them to a recognition program and making sure that they know they can recognize employees.

295 00:35:02,200 -> 00:35:06,100 And then when we get to the 90-day Mark, that's more of the check-in for us.

296 00:35:06,500 -> 00:35:07,400 How are you doing?

297 00:35:07,400 -> 00:35:08,800 How are things going?

298 00:35:09,500 -> 00:35:12,600 We haven't got to this stage, or we have some work to do on that.

299 00:35:14,000 -> 00:35:20,100 We're not as proactive as I wish, we were just because we're all busy, but that's where we're headed in the future.

300 00:35:21,300 -> 00:35:21,900 I love that.

301 00:35:21,900 -> 00:35:33,200 So just to recap that you said the first 30 days is like the check the boxes hygiene and then the next that 60-day Mark, you're thinking about Performance Management.

302 00:35:33,400 -> 00:35:37,100 And then at the 90-day Mark, it's more of a check-in.

303 00:35:38,500 -> 00:35:39,400 Exactly right.

304 00:35:40,500 -> 00:35:52,400 That's great, love that and I love the idea on the welcome video that a new hire can do or just order swag within the first few weeks of their onboarding.

305 00:35:52,500 -> 00:36:08,600 Are there any other ideas like that you all are seeing for yourselves or your customers where they are figuring out these little things that just boost engagement, you know, by 50 points when you do these things?

306 00:36:09,700 -> 00:36:10,100 Yeah.

307 00:36:10,300 -> 00:36:19,100 Waited to the excitement goal that we talked about the excitement part of Engagement sending swag as early as possible.

308 00:36:19,100 -> 00:36:24,300 Sending plants, if you're distributed sending, like some kind of thing that will help them set up.

309 00:36:24,300 -> 00:36:29,400 Their workspace, send emails from leaders.

310 00:36:30,000 -> 00:36:31,400 Make sure you have people.

311 00:36:31,400 -> 00:36:34,700 They have already met reach out to them and congratulate them on their offer.

312 00:36:34,700 -> 00:36:39,100 A few best practices there, one.

313 00:36:40,000 -> 00:36:44,400 Really big thing that a previous company I worked at did that?

314 00:36:44,400 -> 00:36:51,800 I feel like most companies Miss. is that there are so many logistical things that need to happen to Craig's point.

315 00:36:51,800 -> 00:36:55,100 And his industry, there are even more logistical things than average.

316 00:36:56,600 -> 00:37:02,100 The very first session on the very first day doesn't have to be sexual harassment training though.

317 00:37:02,300 -> 00:37:05,400 It can be a really exciting demo of your product.

318 00:37:05,500 -> 00:37:09,500 It can be the cultural session with the CEO.

319 00:37:10,200 -> 00:37:20,000 The very first thing should be like, Exciting and calming the new hire a little bit like, okay, I made the right decision really in some ways.

320 00:37:20,000 -> 00:37:28,800 I think of the first two to four weeks of onboarding as your entire job is like give the new hire confirmation that they made the right decision.

321 00:37:29,000 -> 00:37:35,100 Keep them at that Peak excitement, as long as possible before it just like naturally Wayne's a little bit.

322 00:37:36,400 -> 00:37:51,000 So as much as you can squeeze into Craig's Point, some of the fun things, ideally first thing on the first day, but also another Fun lunch on the first day, some other meet and greets in their first week, whatever.

323 00:37:51,000 -> 00:37:54,700 You can think of That's Unique to your culture.

324 00:37:54,700 -> 00:37:59,400 And Company is really important to Splash in right at the beginning.

325 00:38:00,300 -> 00:38:01,600 Such a good point.

326 00:38:03,300 -> 00:38:38,700 We also, we had this thing called the social six and so every month we would randomly put six employees together and Nate someone to facilitate out of the six and it was just a 30-minute get together you know meet some new people No Agenda so things like that I know it well and you know for some I think it's like I need to start contributing but I think there's so much value and really understanding who your other colleagues are is a broader human being.

327 00:38:39,700 -> 00:38:42,400 We also have you know many companies have slack.

328 00:38:42,400 -> 00:38:53,600 We have Microsoft These, and we have things to it, like cooking channels pet channels and it's just a way I think to understand, you know, again, someone outside of the work.

329 00:38:54,200 -> 00:38:54,800 One thing.

330 00:38:54,800 -> 00:39:06,900 We're still trying to figure out when we were smaller, our CEO would actually have a monthly luncheon with all the new hires and it was asked me anything, you know, there's nothing off limits.

331 00:39:07,400 -> 00:39:09,900 We can't do that now given our size.

332 00:39:10,000 -> 00:39:13,300 So we're trying to push some of that to the functional executive team.

333 00:39:13,500 -> 00:39:16,900 Ember as opposed to it always needs to be the CEO.

334 00:39:18,300 -> 00:39:33,300 That is tricky that scaling the meet and greet with the executives and with the CEO you know like you mentioned it's easier to do when you're 50 or maybe even 100 but how you know how do you bring in the CEO?

335 00:39:33,300 -> 00:39:42,800 Touchpoint aside from your all-hands meetings and other corporate Gatherings are there other ways to bring your executive leadership in more clothes.

336 00:39:44,900 -> 00:39:48,900 The six group or how do you do that scale?

337 00:39:52,800 -> 00:40:06,400 I think the format needs to change but the CEO should ideally still talk to new hires so it can't necessarily be ama if it's 50, people 21c CEO.

338 00:40:06,400 -> 00:40:09,000 That's a lot of new hires to be enough.

339 00:40:09,000 -> 00:40:15,000 Everyone is going to get their questions answered but there could be a format kind of similar to this, where you get some questions ahead of time.

340 00:40:15,000 -> 00:40:22,400 Maybe the CEO goes through those but also just goes through as sort of normal Spiel of culture, and whatever else.

341 00:40:22,500 -> 00:40:25,700 Want to engage with new hires on.

342 00:40:25,700 -> 00:40:41,500 So it's I think it's a format thing but it shouldn't be cut which is a mistake that we see a lot of companies do is like once something becomes unscalable, they cut it rather than just changing it.

343 00:40:41,500 -> 00:40:43,000 Such that it's scalable from now.

344 00:40:43,000 -> 00:40:54,900 And that's when you advised not to cut the CEO, touch point is really critical, I think so and to Craig's point it can also Oh, be a functional executive.

345 00:40:54,900 -> 00:41:00,700 The CEO has a different format but the you're on the marketing team and your marketing executive does, your am a.

346 00:41:01,200 -> 00:41:05,000 So you still are getting some of these pieces is just slightly different.

347 00:41:05,000 -> 00:41:15,000 And at my events size, the marketing and AMA is actually probably more relevant to this marketing new higher than a super generalized.

348 00:41:15,000 -> 00:41:19,300 Am a so can still add a lot of value makes sense.

349 00:41:19,700 -> 00:41:25,300 So I will go ahead, Craig, Oh no, the was just going to piggyback on what Laura said.

350 00:41:25,300 -> 00:41:39,000 We're also trying to get away from sometimes these events you know where you're invited to meet the CEO, which in some ways I think puts pressure on some that they need to show up a certain way.

351 00:41:39,500 -> 00:41:47,300 And so, one thing our CEOs really good about is he just wants to join everyday meetings and understand what's going on.

352 00:41:47,700 -> 00:41:54,500 And I what I really like about that, is it, just breaks down the layers, the highwomen, Our keys and really speaks to.

353 00:41:55,100 -> 00:41:59,900 We're all working to the same goals, and we're all, you know, side-by-side working on these things.

354 00:42:00,300 -> 00:42:06,700 And that's where I really think you develop the relationships as opposed to this like Q&A format all the time.

355 00:42:06,800 -> 00:42:11,100 There's a place for that but also just integrated into the everyday work.

356 00:42:12,200 -> 00:42:14,200 I might need to copy your CEO.

357 00:42:14,600 -> 00:42:35,000 Also, related to something you said earlier and made me think about when you said, removing some of that pressure, the six, the social six things that you go nominating, a facilitator I wanted to underline because otherwise when it's just six people in a zoom it's so hard to know.

358 00:42:35,600 -> 00:42:40,600 I often find myself like wanting to carry the conversation forward, not really having prompts.

359 00:42:42,100 -> 00:42:44,600 We actually have a blog post about that to like questions.

360 00:42:44,600 -> 00:42:52,000 You can prompt in a welcome lunch because sometimes there's just this like painful Zoom silence that's really hard to get through.

361 00:42:53,300 -> 00:42:57,300 And yeah I think the facilitation idea is super smart.

362 00:42:58,600 -> 00:42:59,600 I agree with that.

363 00:42:59,800 -> 00:43:00,900 S Plus 1.

364 00:43:03,800 -> 00:43:11,900 So we were touching it a little bit earlier about some of the challenges and you know, I would love to hear what are some I like the do.

365 00:43:12,000 -> 00:43:20,200 Not dues in onboarding like clearly don't miss the CEO meet-and-greet, don't miss these things.

366 00:43:20,500 -> 00:43:29,200 What are some of the things you're seeing maybe across companies that you work with, even what you learned for yourselves, where you're like, okay, we really learned a good lesson.

367 00:43:29,500 -> 00:43:32,500 We got to make sure that we don't do this.

368 00:43:34,300 -> 00:43:40,700 The first one that comes to mind is schedule every minute of people's days for the first day or first week.

369 00:43:41,000 -> 00:43:46,900 It's so common and it's not helpful, it's extremely overwhelming, their super tired.

370 00:43:47,000 -> 00:43:52,400 And they have, I think, people think like, they will have nothing to do but there's plenty to do.

371 00:43:52,400 -> 00:43:54,500 They are trying to absorb as much as possible.

372 00:43:54,500 -> 00:43:58,100 There are things to read if you don't feel comfortable.

373 00:43:58,700 -> 00:44:02,200 We actually give we send people an email on their second day.

374 00:44:02,200 -> 00:44:10,800 Like, You know, you have plenty to do, do not feel pressure to do these things, but if you find yourself, wanting extra things to read, here's an HR blog post.

375 00:44:10,800 -> 00:44:13,800 Here's a newsletter.

376 00:44:13,800 -> 00:44:25,400 You can follow here are some like interesting pieces in our with interesting reads in our Wiki related, to culture related to your team Etc that you can look at.

377 00:44:26,400 -> 00:44:31,300 But yeah, scheduling every minute of every day is a big No-No in my book.

378 00:44:33,200 -> 00:44:33,600 Thank you.

379 00:44:33,600 -> 00:44:35,000 That was going to be mine.

380 00:44:37,300 -> 00:44:39,200 I am trying to think of a couple others.

381 00:44:39,200 -> 00:44:42,200 Well, I had mentioned the new hire, buddy program.

382 00:44:42,200 -> 00:45:00,900 This is something that's good on our radar for some time and I think for me to answer your question, sometimes I think

if that individual is not committed it just creates a lot of damage and leaves a really bad taste in their mouth.

383 00:45:01,200 -> 00:45:06,400 And so we're really Trying to figure out how to craft that program in a better way.

384 00:45:06,800 -> 00:45:17,800 So for example we had this rule where you can only be a new hire buddy if you had been with the organization more than a year, I actually think a new hire buddy that's recently gone through.

385 00:45:17,800 -> 00:45:23,800 The onboarding is actually in a better position for some of the things that the new hires may be asking about.

386 00:45:24,100 -> 00:45:40,100 So kind of pressure testing some of these like maybe historic ideas we have the other thing too is often I think we always hate when we find out later that someone was struggling, and we just didn't know.

387 00:45:40,700 -> 00:45:44,700 And so how to make new hires really comfortable.

388 00:45:44,700 -> 00:45:53,800 In maybe, raising a little bit of a flag at a certain point that hey, something doesn't feel quite right when we can catch it earlier.

389 00:45:53,900 -> 00:46:00,600 I know nine times out of 10, we could fix it, it's just when it percolates a little bit.

390 00:46:00,600 -> 00:46:02,400 That's when we run into some problems.

391 00:46:03,700 -> 00:46:08,500 So how do you encourage and get the feedback from a new hire?

392 00:46:08,500 -> 00:46:10,700 So you can get it a little bit more real time.

393 00:46:13,500 -> 00:46:19,400 So one of the things, so I come from the survey world, so I am like Pro surveys and so many ways.

394 00:46:20,000 -> 00:46:26,600 But often I think it's just a matter of picking up the phone and saying like, hey how's it going often?

395 00:46:26,600 -> 00:46:35,400 I think you just piggy or you, you jump so many of the process type things and you just cut right to the bone of what you need to get to.

396 00:46:36,200 -> 00:46:42,300 It's just a matter of like making sure you do those things, and we'd certainly been guilty that some of those things.

397 00:46:42,500 -> 00:46:50,800 Oh by the wayside with everything else we're doing, so we're still trying to figure out smarter ways where we can have some of those organic touch points.

398 00:46:51,700 -> 00:46:54,200 That's not done, quote unquote through like a system.

399 00:46:55,000 -> 00:47:04,700 I think this is maybe the theme of this chat is that it requires a combination of the automated and the human and it's too easy to forget.

400 00:47:04,700 -> 00:47:08,700 One of those pieces with communication people.

401 00:47:08,700 -> 00:47:11,600 Often forget that, you can automate that, with surveys people.

402 00:47:11,600 -> 00:47:12,300 Often forget that.

403 00:47:12,400 -> 00:47:21,600 You should also ask in inhuman ways and having the qualitative and quantitative data is the only way to get an actual picture.

404 00:47:23,300 -> 00:47:23,800 That's good.

405 00:47:23,800 -> 00:47:26,900 Well, that leads to my next question here.

406 00:47:27,700 -> 00:47:33,100 When it comes to technology and platforms, what are some recommendations?

407 00:47:33,100 -> 00:47:54,400 We spoke about a few earlier, but what could make the onboarding more efficient and personalized overall So I am a huge fan of Sora, like, I could not recommend sore enough and I perhaps a little biased, but it's just, it's really bent.

408 00:47:54,900 -> 00:48:01,300 It's been a complete Game Changer and I can't imagine going back to a world where we don't have Surah.

409 00:48:02,500 -> 00:48:08,900 I mentioned Paulino for Ona org network analysis, lattice is also an incredible tool for us.

410 00:48:09,800 -> 00:48:14,700 One tool that we Were made aware of that, we're learning a little bit more about is called amplifier.

411 00:48:14,700 -> 00:48:29,600 And essentially, what their solution is, it's sort of like Zoom, but at certain stages in the webinar, you can actually choose who you want to have a breakout with and behind the scenes when everyone's doing that.

412 00:48:29,600 -> 00:48:35,400 It then when you do the breakout sessions, it will match people up according to their designations.

413 00:48:35,400 -> 00:48:42,400 So that's also a really great way as Laura talked about marrying the technology with the Human Side of Things.

414 00:48:43,900 -> 00:48:51,300 And then, I think the other piece that we're exploring is welcome and how to do those, synchronous pieces, better.

415 00:48:51,900 -> 00:48:59,600 And Gina, you will probably have a much better sort of overview of that, then we, yeah, thanks for bringing it up.

416 00:48:59,600 -> 00:49:00,700 I mean, with welcome.

417 00:49:00,700 -> 00:49:07,500 What's cool is where intentionally focused on the employee experience and overall life cycle.

418 00:49:07,800 -> 00:49:13,500 So part of our mission is to be able to empower belonging through our platform.

419 00:49:13,700 -> 00:49:16,800 And create those human touch points.

420 00:49:16,800 -> 00:49:22,900 So, if we have got platforms, like, Sora and some of the other ones that are handling, the automated tasks.

421 00:49:23,300 -> 00:49:27,900 We're trying to create what you could call almost like your hybrid virtual Auditorium.

422 00:49:28,100 -> 00:49:39,500 That enables your team members, whether it's a group of six, they're jumping in to do a little quick photo booth snapshot together with a facilitator that's leading that or it's an all hands Gathering.

423 00:49:39,800 -> 00:49:43,300 We're thinking about all of those touch points and Gatherings across the life cycle.

424 00:49:43,300 -> 00:50:02,100 So I do see how each of these Technologies even with the lattice and others, they all complement one another, but to the point of I think in the theme that we're all talking about, we still need that intentionality from leadership and from the planning and management side to make sure all these tools orchestrate.

425 00:50:02,100 -> 00:50:03,500 Well together.

426 00:50:04,900 -> 00:50:12,700 And I think this last question in the Q&A is like the perfect combination of how all this is impacting employees as well.

427 00:50:13,700 -> 00:50:14,900 I just jump into it.

428 00:50:14,900 -> 00:50:15,700 Should I use?

429 00:50:16,100 -> 00:50:20,600 So the question is, how does the onboarding experience affect the rest of the employee Journey?

430 00:50:22,200 -> 00:50:31,900 There are so many studies on the importance of onboarding and employee retention Employee Engagement, basically off of the most important metrics and metrics that not just people team care about.

431 00:50:31,900 -> 00:50:39,000 But CEOs CFOs care about if you're not retaining employees, then you are not going to be a company.

432 00:50:39,000 -> 00:50:43,200 At some point, if you're not ramping employees, then you're not going to hit your sales goals.

433 00:50:43,200 -> 00:50:44,900 You're not To hit your hiring goals.

434 00:50:44,900 -> 00:51:02,900 So, all of these things really are kind of foundational to the entire business and I think two more directly answer the question affect the rest of the employee Journey, some of the themes.

435 00:51:03,500 -> 00:51:13,300 So we talked about, you know, excitement introduction, integration ramp, if you break down a lot of the Tactical things you want to do for each of those goals.

436 00:51:13,700 -> 00:51:20,600 Connect employees to their goals, to their colleagues, to the mission and vision, vision and culture of your company.

437 00:51:21,200 -> 00:51:24,200 Prepare them from a logistical perspective.

438 00:51:26,400 -> 00:51:40,900 From a skills perspective from just expectations in general connection and preparedness all lead to retention productivity and engagement.

439 00:51:40,900 -> 00:51:46,000 Which again are basically like the most important things, I think people team care about at this point.

440 00:51:47,200 -> 00:51:49,200 So, might sound like a cop-out answer.

441 00:51:49,200 -> 00:51:56,100 But I think the answer to the question is like onboarding effects literally everything and setting them up.

442 00:51:56,200 -> 00:51:58,600 Success is one of the most important things you can do.

443 00:52:01,100 -> 00:52:10,800 One of the things we're also trying to push the frontier a little bit on is, so we have been talking about, you know, how we automate our own processes.

444 00:52:11,300 -> 00:52:17,700 But we're also working on sort of this starter pack for new hires on how they can automate their own life.

445 00:52:18,300 -> 00:52:23,500 So that they could spend the quality time on whether it's work or their family.

446 00:52:23,500 -> 00:52:24,200 That's good.

447 00:52:24,200 -> 00:52:32,800 So we're trying to compile a list of things like, you know, when they sign up for benefits, are you Are of these at home delivery services.

448 00:52:32,800 -> 00:52:35,100 That may save you a trip to the pharmacy.

449 00:52:36,300 -> 00:52:44,500 I know some companies, actually have, you know, things like booster fuels, that you know, Circle the parking lots, and we will fill up your gas tank.

450 00:52:45,900 -> 00:53:10,300 Some of our employees, also, our little bit, like they just don't know, they can order a second screen and making sure that they know that and the efficiency with some of having those tools and resources, we're starting to see that, you know, in the best case, we're saving some new

hires five hours per week and that really adds up when, you know, start to project that out through the year.

451 00:53:10,900 -> 00:53:21,800 So as part of the new hire packet, like how can they get smarter about what they're doing, not to focus more on work but just to save them time and do the things that they want to do and more of the quality way.

452 00:53:22,700 -> 00:53:36,100 I love that, I think with remote distribu teams boundaries between work and life is really Challenging and as we all know, and burnout is probably at its all-time high.

453 00:53:36,300 -> 00:53:42,400 So, to even as an employer to care about that, take the powers that be.

454 00:53:42,900 -> 00:53:43,600 Yeah.

455 00:53:43,600 -> 00:53:52,500 And to be able to have processes advice, you know, even strategy offered and how you can manage your personal work life balance.

456 00:53:52,500 -> 00:53:54,900 I think there's something really powerful.

457 00:53:55,100 -> 00:54:00,200 That's communicated to a new hire that of how much this company really cares.

458 00:54:00,400 -> 00:54:01,100 So yeah.

459 00:54:01,100 -> 00:54:07,000 So that's a powerful to be able to I think bring that into the first few weeks as well.

460 00:54:08,100 -> 00:54:09,000 That's great.

461 00:54:09,100 -> 00:54:09,600 All right.

462 00:54:09,600 -> 00:54:13,700 Well we have got about five minutes or so until we wrap up.

463 00:54:13,700 -> 00:54:19,800 Does, if anyone has any questions, feel free to drop them in the Q&A tab chat.

464 00:54:20,000 -> 00:54:24,800 Otherwise, are there any final points of advice?

465 00:54:26,200 -> 00:54:33,700 Laura Craig, that you would offer out to each of us here managing leading distributed teams?

466 00:54:34,000 -> 00:54:41,800 We have shared some amazing insights and very tactical applicable things we can run and do today.

467 00:54:42,400 -> 00:54:46,100 But is there anything else that you would advise to us?

468 00:54:49,200 -> 00:54:58,800 The thing that comes to mind for me, the thing, I am actually working on this at Surah internally is expectation setting.

469 00:55:00,300 -> 00:55:10,500 Both again, toward that sort of preparedness theme expectation setting on, like, here's what to expect in your first week, excuse me.

470 00:55:11,000 -> 00:55:48,500 But also here is what it means to succeed in your first 30 days, here is what we expect of you, when you're fully ramped, I think The more clear you can be, the more motivated people are ambiguity is very scary and there's a lot of it when you're a new hire, the more you can take that away, the more anxiety goes away and the more your you are genuinely setting them up to hit the goals that you want them to hit.

471 00:55:48,500 -> 00:55:51,500 Because you're telling them very clearly what they are.

472 00:55:52,200 -> 00:56:01,600 So I think I was going to say if you take one thing away, but if you would take two things away from this session, it's like create the human moments.

473 00:56:01,600 -> 00:56:04,300 And if you need to automate things to do that, then do that.

474 00:56:04,400 -> 00:56:07,700 And the second thing would be set, the expectations and be really, really clear.

475 00:56:10,200 -> 00:56:10,700 That's great.

476 00:56:10,700 -> 00:56:11,300 Thank you.

477 00:56:12,700 -> 00:56:16,800 Gosh, I always icicle first floor because you just started.

478 00:56:18,000 -> 00:56:20,800 So what's really interesting?

479 00:56:20,800 -> 00:56:31,600 I think about, you know, we're most of these individuals on the collar and the HR space and in a lot of ways, I think with the world changing, so drastically over the last two years.

480 00:56:32,200 -> 00:56:54,700 I sometimes think the field has not been keeping up with really putting employees at the center and I know a lot of Police say that we have certainly been guilty that when you try to design these processes with the employee at the center, it quickly gets to be about the process as opposed to the employee.

481 00:56:55,100 -> 00:57:02,300 So always coming back to that and in a lot of ways, I think we need to kind of be a little bit more experimental.

482 00:57:02,300 -> 00:57:04,700 We need to push the frontier a little bit more.

483 00:57:05,700 -> 00:57:11,800 I don't know how many folks on the call are familiar with dowels or decentralized, autonomous organizations.

484 00:57:12,500 -> 00:57:18,000 Essentially they're leaderless organizations and there's a lot of really neat stuff.

485 00:57:18,000 -> 00:57:33,200 I think some of those groups are pushing but I would go back to what Laura said, around expectation, setting and just intentionality, sometimes even like, on the retention side, I think it's unrealistic.

486 00:57:33,200 -> 00:57:42,400 Just to say, we want to retain employees forever and instead, maybe we want this employee to come here and have a great experience for one and two years based on there.

487 00:57:42,500 -> 00:57:48,400 All's and really give them a great experience, and not always get stuck in this.

488 00:57:48,400 -> 00:57:50,200 Like, they just need to be here forever.

489 00:57:52,500 -> 00:57:56,000 Wow, powerful insights and advice.

490 00:57:56,700 -> 00:57:59,700 I am like simmering in all the goods right now.

491 00:57:59,700 -> 00:58:01,100 Thank you so much.

492 00:58:01,100 -> 00:58:04,800 Laura Craig, this was very insightful helpful.

493 00:58:05,100 -> 00:58:11,800 I hope that everyone in the audience today was able to take something away that you can apply to your own companies.

494 00:58:11,800 -> 00:58:13,200 Your own circumstance.

495 00:58:14,200 -> 00:58:15,600 Laura Craig.

496 00:58:16,300 -> 00:58:16,800 Thank you.

497 00:58:16,800 -> 00:58:23,900 We have a post email that will also include I believe links to A and the recording.

498 00:58:24,200 -> 00:58:28,600 So if any of you wanted to rewind back to the insights, feel free to jump back.

499 00:58:28,900 -> 00:58:33,200 Alright, so with that, we're going to wrap up our time here.

500 00:58:33,600 -> 00:58:38,100 Thank you everybody for being part of this note that you are on, welcome.

501 00:58:38,200 -> 00:58:51,700 And if you have any questions or want to learn more about how we can power your synchronous Gatherings, feel free to click on the tab above, and then note that we have got a really awesome event coming up, June 28th.

502 00:58:51,700 -> 00:58:58,100 I Leave with Arianna Huffington and the CEO of loom and our CEO Roberto.

503 00:58:58,100 -> 00:59:05,800 And we will be talking about the transforming way in which we were working, new rituals Tech practices to create a more human workplace.

504 00:59:05,800 -> 00:59:12,000 So a lot of what we were just touching right now on our panel, and we're going to focus a lot on that.

505 00:59:12,000 -> 00:59:15,500 Human touch in the remote distributed Workforce.

506 00:59:15,900 -> 00:59:23,500 Okay well with that have a wonderful rest of your day Aloha and I look forward to Seeing you at our next event.

507 00:59:24,400 -> 00:59:25,000 Bye-bye.

1 00:16:46,502 -> 00:16:48,102 Hello everyone.

2 00:16:48,102 -> 00:16:53,702 It's so great to see you all happy August First Tuesday of the month.

3 00:16:53,702 -> 00:17:07,602 I am Gina head of marketing of welcome, and we are happy to be with you today to talk about a very, very important topic on getting effective and communicating feedback before.

4 00:17:07,602 -> 00:17:10,402 We jump into our panel topic discussion.

5 00:17:10,402 -> 00:17:15,102 We have got folks tuning in from Helena Montana, that's where Claire's at Janet.

6 00:17:15,102 -> 00:17:16,102 Hello from Mendocino.

7 00:17:16,301 -> 00:17:19,102 Now to Pennsylvania Dallas, Texas.

8 00:17:19,102 -> 00:17:20,002 San Diego.

9 00:17:20,002 -> 00:17:22,402 It's so great to have you all here.

10 00:17:22,402 -> 00:17:23,902 I am doing it from Las Vegas.

11 00:17:24,801 -> 00:17:25,702 All right.

12 00:17:25,702 -> 00:17:31,802 So today we have got some, some questions that were submitted in advance.

13 00:17:32,002 -> 00:17:40,702 So, feel free to go to the Q&A tab to the right and check out the questions that were submitted, feel free to upvote them.

14 00:17:40,802 -> 00:17:45,302 And at any given time through this event, drop your questions.

15 00:17:45,302 -> 00:17:53,502 If you have any Cuz we're going to pull those on stage and Claire and I are going to have this Rich dialogue around the feedback, and we can answer them real time now.

16 00:17:53,502 -> 00:18:02,302 Employ feedback surfaces issues in the workplace which we all know can improve morale retention and feelings of safety.

17 00:18:02,802 -> 00:18:10,302 But the problem is there're barriers to giving feedback like fear of retaliation or fear of not being believed.

18 00:18:10,302 -> 00:18:16,002 So in order to create a thriving, engaging work culture, it's critical.

19 00:18:16,302 -> 00:18:18,402 To hear from your employees about what's going.

20 00:18:18,402 -> 00:18:19,902 Well, what's not?

21 00:18:19,902 -> 00:18:24,102 And then here's the kicker, take the action to fix it.

22 00:18:24,102 -> 00:18:25,902 So I am so excited.

23 00:18:25,902 -> 00:18:29,502 It's one of my favorite topics because I need to learn a lot from it as well.

24 00:18:29,702 -> 00:18:32,902 But I am so excited for this opportunity to chat with Claire.

25 00:18:33,002 -> 00:18:39,102 She's the founder and CEO of all voices and employee feedback management platform.

26 00:18:39,202 -> 00:18:56,602 We're going to hear a little bit more about that when she comes on stage and you know, on March 20 21 all voices survey Paid 800 plus individuals from the US who are fully employed and ask them about the free feedback programs at their workplace and check this out.

27 00:18:57,002 -> 00:19:02,902 79 percent of employees have shared feedback with their employer.

28 00:19:03,702 -> 00:19:10,102 41% have left a job because they didn't feel listened to 37 percent.

29 00:19:10,102 -> 00:19:12,102 Have left the job because they felt feedback.

30 00:19:12,102 -> 00:19:13,202 Was it being taken?

31 00:19:13,202 -> 00:19:22,502 Seriously, in the workplace and said, Four percent would be more inclined to share feedback if it's truly Anonymous.

32 00:19:23,002 -> 00:19:30,502 So those are some real staggering statistics there, and I am looking forward to unpacking that a little bit more.

33 00:19:30,602 -> 00:19:31,402 Thanks, Katie.

34 00:19:31,402 -> 00:19:33,502 She's the producer right now in The Green Room.

35 00:19:33,502 -> 00:19:34,202 Hello?

36 00:19:34,402 -> 00:19:35,902 Y'all feel free to say hi to her.

37 00:19:35,902 -> 00:19:40,702 Thanks for dropping that guide that all voices just put out.

38 00:19:40,902 -> 00:19:42,502 So we're going to kick off with this pole.

39 00:19:42,502 -> 00:19:44,002 We have got two poles.

40 00:19:45,102 -> 00:19:48,502 The first question at your company.

41 00:19:49,102 -> 00:19:51,002 How comfortable do you think?

42 00:19:51,102 -> 00:19:52,902 Employees are giving leadership.

43 00:19:52,902 -> 00:19:54,702 Positive feedback.

44 00:19:55,302 -> 00:19:57,502 Feel free to drop your votes right now.

45 00:19:58,902 -> 00:20:01,002 And then we're going to ask the flip side of it.

46 00:20:02,702 -> 00:20:03,802 Very comfortable.

47 00:20:03,902 -> 00:20:06,602 Oh, that's good to see somewhat comfortable.

48 00:20:06,902 -> 00:20:09,102 We got a fairly uncomfortable, extremely uncomfortable.

49 00:20:09,102 -> 00:20:13,702 Okay, we have got make sense, very uncomfortable.

50 00:20:13,702 -> 00:20:17,002 All right, next question at your company.

51 00:20:17,002 -> 00:20:19,602 How comfortable do you think?

52 00:20:19,602 -> 00:20:23,302 Employees are giving leadership negative feedback?

53 00:20:24,302 -> 00:20:25,602 Go ahead and drop your votes.

54 00:20:30,602 -> 00:20:31,502 All right.

55 00:20:32,602 -> 00:20:35,402 Okay, I am not fully seeing the votes.

56 00:20:35,402 -> 00:20:36,002 There they are.

57 00:20:36,302 -> 00:20:37,202 They're coming through.

58 00:20:37,402 -> 00:20:46,402 All right, somewhat comfortable, 35% fairly uncomfortable, 35% and then 25%, extremely uncomfortable.

59 00:20:46,602 -> 00:20:47,102 All right.

60 00:20:47,102 -> 00:20:52,502 So this probably isn't surprising to Claire.

61 00:20:52,502 -> 00:20:54,802 I would love for you to join me on the stage.

62 00:20:57,702 -> 00:20:58,902 Hello.

63 00:21:00,802 -> 00:21:03,502 Hello, it's great to be here.

64 00:21:03,502 -> 00:21:04,602 Thanks for having me.

65 00:21:05,002 -> 00:21:06,202 Absolutely.

66 00:21:06,902 -> 00:21:16,102 Yeah it's great to see you, and I am so excited to have this conversation with you around feedback and really tap into your expertise.

67 00:21:16,602 -> 00:21:21,902 Can you tell us a little bit about all voices and even if you have any thoughts on that pole?

68 00:21:22,602 -> 00:21:24,402 Yeah that pole was really interesting.

69 00:21:24,602 -> 00:21:30,302 I will share my thoughts in a second but first all voices, like Gina men.

70 00:21:30,502 -> 00:21:34,202 And is an employee feedback management platform.

71 00:21:34,602 -> 00:21:39,502 And what that really means is that we help employees speak up about anything.

72 00:21:39,502 -> 00:21:46,502 They want to at work positive negative neutral in real time, and we have built a two-way Communication channel.

73 00:21:46,502 -> 00:21:50,702 So that HR leaders legal leaders, CEOs.

74 00:21:50,702 -> 00:22:06,302 Anyone in the leadership role is able to have a back and forth conversation with that employee, and then we provide a bunch of tools on the back end for the Teachers to help them take action, understand, patterns, and Trends, and ultimately resolve.

75 00:22:06,302 -> 00:22:08,702 The things that are being brought up in one way or another.

76 00:22:08,702 -> 00:22:12,502 So it's been a really fascinating Journey.

77 00:22:12,502 -> 00:22:18,702 We have been doing it for five years and I think just to touch back on those poll results.

78 00:22:18,902 -> 00:22:52,502 One thing that's really interesting to me when I started all voices, it was really in response to the me to movement, that was emerging and my hypothesis was that Would be extremely hesitant to speak up at work, about really serious issues, like sexual harassment, discrimination mistreatment, and what we found in the first, like, six months was that employees were using our platform to share all kinds of feedback positive negative anywhere in between a lot of questions, actually.

79 00:22:52,902 -> 00:23:00,302 So what we realized was for one reason or another many employees have hesitations about speaking up about anything.

80 00:23:00,402 -> 00:23:21,902 I am at work and so making sure that you have some way for them to speak up anonymously, which goes back to that statistic, Gina that you shared about employees, wanting and preferring to have an option at least for anonymous feedback, that was really one of the things that I took away from the first six months is, like, no matter what's going on with an employee.

81 00:23:21,902 -> 00:23:26,002 It's good for them to have multiple different channels to share that feedback.

82 00:23:26,302 -> 00:23:30,302 Hmm, ii-i'd love to tap into that more.

83 00:23:30,802 -> 00:23:34,502 I know we have some other questions going to, but like what are all those channels?

84 00:23:34,502 -> 00:23:37,602 Like if we can get into that later on, that would be great.

85 00:23:38,602 -> 00:23:39,702 What I would like to kick it off?

86 00:23:39,702 -> 00:23:42,902 First with a question that came through.

87 00:23:44,102 -> 00:23:48,902 How would you define good versus bad feedback?

88 00:23:48,902 -> 00:23:53,002 And I think we can start with the ladder on bad feedback.

89 00:23:53,202 -> 00:24:02,302 I know Claire when you are you and I were chatting earlier, there's probably a lot more bad behavior that occurs around this in a workplace.

90 00:24:02,402 -> 00:24:03,202 What are your thoughts?

91 00:24:05,102 -> 00:24:12,002 Yeah, I mean I think look having a company is just challenging, right?

92 00:24:12,002 -> 00:24:27,002 And I started a company and I have seen this firsthand, but you're bringing together a big group of people who all come from different backgrounds, have different experiences, have different communication Styles, you're bringing them all together, whether they're remote, or they're all in the same room.

93 00:24:27,302 -> 00:24:33,702 And you're saying like, Okay, let us all work together toward the shared goal, there are always going to be conflict.

94 00:24:33,702 -> 00:24:35,802 They're always going to be miscommunication.

95 00:24:35,802 -> 00:24:40,302 There are always going to be challenges personality clashes Etc, right?

96 00:24:40,302 -> 00:24:56,802 There's no like perfect company culture or Utopia and so the question in my mind is how do you make it possible for employees to speak up about what's going on about what their reality is early and often?

97 00:24:56,802 -> 00:25:03,602 And if you do that, what you will find is that you have the information that you need to take.

98 00:25:03,702 -> 00:25:05,902 Action to make things better, right?

99 00:25:06,202 -> 00:25:13,402 You so in terms of like bad behavior versus good behavior, bad feedback versus good feedback.

100 00:25:13,602 -> 00:25:26,902 I would say in general, it's just about needing to first, to sort of start with listening and understanding what's going on and making sure that people actually feel safe speaking up.

101 00:25:27,802 -> 00:25:33,302 And like I said, even if let us say your company is perfect, let us say it's this dream company.

102 00:25:33,302 -> 00:25:33,602 Where everyone?

103 00:25:33,802 -> 00:25:36,602 Everyone feels 100% comfortable being transparent.

104 00:25:36,602 -> 00:25:45,202 Being honest, you're still going to have issues come up and people come to your company with baggage from their previous rules.

105 00:25:45,502 -> 00:25:55,202 And so even if you as an HR leader are incredibly approachable, and you have built relationships with every person, they're still probably a lot.

106 00:25:55,202 -> 00:25:57,902 That is not being brought to you for one reason or another.

107 00:25:57,902 -> 00:26:10,702 So I think of all voices, as kind of like The Back-up Plan, like In case someone's not comfortable coming to, you just have another way that they can speak up, just to make sure you have all your bases covered.

108 00:26:11,202 -> 00:26:13,102 Mmm, that's good.

109 00:26:13,402 -> 00:26:13,902 That's good.

110 00:26:13,902 -> 00:26:41,902 So, when you know, you were mentioning something about how bad behavior has been part of companies for a long time and, you know, it's been a broken system that a lot of us are used to operating within where the proper channels aren't in place and Managers may not have the training knowing how to have a constructive conversation around feedback with their employees.

111 00:26:42,302 -> 00:26:44,902 So what are your thoughts to this?

112 00:26:44,902 -> 00:26:48,402 And you know what, what does that look like for?

113 00:26:48,402 -> 00:26:57,902 And I think this goes into the next highest voted question is, you know, what is the best way to provide constructive feedback to your leader to your employee?

114 00:26:57,902 -> 00:26:59,002 This goes both ways.

115 00:27:01,202 -> 00:27:14,702 Yeah, so when I was doing research to into this space right into employee reporting an employee feedback and how historically employees have spoken up at work.

116 00:27:15,402 -> 00:27:26,402 I looked at a really interesting report from the EEOC and what that said was that I was specifically looking at harassment at the time because we were sort of the me to movement was emerging.

117 00:27:26,402 -> 00:27:45,002 And I was thinking about solutions to people not Harassment in particular and I found some really fascinating data and what it said is that 75% of people who experience sexual harassment in the workplace, never report it, right?

118 00:27:45,002 -> 00:28:01,102 So they don't share that information with someone who could actually take action and address it out of that 25%, who do report it according to the EEOC 75% of those individuals face, some type of retaliation Ation for speaking up.

119 00:28:01,402 -> 00:28:11,702 So to me, I looked at those two stats and took them together and realize like these data points, really represent a broken system, like you said Gina.

120 00:28:11,702 -> 00:28:22,002 So I think historically like preemie to movement pre 2017, we as a society, basically, just that Okay.

121 00:28:22,002 -> 00:28:25,302 Employees like speak of or nobody will help you.

122 00:28:25,402 -> 00:28:29,402 And those are kind of your two options and employees for the most part.

123 00:28:29,402 -> 00:28:35,202 According to that data, just stayed quiet and maybe they became disengaged unproductive.

124 00:28:35,302 -> 00:28:36,902 Maybe they quit their jobs.

125 00:28:38,802 -> 00:28:49,502 You know, even during the Great resignation, I think there was a stab at 57% of people who left their jobs during the Great resignation of 2021 left because they felt disrespected at work.

126 00:28:49,902 -> 00:28:59,602 So these are solvable Issues, right, but someone at the company needs to know what's going on in order to take action to try to help resolve it.

127 00:29:00,602 -> 00:29:12,502 So I think just to go back to the beginning, like we have had a broken system for a really long time and for so long it was just like, okay, deal with it.

128 00:29:12,702 -> 00:29:21,402 And I think what happened in during the me to movement is that the public took great interest in how employees were being treated and started to make it okay?

129 00:29:21,502 -> 00:29:38,602 For employees to share their experiences publicly and to actually hold companies accountable in the public eye for the behavior that was happening within their companies, even if leadership wasn't aware, it was sort of like, it doesn't matter.

130 00:29:38,602 -> 00:29:41,102 And the fact that you're not aware is the problem.

131 00:29:42,102 -> 00:29:51,402 So, that's kind of the evolution that I have seen since then is that there's a lot more accountability for companies and there's a lot more required of them.

132 00:29:52,102 -> 00:29:55,802 And so, to this question about, how is the best way to provide constructive feedback?

133 00:29:55,902 -> 00:30:00,902 I really think companies need to create multiple options or multiple channels.

134 00:30:01,002 -> 00:30:05,202 Like I said, before for employees to speak up, so have an open door policy.

135 00:30:05,202 -> 00:30:14,402 Make sure they know who on the HR team or the employer relations team for the executive team to go talk to if they're having a challenge or an experience.

136 00:30:14,702 -> 00:30:19,602 Give them tips for having actually conversations with their own direct leadership.

137 00:30:20,602 -> 00:30:25,502 But also, make sure there's a secondary channel for employees.

138 00:30:25,502 -> 00:30:33,002 Speak up that feels a lot safer to them where they can be anonymous, where they don't have to fear retaliation just for having spoken up.

139 00:30:34,002 -> 00:30:43,202 I mean, you see companies put out those annual surveys, you know you could like Google search the questions and drop them into like a Google form and send it out.

140 00:30:43,202 -> 00:30:43,902 You know what I am saying?

141 00:30:45,002 -> 00:30:51,402 Are those effective and you know, that is that a channel as well?

142 00:30:52,002 -> 00:30:54,802 To be considered or what are your thoughts there?

143 00:30:57,102 -> 00:31:01,302 I don't think they're effective at solving the problem that we're talking about today.

144 00:31:01,402 -> 00:31:09,302 I think they solve a different problem which is at a given point in time and over a period of time, right?

145 00:31:09,302 -> 00:31:16,302 Year over year what is the sort of overall high-level cultural health of my organization?

146 00:31:16,602 -> 00:31:18,502 And is it trending in the right direction or not?

147 00:31:19,802 -> 00:31:25,702 That I think is what those annual culture, surveys are good for it, and I think they have a role.

148 00:31:25,702 -> 00:31:33,202 It's great to, it's great to measure that what it's not great at is, let us say you send that survey out in January every year.

149 00:31:33,602 -> 00:31:36,902 And in February, I have an issue and I don't know who to talk to.

150 00:31:37,302 -> 00:31:38,802 It's an issue with my manager.

151 00:31:38,802 -> 00:31:39,402 I am nervous.

152 00:31:39,402 -> 00:31:40,502 Bringing it up to my manager.

153 00:31:40,502 -> 00:31:48,702 I don't feel like I have the tools, maybe I was retaliated against at a past company and so, I am especially scared or hesitant to bring something up.

154 00:31:48,902 -> 00:31:52,602 And I am, Receiving a culture survey until next January.

155 00:31:52,802 -> 00:31:55,002 So am I supposed to you as the employee?

156 00:31:55,002 -> 00:32:04,502 Just stay quiet and gut it out over 11 months and then put something in a culture survey that I am not even sure will be followed up on.

157 00:32:04,502 -> 00:32:06,702 I am not even sure if it's possible to be followed up on.

158 00:32:06,702 -> 00:32:11,402 I am not sure if it's Anonymous or not, I don't know the difference between Anonymous and confidential.

159 00:32:13,702 -> 00:32:25,102 There needs to be a real-time solution in place for those types of issues so that they can get resolved now and not in 11 months or, you know, possibly never.

160 00:32:26,402 -> 00:32:43,302 So if you were to break out the different types of channels, you mentioned, you know, having an open door policy and being able to have that conversation, both ways and police should feel that openness and their one-on-ones with their manager and vice versa.

161 00:32:44,302 -> 00:33:10,502 And then you mentioned, you know, maybe it's quarterly or annually annual surveys to gauge patterns of Health but then there's the ongoing that you're talking about and what are some recommended channels that we could tactically use today for something that's a little bit

ongoing outside of the one-on-ones that you may have with your team member or manager on a weekly basis.

162 00:33:10,502 -> 00:33:11,002 Let us say.

163 00:33:12,202 -> 00:33:12,502 Yeah.

164 00:33:12,502 -> 00:33:17,702 So a couple of those, a couple of solutions we have built right?

165 00:33:17,702 -> 00:33:22,102 One is all voices Anonymous feedback Channel letting employees be kept in.

166 00:33:22,102 -> 00:33:27,802 Real time, anonymously sharing feedback and then communicating back and forth with that employee.

167 00:33:28,002 -> 00:33:32,702 Another one we have that we think has been really valuable to our customers is pulse surveys.

168 00:33:32,702 -> 00:33:38,902 So, let us say that, you're so not a big annual culture survey with 50 questions, right?

169 00:33:39,302 -> 00:33:42,702 That needs like a data scientist to analyze all the Service for you.

170 00:33:42,702 -> 00:33:49,802 But let us say you're hearing about a specific topic, like, oh, I don't like our new PTO policy and you're hearing that through all voices.

171 00:33:49,802 -> 00:33:52,402 Maybe some managers are hearing whispers of that.

172 00:33:52,602 -> 00:33:55,302 It's starting to kind of like Ripple through the organization.

173 00:33:55,602 -> 00:34:02,602 You could send out a pulse survey that day and say hey wanted to ask some questions about our new PTO policy.

174 00:34:02,602 -> 00:34:06,302 One is this better or worse than our previous policy to?

175 00:34:06,502 -> 00:34:08,502 What are the things you would like to see that?

176 00:34:08,502 -> 00:34:11,802 The policy includes that it doesn't include three Etc.

177 00:34:11,902 -> 00:34:12,202 Right?

178 00:34:12,202 -> 00:34:16,302 And you're, you're pulling information in real time.

179 00:34:16,302 -> 00:34:25,002 And then you're pushing request for more information back out about a very specific and actionable topic, so that can be incredibly valuable to.

180 00:34:25,002 -> 00:34:32,202 And then, the third tool that I have started to hear more and more about leaders using is stay interviews.

181 00:34:32,601 -> 00:34:43,402 So, I think those need to be conducted in concert with some of these other sort of measurement tactics and tools but stator Use earn opportunity.

182 00:34:43,402 -> 00:34:45,002 So we all know about exit interviews, right?

183 00:34:45,002 -> 00:34:50,702 Which is like when someone leaves you conduct an exit interview to find out why they left and that's helpful.

184 00:34:51,202 -> 00:34:54,002 But it doesn't help you in retaining that employee, right?

185 00:34:54,002 -> 00:34:55,101 They have already left.

186 00:34:55,702 -> 00:35:03,702 So, it's a little bit too late and hopefully you use the exit interviews to prevent others from leaving, but it doesn't help with that.

187 00:35:03,802 -> 00:35:04,802 The ones who have already left.

188 00:35:04,802 -> 00:35:16,302 So stay interviews are sort of the inverse of that, which is leaders from within the company set up time to You just talk one-on-one with individual employees about why they're stay right?

189 00:35:16,302 -> 00:35:17,602 Why they're not leaving.

190 00:35:18,302 -> 00:35:20,802 So it's an opportunity to say like what's working?

191 00:35:20,802 -> 00:35:22,802 Well, what do you like about your job?

192 00:35:22,802 -> 00:35:24,302 What do you like about the company?

193 00:35:25,202 -> 00:35:27,802 Also, what's not working, how can we better support you?

194 00:35:27,802 -> 00:35:31,502 How can we meet your needs better as an employee?

195 00:35:31,502 -> 00:35:34,302 How do we make sure that you're still here a year from now?

196 00:35:35,002 -> 00:35:49,502 And I think the combination of all of those different practices can be incredibly valuable at painting like a Comprehensive picture of what's going on with employees at is really interesting, the state interviews.

197 00:35:49,802 -> 00:35:51,502 What's the frequency?

198 00:35:51,702 -> 00:35:58,302 And do you recommend leaders that are not the direct manager of the employee?

199 00:35:59,002 -> 00:36:00,002 I do, yes.

200 00:36:00,002 -> 00:36:04,202 I think, I think it's actually a great role for HR.

201 00:36:04,302 -> 00:36:11,702 I think HR business partners, and HR leaders spending time talking to employees about just how they're doing it.

202 00:36:11,902 -> 00:36:12,802 In general, right?

203 00:36:12,802 -> 00:36:16,302 Not around a specific incident or investigation.

204 00:36:16,302 -> 00:36:18,502 But just like, how are you doing?

205 00:36:18,502 -> 00:36:20,102 Conducting a stay interview.

206 00:36:20,402 -> 00:36:21,402 Anything that's not working.

207 00:36:21,402 -> 00:36:23,302 Well, how is your relationship with your manager?

208 00:36:23,302 -> 00:36:30,002 Like all of these things are helpful and, and to go back to my earlier point, there might be hesitation in those conversations, right?

209 00:36:30,002 -> 00:36:41,802 There might be fear from employees still, but at least you're giving them the opportunity to speak up and showing them that you and the organization are receptive to feedback and want.

210 00:36:41,902 -> 00:36:45,002 Feedback and hopefully by having additional ways for them to speak up.

211 00:36:45,002 -> 00:36:56,502 Like I said, the stay interview in combination with all voices reports in combination with, you know, the poll surveys and the annual culture survey that together paints a more comprehensive picture.

212 00:36:56,802 -> 00:36:57,602 Gotcha?

213 00:36:57,702 -> 00:36:58,302 Okay.

214 00:36:58,502 -> 00:37:09,602 So one of the other thoughts I have is being able to create a culture that feels safe to conduct these ongoing pulse surveys.

215 00:37:09,602 -> 00:37:20,002 And you know, you're asking its listening a lot of Information from your employees but then I think from an employee perspective, you know, my employers asking all this stuff, what are they going to do with it?

216 00:37:20,402 -> 00:37:29,902 You know, and I think there needs to be proven ways to demonstrate that their that on her door, that actions be taken.

217 00:37:29,902 -> 00:37:30,902 So that goes to one of them.

218 00:37:31,102 -> 00:37:33,002 There's a question that's been submitted here.

219 00:37:33,202 -> 00:37:34,502 It's got four up votes.

220 00:37:35,002 -> 00:37:41,002 I have seen many organizations struggle with how to share and act on employee feedback.

221 00:37:41,302 -> 00:37:46,502 How can Relations execute action around feedback better?

222 00:37:47,802 -> 00:37:50,202 Hmm, I got a great question.

223 00:37:51,602 -> 00:38:05,002 So basically, I think we're starting to get to a point where companies know, they have to provide ways for employees to share feedback, but I think sometimes the missing piece is then converting that feedback into action.

224 00:38:05,202 -> 00:38:14,602 So one of the things that I mentioned, right, the pulse survey, that's actually a great example of showing employees.

225 00:38:14,602 -> 00:38:19,502 So let us say, let us say four employees submitted Concerns about the PTO policy.

226 00:38:19,902 -> 00:38:24,502 And then a week later, you the HR leader are sending the entire company.

227 00:38:24,702 -> 00:38:37,802 A survey about the PTO policy that's actually actioned that's showing that you are looking into something that is being brought up and trying to continuously improve, whatever it is, that was raised as a potential issue.

228 00:38:37,802 -> 00:38:46,202 So the pulse survey itself is a form of action and then in response to the pulse survey, there's additional action that can be taken.

229 00:38:46,202 -> 00:38:50,302 So maybe, At an all-hands meeting you share the results of the poll survey.

230 00:38:50,502 -> 00:38:55,802 You say 75 percent of people in the company feel good about our PTO policy.

231 00:38:55,802 -> 00:39:00,202 And the number one Improvement that was requested was bereavement leave.

232 00:39:00,402 -> 00:39:06,802 So we are going to add bereavement leave since that's something, we have never had and something that the majority of you wanted.

233 00:39:07,802 -> 00:39:12,002 That's all and that's not rocketed science, right?

234 00:39:12,002 -> 00:39:21,402 That's simply being responsive to the feedback that you're getting and then communicating the responsiveness, which I think is sometimes the missing piece.

235 00:39:22,302 -> 00:39:34,202 Another example of something we have heard from customers, is that communication piece is sometimes just missing like

leadership knows something, but they haven't yet communicated it down to the rest of the organization.

236 00:39:34,202 -> 00:39:39,002 So one of our customers was getting a bunch of reports about Space issues.

237 00:39:39,102 -> 00:39:46,402 Like we're all, you know, the pre-pandemic but like we're all, you know, elbow-to-elbow, I can't even like breathe in my space.

238 00:39:46,402 -> 00:39:47,602 Like, what is going on?

239 00:39:47,902 -> 00:39:55,002 Meanwhile, leadership had been looking for a new office space for the last like, four months so that search was underway.

240 00:39:55,002 -> 00:40:04,402 But employees had no idea because oftentimes leadership as leadership, we don't announce things until they're done or at least more solidified.

241 00:40:04,702 -> 00:40:07,202 But sometimes it's just a matter of saying we heard you.

242 00:40:07,702 -> 00:40:15,002 No, this is you know we are all crammed in here and this is untenable, we are in the search for an office space.

243 00:40:15,002 -> 00:40:18,502 We think we will have One Secured in the next three to six months.

244 00:40:18,502 -> 00:40:24,102 And in the meantime, we're looking into, you know, getting some satellite office options, right?

245 00:40:24,202 -> 00:40:31,502 It's not always about having a fully baked solution to roll out and announce with a perfectly executed, communication strategy.

246 00:40:31,502 -> 00:40:36,602 Sometimes it's just communicating that you're working on something and that, you know, it's an issue.

247 00:40:39,002 -> 00:41:01,102 So that yes, I think Paula just mentioned here, the positive energy you got from asking for feedback can be negated if there is a lack of action on that feedback so it is very critical and I guess one of my questions would be, who is there a point person that should be responsible to handle the surveys?

248 00:41:01,202 -> 00:41:06,502 Make sure it's properly being communicated out like what team generally is responsible.

249 00:41:07,202 -> 00:41:10,502 And if you know, like It's a I would assume HR right?

250 00:41:10,602 -> 00:41:13,502 But what if you don't have an HR room?

251 00:41:14,502 -> 00:41:18,202 Yeah, I was just going to say it really depends on the size of the organization.

252 00:41:18,202 -> 00:41:21,602 So let us say you're a 10-person company, right?

253 00:41:21,602 -> 00:41:30,702 We have been a 10-person company, and we didn't have HR at that time, but we still, but you still want to create opportunities for people to share feedback.

254 00:41:31,302 -> 00:41:43,802 I think it's an initiative that in the earlier days or in the smaller days needs to be led by the CEO, I think creating a healthy culture is ultimately a part of the CEOs job.

255 00:41:43,802 -> 00:41:46,002 It's not just about delivering results.

256 00:41:46,002 -> 00:41:55,502 It's about how do you get those results and part of that is hiring recruiting retaining key emphasis on retaining employees.

257 00:41:56,902 -> 00:42:05,702 So, you know, in the early days like I let all of our culture initiatives, I am still super involved in our culture initiatives, and we now have almost 40 employees.

258 00:42:05,702 -> 00:42:18,202 So I think it has to come from the Top down, it has to in order, especially in order for people to feel like action is actually going to be taken, right?

259 00:42:18,202 -> 00:42:35,902 Because if you pass off the initiative to someone who then doesn't have the ability to take action or you're not providing a way for them to take action on the feedback received that can actually to Paul is point that can actually backfire and have a negative impact.

260 00:42:37,202 -> 00:42:38,102 That's good to know.

261 00:42:38,302 -> 00:42:42,602 Okay, we have got another question with some pretty high up votes here.

262 00:42:43,402 -> 00:42:46,802 Before closing a feedback conversation.

263 00:42:47,102 -> 00:42:51,402 How do you best ensure that the feedback has been understood?

264 00:42:54,402 -> 00:43:05,702 So I think that miscommunications always happen or can happen and so it is really good to clarify the information that you're receiving.

265 00:43:06,902 -> 00:43:10,502 So I guess this answer would differ a bit depending on the context.

266 00:43:11,702 -> 00:43:18,502 So in a state interview I would actually say repeating things back to the employee.

267 00:43:18,702 -> 00:43:22,502 This is kind of what you're saying, let me make sure I understand it.

268 00:43:22,702 -> 00:43:27,402 In rephrase it back to them, and then they have the opportunity to say.

269 00:43:27,402 -> 00:43:28,502 No, not exactly.

270 00:43:28,502 -> 00:43:40,102 I am actually saying more than this so that you really both leave that conversation with complete clarity about at least what was being said, you don't have to solve the problem in the meeting, right?

271 00:43:40,202 -> 00:43:43,002 You don't have to come up with all the answers in the meeting.

272 00:43:43,202 -> 00:43:52,502 This is really an opportunity to listen and this type of listening if it's done, effectively would mean that you both walk out of that.

273 00:43:52,602 -> 00:43:57,602 Conversation with the same understanding of that person's experience and what they share.

274 00:43:59,502 -> 00:44:01,802 So how do you, you know, we have built a software platform?

275 00:44:01,802 -> 00:44:08,802 So how do you kind of like mimic that experience through a digital communication Channel?

276 00:44:08,802 -> 00:44:14,602 There's a couple things one, you can still repeat back digitally like hey this is what I am hearing.

277 00:44:14,602 -> 00:44:15,302 Does this make sense?

278 00:44:15,302 -> 00:44:19,002 You can clarify what you think as the HR leader?

279 00:44:19,002 -> 00:44:22,602 What the next steps are and how you know how that works for?

280 00:44:22,702 -> 00:44:23,402 Other person.

281 00:44:24,602 -> 00:44:46,102 But then actually we have built into our product and additional data point, which is after the employee and the employer and the conversation, and that conversation gets marked by the administrator as resolved, so they can track like, how many open issues do I have versus closed?

282 00:44:46,702 -> 00:44:48,102 We actually all voices.

283 00:44:48,102 -> 00:44:50,202 Send a follow-up survey to the employee.

284 00:44:50,402 -> 00:44:52,502 And it's just, it's still an honor.

285 00:44:52,602 -> 00:44:55,502 Amos and it's just like two questions.

286 00:44:55,702 -> 00:45:07,902 How satisfied are you with the way that was handled, and we're any steps taken to address the issue that you raised and then that data goes back to the HR leader.

287 00:45:08,102 -> 00:45:16,502 So maybe the HR person thinks that something has been totally satisfactorily resolved, but the employee does not feel that way.

288 00:45:16,702 -> 00:45:21,602 Then they can reopen the conversation and say, hey, I saw that you didn't feel like this was quite handled.

289 00:45:22,702 -> 00:45:23,902 Now to resolution.

290 00:45:24,202 -> 00:45:25,302 What else do you need?

291 00:45:25,402 -> 00:45:26,702 What am I missing?

292 00:45:26,702 -> 00:45:28,202 What else can I do for you?

293 00:45:28,502 -> 00:45:33,102 Where do you think you know the gaps are or the opportunity to improve this further?

294 00:45:33,802 -> 00:45:39,702 So that's another sort of like tool that helps make sure everyone is on the same page.

295 00:45:39,902 -> 00:45:41,402 What were those two questions again?

296 00:45:41,402 -> 00:45:44,502 How satisfied are you with how it was handled?

297 00:45:44,502 -> 00:45:45,202 And what else?

298 00:45:45,802 -> 00:45:52,502 So, it's basically been you aware of the company taking steps to address the issue that you raised and how satisfied are you with the way?

299 00:45:52,602 -> 00:45:55,002 It was handled on it, that's good.

300 00:45:55,002 -> 00:46:02,802 So, that's sort of guy this question that can be asked after the one-on-one session that a manager may have with their employee.

301 00:46:03,102 -> 00:46:08,002 And then, you need that third party, though, to probably be filtering through that.

302 00:46:08,002 -> 00:46:14,102 And then providing you need that system to have that conversation and feedback.

303 00:46:14,102 -> 00:46:17,602 Go back to the manager, you know, that the invoice.

304 00:46:17,702 -> 00:46:19,502 Now, what about the other way around?

305 00:46:19,602 -> 00:46:22,502 As an employee, you know, going back to those poll results.

306 00:46:23,002 -> 00:46:31,202 It is very challenging to provide negative feedback to your manager to the leadership.

307 00:46:31,402 -> 00:46:48,502 So let us say we don't have all of those channels that you have identified Claire Where did you start as an employee to have a constructive conversation with your direct manager?

308 00:46:50,202 -> 00:47:02,702 Yeah, I mean, I think, you know, the way I think about this is that the best way to build trust with employees, is by listening and taking action.

309 00:47:02,702 -> 00:47:05,302 So you have to build trust over time.

310 00:47:05,302 -> 00:47:10,502 And I think in some ways all voices is kind of shortcut to building that trust Is it gives you the information?

311 00:47:10,502 -> 00:47:13,002 You may not be getting and helps you show.

312 00:47:13,002 -> 00:47:23,802 Like, it's okay to bring things up, and we will actually take action even if we have no idea who you are in the absence of a tool like that, you have to do a little more heavy lifting yourself, right?

313 00:47:23,802 -> 00:47:32,102 You have to have you know, many opportunities for employees to share their feedback, directly with you as a manager.

314 00:47:32,102 -> 00:47:34,302 You have to ask a lot of questions, right?

315 00:47:34,302 -> 00:47:39,002 You have to get an in-depth understanding of what that employees experience.

316 00:47:39,302 -> 00:47:45,002 Are there any like roadblocks for them are there do they feel good about their career path?

317 00:47:45,002 -> 00:47:45,402 You know?

318 00:47:45,402 -> 00:48:19,002 And these conversations are most likely happening between a manager and their employee and I think over time if you show them that when they share feedback even if it's constructive or negative feedback that they're not fired, but they're not demoted that they're not shut out of projects continuously just asking for it and showing that Want it and then having no repercussions or — you know retaliation or anything like that happen as a result that can very slowly build trust as well.

319 00:48:19,002 -> 00:48:27,302 Because they will say okay, two weeks ago, I told my manager this thing, and they actually thanked me for my feedback, nothing bad has happened.

320 00:48:27,302 -> 00:48:39,002 Since then, I think I can bring up another issue so it's about like building the trust via two-way communication to start to make employees fill.

321 00:48:39,102 -> 00:48:40,102 More comfortable.

322 00:48:40,602 -> 00:48:52,002 So let us say you're in a culture where That trust has not been built but as an employee I still need to voice certain things to my employer.

323 00:48:53,002 -> 00:48:55,802 How would I even start that conversation?

324 00:48:56,002 -> 00:49:00,002 Where it wouldn't get to like maybe subjective or emotional?

325 00:49:00,002 -> 00:49:15,102 Like you have any Frameworks of recommendation of how an employee can even approach a manager with you know, the feedback I think it's really hard when there's not trusted.

326 00:49:15,102 -> 00:49:15,702 I do.

327 00:49:15,702 -> 00:49:25,802 I think, I think people are scared, you know, part of it is our jobs are not just like something we do for fun, right?

328 00:49:25,802 -> 00:49:28,002 Our jobs are how we pay our bills.

329 00:49:28,302 -> 00:49:30,002 It's how we take care of our families.

330 00:49:30,002 -> 00:49:31,202 It's how we pay rent.

331 00:49:31,202 -> 00:49:32,502 It's how we buy food.

332 00:49:32,602 -> 00:49:41,902 And so when evaluating kind of like the cost benefit of bringing something up, that might be difficult in a context where you haven't built.

333 00:49:42,002 -> 00:49:44,502 Us with someone and you don't feel trust in them.

334 00:49:46,102 -> 00:50:02,102 It can just feel too risky and a lot of employees and up just staying quiet because they don't want to bring up something difficult with someone they don't trust in, you know, two months later, find themselves fire.

335 00:50:03,902 -> 00:50:06,502 So it's about you know, as an employee.

336 00:50:06,502 -> 00:50:12,202 I don't want to give employees sort of like false confidence that no Matter.

337 00:50:12,202 -> 00:50:14,602 What if you bring things up, it will all be, okay?

338 00:50:14,602 -> 00:50:16,202 Like I don't think that's true.

339 00:50:16,602 -> 00:50:21,802 Is that where we should be heading as a society, is that the kind of culture that?

340 00:50:21,802 -> 00:50:30,902 I am sure everybody on this call wants to build at their companies, of course, but there's a gap between where we are today and where we want to be.

341 00:50:31,202 -> 00:50:34,702 And so that's why I started all voices to bridge the gap.

342 00:50:35,202 -> 00:50:58,602 But over time, what I would love to see is that there's a ton of opportunity for It healthy candid conversations within companies between managers and their direct reports between employees and HR between employees and the CEO and that it's in an environment free from retaliation.

343 00:50:59,902 -> 00:51:03,902 That's where we want to be, but we're just not there yet.

344 00:51:04,202 -> 00:51:14,002 Okay, I appreciate your honesty in that and, you know, we're hoping that everyone on this call here if your Eating an organization starts at the top.

345 00:51:14,902 -> 00:51:23,502 So there're opportunities to start building trust today with your employees and creating a nurturing that kind of environment.

346 00:51:24,002 -> 00:51:28,502 All right, we have got another question here that I think relates to what we were just talking about.

347 00:51:28,802 -> 00:51:39,202 How do you communicate to your CEO that their behavior and reaction to things is making people leave It's really hard?

348 00:51:41,902 -> 00:51:55,302 You know, in a situation like that, unless you have a really strong relationship with the CEO and you have built a lot of trust with them, you know, maybe you're their director Porter, you have known them for a long time.

349 00:51:57,002 -> 00:51:59,002 It's really tricky to do.

350 00:51:59,002 -> 00:52:02,002 I think some of that has to come anonymously?

351 00:52:03,102 -> 00:52:11,502 Maybe your company has a 3D 360 feedback programs where people who report to someone get to also share?

352 00:52:11,702 -> 00:52:19,902 Their feedback like as a performance review, that's like one opportunity potentially or it's through some type of anonymous Channel.

353 00:52:21,702 -> 00:52:31,002 But you know, I have tried to build like incredibly transparent culture healthy candid, like we really walk.

354 00:52:31,002 -> 00:52:33,002 The walk of what we're trying to do?

355 00:52:33,102 -> 00:52:34,902 We use our own tool internally.

356 00:52:35,202 -> 00:52:38,302 I also have like an open door policy, like put time on my calendar.

357 00:52:38,302 -> 00:52:39,002 Come talk to me.

358 00:52:39,002 -> 00:52:39,502 What's working?

359 00:52:39,502 -> 00:52:40,302 What's not working?

360 00:52:40,802 -> 00:52:53,202 I still No, it is really hard for people to speak up to me even about challenges, they're having with someone else at the company, let alone challenges, they're having with me, right?

361 00:52:53,302 -> 00:52:54,302 My behavior.

362 00:52:54,302 -> 00:52:56,502 I think that's just incredibly intimidating.

363 00:52:58,702 -> 00:53:18,002 So I think CEOs need to be doing a better job of asking questions of getting to know people of building trust and Rapport

of even saying like hey does everyone Here, feel comfortable sharing feedback directly with me and if not, like, what could I do to better?

364 00:53:18,002 -> 00:53:30,902 Encourage that like, even one step removed from actually setting up a system where the feedback can be, shared is asking like, is there a feeling of safety of psychological safety, right?

365 00:53:33,002 -> 00:53:51,402 Because I think this question really indicates, like the structural challenge that exist today, which is that, I as the CEO or any CEO, not have more power in the organization than, like, a junior employee or someone who might have feedback for me.

366 00:53:51,702 -> 00:54:02,002 And so, just by definition in that hierarchy, it is challenging for the person who's more Junior to give critical feedback to the person who's more senior.

367 00:54:02,002 -> 00:54:04,502 So, we have to, And workarounds to that.

368 00:54:06,102 -> 00:54:11,002 So at the very least, we have to figure out ways to provide Anonymous feedback.

369 00:54:11,302 -> 00:54:12,202 Maybe that's the way.

370 00:54:12,702 -> 00:54:21,102 Absolutely back to whoever Point person it is but figuring out just a way to get that information to them.

371 00:54:21,402 -> 00:54:24,002 And actually, there's a related question here.

372 00:54:24,502 -> 00:54:29,202 What are the words one would use to tell the owner CEO?

373 00:54:29,602 -> 00:54:34,202 Hey, you are our biggest problem, the CEO is not going anywhere.

374 00:54:34,202 -> 00:54:41,502 The owner, you know, So the choice becomes one of improvement versus losing the employee.

375 00:54:42,802 -> 00:54:43,302 Yeah.

376 00:54:43,502 -> 00:54:44,702 It's tough.

377 00:54:44,702 -> 00:54:46,002 Just like we were just talking about.

378 00:54:46,002 -> 00:55:01,402 Like, I don't recommend someone on this call, go to their CEO and say you're our biggest problem or I can't even think of a great phrasing that would make that message go over well.

379 00:55:01,902 -> 00:55:07,002 But what I can say is that the CEO does need the information in order to improve sometimes.

380 00:55:07,002 -> 00:55:11,702 It's just about self-awareness, we hopefully all like ourselves.

381 00:55:11,702 -> 00:55:18,102 And sometimes we don't see the gaps in the areas of improvement that we have.

382 00:55:18,102 -> 00:55:20,902 So, hopefully, the CEO is working on themselves.

383 00:55:20,902 -> 00:55:24,902 Hopefully, the CEO has a coach or hopefully the CEO is.

384 00:55:27,202 -> 00:55:31,102 Talking to advisors, right talking to their board?

385 00:55:31,602 -> 00:55:37,402 Getting that feedback from someone who is more of a peer and not someone who is Junior to them.

386 00:55:37,902 -> 00:56:09,002 But ultimately, at the end of the day, the people who report to the CEO or the people who report to the CEO are the ones that have the best insight into how the CEOs, you know, style personality, whatever are impacting the business's ability to succeed and that's why Needs to be some type of anonymous channel, for this, exact type of situation because I think in some cases with awareness CEOs and leaders can improve.

387 00:56:09,302 -> 00:56:13,702 So it doesn't have to be, you know, you can't speak up to the CEO.

388 00:56:13,702 -> 00:56:15,402 So you just have to leave your job.

389 00:56:15,502 -> 00:56:19,902 There has to be a third option, but they have to get the information first.

390 00:56:20,002 -> 00:56:24,902 And if you give them the information through an anonymous Channel, and then they still don't improve.

391 00:56:25,902 -> 00:56:30,802 Then it's a really tough situation then I would potentially start looking for a new job.

392 00:56:33,002 -> 00:56:33,802 That's unfortunate.

393 00:56:33,802 -> 00:56:34,402 It's real.

394 00:56:34,502 -> 00:56:50,302 I think it's real for a lot of people I think working remote or distributed also makes it even more challenging to be able to communicate in general and then communicate such sensitive information back to a leader.

395 00:56:50,702 -> 00:57:02,402 You know, as you were talking about power dynamics, and I am seeing Clarissa and Christina plus one that I am wondering if there's certain key leaders around?

396 00:57:02,502 -> 00:57:16,302 On the CEO who and employee could feel safe to speak to and hopefully get a message relayed through you know the powers that be in the leadership team to the CEO.

397 00:57:16,302 -> 00:57:18,202 What are your thoughts about that?

398 00:57:18,202 -> 00:57:24,202 And, you know, I am really curious to hear a little bit more about the power Dynamic aspect as well around feedback.

399 00:57:27,102 -> 00:57:39,702 I just think it's tough if you're trying to get a message to the CEO and you talk to someone whose close to them, there is the chance that it could backfire.

400 00:57:39,802 -> 00:57:42,002 Right person is close to them.

401 00:57:42,002 -> 00:57:44,102 It just depends on the CEOs personality.

402 00:57:44,102 -> 00:57:47,802 It depends on the organizational culture, but just being really honest here.

403 00:57:47,802 -> 00:57:57,402 Like, the person whose close to CEO could say, hey Gina like was speaking really badly about you and suddenly The CEOs.

404 00:57:57,402 -> 00:58:03,002 Like this is a disloyal employee, they aren't on board with the mission.

405 00:58:03,002 -> 00:58:07,102 They don't value me as a leader, whatever it is, they could misinterpret.

406 00:58:07,102 -> 00:58:18,002 Like there's kind of game of telephone sometimes with things like that even if you were trying to be helpful which I am sure most people are but it can backfire.

407 00:58:18,002 -> 00:58:47,102 So I just don't want to sort of sugarcoat, you know, I truly believe in feedback but I still don't think the systems that we have in place are set up to protect people enough that they can just freely share feedback with anyone at anytime and I don't want to encourage people to just go for it and then have it backfires.

408 00:58:47,102 -> 00:58:56,502 Like, even on this call, I don't want someone to leader email me and be like, hey, I followed your advice about being really candid and I got fired because the reality is that can't happen.

409 00:58:56,502 -> 00:58:59,402 Now, of course, we hope that never happens.

410 00:58:59,902 -> 00:59:08,102 Of course, I think things are shifting to the point where organizations are more receptive to feedback, they do view feedback as a positive thing.

411 00:59:08,102 -> 00:59:21,002 Even if it's technically — They know that they need to go above and beyond and to do more to help employees and to keep employees, it's still a really competitive job market.

412 00:59:21,002 -> 00:59:27,302 So there is an interest in making sure that companies are doing everything possible to retain employees.

413 00:59:27,702 -> 00:59:32,902 But I just wouldn't want that strategy to backfire on someone.

414 00:59:32,902 -> 00:59:37,102 And I would feel bad if that happened.

415 00:59:37,102 -> 00:59:39,302 So I really can't encourage that.

416 00:59:39,602 -> 00:59:46,002 You obviously are the expert on your Company culture, the power dynamics, the relationships between people.

417 00:59:46,002 -> 00:59:53,202 If you have someone that you really trust and feel safe with I would recommend having the conversation if you want to have it, but framing it less.

418 00:59:53,202 -> 01:00:06,102 As the CEO is our problem and is causing all the problems to like, you know, I feel like a, you know, a more neutral way of phrasing it.

419 01:00:06,102 -> 01:00:19,102 So, I feel like, you know, sometimes the blunt Is of the CEO is off-putting to employees or something like that and then maybe that feedback will get back to them in a constructive way.

420 01:00:19,402 -> 01:00:23,502 But I can't, I can't say go for it.

421 01:00:23,602 -> 01:00:24,102 Yep.

422 01:00:24,702 -> 01:00:26,302 That's good.

423 01:00:26,702 -> 01:00:58,702 And I think there's something to you know if an employee is still on board with the mission and believes in the team there, despite these things that they're experiencing from seat the CEO if they're able to Provide the feedback with the best intent, then wouldn't that get received hopefully better with the leader versus just like, you know, getting really hard and maybe there could be some bitterness and even resentment.

424 01:00:58,702 -> 01:01:07,402 It's like behind some words, it's like be very selective of the words to make sure that you're always in the best interest of the company.

425 01:01:07,802 -> 01:01:11,902 And then it's almost like the sandwich effect, right?

426 01:01:12,502 -> 01:01:18,402 You give some of your best intentions and positive aspects, feedback of the company.

427 01:01:18,402 -> 01:01:22,402 And then you question it with some of the constructive feedback.

428 01:01:22,602 -> 01:01:23,102 You know.

429 01:01:23,802 -> 01:01:28,202 That could be a way to provide that feedback directly to L.

430 01:01:28,202 -> 01:01:28,502 Yeah.

431 01:01:29,902 -> 01:01:30,202 Yeah.

432 01:01:30,902 -> 01:01:32,602 We have a couple more questions.

433 01:01:34,302 -> 01:01:35,202 Let us get bees.

434 01:01:35,202 -> 01:01:36,602 Use question up there.

435 01:01:36,802 -> 01:01:45,902 It'd be great to get your thoughts on how companies can ensure psychological safety while soliciting candid feedback from the org.

436 01:01:47,502 -> 01:01:51,302 Yeah, so psychological safety is critical.

437 01:01:51,302 -> 01:01:56,202 We talk about it all the time and all voices, one of our advisors is Amy Edmondson.

438 01:01:56,202 -> 01:02:18,502 Who's a professor at Harvard Business School, and she's one of the foremost experts on psychological safety in the workplace and the way She defines psychological safety is the ability to fail or make mistakes without being punished and that can include the ability to speak up without being punished to.

439 01:02:18,502 -> 01:02:18,802 Right?

440 01:02:18,802 -> 01:02:27,202 It's not just failing, but it's doing something and not feeling like you're going to be punished for it.

441 01:02:28,002 -> 01:02:33,302 So I think the best way to create it is to show it, right?

442 01:02:33,302 -> 01:02:42,702 Not Tell people, so if I go to an all hands, and I am like, hey we have a psychological psychologically safe environment, if you fail, it's okay those are just words.

443 01:02:42,702 -> 01:02:46,202 It doesn't really mean much to people to hear that.

444 01:02:46,402 -> 01:02:48,402 At the end of the day, they have to see it.

445 01:02:48,402 -> 01:03:03,502 I think in order to really internalize it and so what might be more effective for me as a leader or for a manager right on our team is to talk about the mistakes they have made talk about the places where they made the wrong decision, or they focused on the wrong.

446 01:03:03,702 -> 01:03:13,802 Initiative or, you know, they shot for the stars, and they missed, but to use it as an opportunity to show people that, it's okay, I am still here.

447 01:03:13,902 -> 01:03:15,702 We're still here, right?

448 01:03:15,802 -> 01:03:17,802 The organization is still doing well.

449 01:03:18,002 -> 01:03:20,502 We learned a ton from it, and here's what we learned.

450 01:03:20,502 -> 01:03:23,002 And here's how we might do things differently in the future.

451 01:03:23,402 -> 01:03:31,702 Because I think you want to encourage people to take risks at work, you want to encourage them to try new things and to learn as they go.

452 01:03:31,902 -> 01:03:35,702 And I think the only way to do that, Is to show them that when they do it.

453 01:03:36,302 -> 01:03:44,102 It's encouraged and that they aren't being punished for when things don't work out.

454 01:03:45,702 -> 01:03:46,402 That's key.

455 01:03:47,902 -> 01:03:49,002 That's really good.

456 01:03:49,102 -> 01:03:50,102 That's a great.

457 01:03:50,102 -> 01:03:52,902 Great definition of psychological safety.

458 01:03:53,502 -> 01:03:54,902 We have got another question.

459 01:03:55,102 -> 01:03:55,402 Okay.

460 01:03:55,402 -> 01:04:01,002 Sorry, one, last thing I would add the same thing goes for feedback, so someone gives constructive feedback.

461 01:04:01,102 -> 01:04:01,402 You say.

462 01:04:01,402 -> 01:04:02,802 Thank you for the feedback.

463 01:04:02,902 -> 01:04:04,802 Here's what I am To do as a result.

464 01:04:05,402 -> 01:04:08,902 You know, they don't get fired, they don't get demoted, they don't get, shut out of things.

465 01:04:09,202 -> 01:04:13,702 They don't get Scolded by someone right?

466 01:04:13,802 -> 01:04:16,302 Then the next time they feel more comfortable giving feedback.

467 01:04:16,302 -> 01:04:19,902 So that's kind of like the feedback version of psychological safety.

468 01:04:20,402 -> 01:04:21,102 Mmm.

469 01:04:21,902 -> 01:04:22,802 So good.

470 01:04:23,102 -> 01:04:26,502 And I am seeing Clarissa and Bijou spots here.

471 01:04:28,002 -> 01:04:29,202 Thank you for the FEMA.

472 01:04:29,202 -> 01:04:35,802 Yes be the example show not tell and being vulnerable transparent As Leaders.

473 01:04:35,802 -> 01:04:41,602 There's such power in that When leaders can actually let down their guard.

474 01:04:41,902 -> 01:04:48,302 And constructively, you know, share that, and also a follow-up to what they're sharing.

475 01:04:49,202 -> 01:04:49,502 All right?

476 01:04:49,502 -> 01:04:51,002 We have got another question.

477 01:04:51,002 -> 01:04:53,902 Our final question and just a few minutes left.

478 01:04:53,902 -> 01:04:56,802 So if anyone else has questions, drop them right now.

479 01:04:57,702 -> 01:04:59,402 How do we help staff?

480 01:04:59,402 -> 01:05:06,602 And managers who have had negative experiences with feedback, you ready and open to feedback sessions.

481 01:05:08,602 -> 01:05:09,102 Who?

482 01:05:10,002 -> 01:05:20,502 Well, I think one question that I would ask that question is, what does it mean — experiences with feedback?

483 01:05:20,502 -> 01:05:20,902 Right.

484 01:05:20,902 -> 01:05:29,402 So I would really take a look at what's causing that person to feel like their experience was -.

485 01:05:30,502 -> 01:05:35,902 So one thing that happened a lot when I was starting all voices, I would talk to people.

486 01:05:35,902 -> 01:05:42,902 I would talk to HR leaders and lawyer Then sometimes most of the time they were like, this is a great idea.

487 01:05:42,902 -> 01:05:48,202 I love the idea of you know, easily accessible Anonymous reporting and feedback for employees.

488 01:05:48,502 -> 01:05:52,402 It's so needed some people were afraid.

489 01:05:52,902 -> 01:05:54,402 They were afraid.

490 01:05:54,902 -> 01:06:09,502 This was quoted to me many times of opening Pandora's Box because they thought if I let people share anonymously, I am going to get so much negative feedback that I am not even going to be able to handle it.

491 01:06:09,502 -> 01:06:24,202 And then I went to all these people responses and it's going to be really stressful and What's really interesting is I almost never hear that feedback anymore from customers from people and talking to from experts.

492 01:06:25,002 -> 01:06:38,202 I think one thing that's happened is that there has been a major shift over the last five years, in the value that we place on this type of feedback, getting to the people who need to hear it.

493 01:06:38,302 -> 01:06:41,302 So it started with the me to movement, right?

494 01:06:41,402 -> 01:06:51,902 It was like, all of a sudden, it was not an excuse, it was not a good excuse for a company leader to say, oh, I had no idea that was happening, right?

495 01:06:51,902 -> 01:06:55,002 Ignorance was not an out.

496 01:06:55,802 -> 01:07:00,102 People were being held accountable for the things that were happening in their companies.

497 01:07:00,302 -> 01:07:06,702 Whether they knew about them or not, and the only difference is if you know about it, you can do something about it.

498 01:07:06,902 -> 01:07:15,102 So I sometimes use the analogy or like the symbolism of like the ostrich with its head in the sand.

499 01:07:15,102 -> 01:07:20,702 Like you can be the ostrich but you're also not going to know what's actually going on.

500 01:07:20,702 -> 01:07:25,502 You're not going to be aware of reality and that's actually riskier.

501 01:07:25,702 -> 01:07:40,202 Knowing, and so I think having some type of conversation with staff or managers, who are afraid because I would say it's less about having had negative experiences and probably more fear of what's going to come up.

502 01:07:40,802 -> 01:07:51,002 And just tell them, at least if we know what people really feel, at least if we're aware of what's going on and what our employees reality is we can do something about it.

503 01:07:51,202 -> 01:07:55,502 If we don't know, we can't do anything about it and that's a much worse position for us.

504 01:07:55,602 -> 01:07:56,202 Us to be in.

505 01:07:57,802 -> 01:07:59,002 Knowledge is power.

506 01:08:01,202 -> 01:08:02,402 So good.

507 01:08:02,402 -> 01:08:07,702 Wow, Claire, this has been a rich conversation.

508 01:08:08,302 -> 01:08:10,302 I am curious to know.

509 01:08:10,402 -> 01:08:16,301 So one, last question and maybe even point of advice that you would give to all of us here.

510 01:08:17,902 -> 01:08:20,102 How should we, how should we show up?

511 01:08:20,102 -> 01:08:21,502 What do you see for the future?

512 01:08:21,502 -> 01:08:26,902 You know, what are things that we could be doing and implementing today?

513 01:08:27,602 -> 01:08:34,602 In our circumstance, even if it's a mindset shift and you might have just been talking about that, you know what would you advise to us?

514 01:08:34,602 -> 01:08:45,102 Because obviously, people who came here to this event, we care about providing good feedback and making sure that the loops are there.

515 01:08:45,602 -> 01:08:46,801 What do you advise to us?

516 01:08:49,002 -> 01:08:50,301 Yeah, I think.

517 01:08:53,002 -> 01:09:02,402 I think, like I was just talking about, like, starting with this humility that, like, we don't know what, we don't know.

518 01:09:02,602 -> 01:09:20,902 It sounds so obvious, but there's information out there that we aren't aware of that someone has not felt comfortable bringing up to us and I think about this every day as a leader, there's definitely stuff that I don't know about my organization about my team about specific team members, right?

519 01:09:21,301 -> 01:09:22,102 I just don't know.

520 01:09:22,402 -> 01:09:31,301 So the More that I can show up to make people feel comfortable, giving me that information sharing that feedback doing it in real time.

521 01:09:31,301 -> 01:09:35,102 Not doing it when it's already too late, and they have already left the organization.

522 01:09:36,301 -> 01:09:40,102 The better and, you know, going back to the pool that was shared at the beginning.

523 01:09:40,801 -> 01:09:43,902 What's really interesting from what I have seen anecdotally?

524 01:09:43,902 -> 01:09:48,602 People are almost just as scared to share the positive feedback directly.

525 01:09:49,002 -> 01:09:55,402 And if you open up an anonymous Channel, I think you'd be really surprised by the amount of positive feedback.

526 01:09:55,402 -> 01:10:05,902 You will get two people who, for whatever reason, just don't feel safe sharing their opinion at all and the more that you can open up another.

527 01:10:05,902 -> 01:10:16,202 Channel, the more you can say like okay I have the feedback that's coming to me directly, I have the feedback that is coming to me through these additional channels.

528 01:10:16,202 -> 01:10:40,302 I really feel like I have a more comprehensive understanding of what's going on with my employees and as a result, I am going to be better able to take care of them to see around corners to anticipate their needs and ultimately to build a healthy culture that really is Logically safe, and inclusive and welcoming for all employees.

529 01:10:42,102 -> 01:10:43,502 Thank you so much, Claire.

530 01:10:44,002 -> 01:10:45,302 We receive that word.

531 01:10:45,302 -> 01:10:47,702 And we thank you for your time.

532 01:10:48,602 -> 01:10:53,102 We're going to have a post event recording sent to everyone who's registered.

533 01:10:53,102 -> 01:10:58,402 So feel free to re-watch parts of this and you know you're here on welcome.

534 01:10:58,502 -> 01:11:05,302 And this is an employee Gathering platform, and we can do webinars like this as well.

535 01:11:05,502 -> 01:11:10,802 And For All Hands, sales kickoffs and all sorts of internal type of gatherings.

536 01:11:10,802 -> 01:11:17,302 If you want to see more, check us out, there's a tab of, and then we got our next upcoming event already.

537 01:11:17,302 -> 01:11:20,002 We got a great lineup actually this month every week.

538 01:11:20,002 -> 01:11:21,002 We have got an event.

539 01:11:21,602 -> 01:11:22,702 Oh, check this one out.

540 01:11:22,702 -> 01:11:43,102 So this is our August 17th event with culture amp and oyster, and we're going to have a feng shui consultant from Marco experiences and also a real Ali, strong panel with some behavioral scientists from culture and speaking about leading with compassion.

541 01:11:43,502 -> 01:11:45,902 So there's that and then just go to our website.

542 01:11:45,902 -> 01:11:53,102 Check out our other events, we got another one next week on top predictions of remote distributed leadership for 2023.

543 01:11:53,202 -> 01:11:59,202 And another one with torch on coaching and the power of relationships in the works workplace.

544 01:11:59,502 -> 01:12:05,302 So we hope this was helpful and insightful for you all have a wonderful rest of your day.

545 01:12:06,002 -> 01:12:07,402 Our next event, take care.

1 00:17:29,408 -> 00:17:30,208 Hey friends.

2 00:17:30,208 -> 00:17:31,108 Hey friends.

3 00:17:31,108 -> 00:17:32,208 Welcome, welcome.

4 00:17:32,208 -> 00:17:34,608 Welcome and Bienvenidos.

5 00:17:34,808 -> 00:17:38,608 It looks like you have representation from around the country, even around the world.

6 00:17:38,608 -> 00:17:43,908 Joining us this event, we have a fantastic time and line up for you guys today.

7 00:17:43,908 -> 00:17:48,708 So my name is Alberto Ortiz, and I am the CEO and founder of welcome.

8 00:17:48,708 -> 00:17:51,208 Welcome to the platform that you're on here today.

9 00:17:51,708 -> 00:17:58,508 So if you haven't already, please drop inside of chat where you're tuning in from, we love to see that.

10 00:17:58,508 -> 00:17:59,108 We love to see that.

11 00:17:59,208 -> 00:18:02,908 Presentation today, I am joining you from Boston.

12 00:18:03,108 -> 00:18:07,608 I was born and raised on the east coast in Philadelphia, but I live in Puerto Rico.

13 00:18:07,608 -> 00:18:15,108 And so in true remote fashion, we are dispersed around the country joining you guys for this, for this.

14 00:18:15,108 -> 00:18:15,608 See that.

15 00:18:15,708 -> 00:18:28,008 Now a few housekeeping rules before we dive into the meat of our program, you know, we're going to be having a good portion of our time with Q&A with Ariana and Joe here in a second.

16 00:18:28,408 -> 00:18:30,408 And so as you Have questions come up.

17 00:18:30,408 -> 00:18:32,708 There's a Q&A tab on the right-hand side.

18 00:18:32,708 -> 00:18:36,008 Please go ahead and drop questions there throughout the conversation.

19 00:18:36,008 -> 00:18:38,808 Will try to get to as many of those as possible.

20 00:18:39,008 -> 00:18:49,408 Also, if you're navigating the platform and you want to learn a few other things, there's a help tab on the right-hand side and somebody can actually answer any live questions that you might have.

21 00:18:49,808 -> 00:18:53,808 And so guys, I have we have been looking forward to this event for a long time.

22 00:18:54,008 -> 00:19:02,808 The team has been working behind the scenes and pulling all the details together and so First of all, just want to give a thank you and a shout out to the team behind the scenes.

23 00:19:02,808 -> 00:19:07,508 We have people in the green room right now, they have been working around the clock to bring this together for you guys.

24 00:19:07,808 -> 00:19:15,708 Now, we're going to jump into some q and A's and the topics are going to be very relevant for the time that we have right now.

25 00:19:15,908 -> 00:19:19,808 So why don't we go ahead and set the stage and set the table for the conversation?

26 00:19:21,708 -> 00:19:24,508 So why are we here today?

27 00:19:25,308 -> 00:19:31,908 You know, when you register for this event you probably register because Ariana and Joe are phenomenal leaders that you want to learn from.

28 00:19:32,108 -> 00:19:33,908 And so we're going to get to that in a second.

29 00:19:34,008 -> 00:19:39,008 But also you know, we're going to be discussing things that is really relevant to everyone.

30 00:19:39,008 -> 00:19:42,708 That's on this event today and that's changing how we work.

31 00:19:43,008 -> 00:19:51,208 And when you look at the landscape of where we are today, it's a very, very relevant content relevant.

32 00:19:51,608 -> 00:20:01,508 Relevant content is being shared, across social media, news articles, every week, every two weeks you see different headlines being announced about the challenges of Shifting to remote.

33 00:20:01,508 -> 00:20:04,808 The impact that has on employees, the impact that has on tension.

34 00:20:05,208 -> 00:20:13,708 And so we want to bring leaders together to have this conversation of what's fueling, the change of work and how do we do it in a positive way?

35 00:20:13,808 -> 00:20:16,908 What are the opportunities that also invites for us?

36 00:20:17,408 -> 00:20:29,208 So we're going to be discussing the fundamental changes that we're seeing the Technology that are being shipped and develop to address the support this change and more importantly how to make sure we adapt well.

37 00:20:29,308 -> 00:20:35,408 So we take care of our mental health, and we're not sacrificing it at the expense of the work that we're doing.

38 00:20:35,908 -> 00:20:37,108 So talking about mental health.

39 00:20:37,108 -> 00:20:42,508 Why don't we go ahead and pull up a pole on stage to just do a quick post check here?

40 00:20:42,508 -> 00:20:59,508 We have a lot of people here, joining us, and we're going to talk about mental health and this is something that I have been working on, and I am just curious on how Often are you individually taken time on a mental health, practice to really fuel your well-being.

41 00:20:59,508 -> 00:21:00,508 Is that daily?

42 00:21:00,508 -> 00:21:01,808 Is it happening once a week?

43 00:21:01,908 -> 00:21:03,308 Is it happening once a month?

44 00:21:03,508 -> 00:21:06,108 Or is that honestly not happening often enough?

45 00:21:06,808 -> 00:21:17,908 Because we don't want, we don't prioritize these things we're left out on the other side of it, fully burnt out and then it becomes a bigger problem, not just for our employers for ourselves but also for our family.

46 00:21:18,108 -> 00:21:21,308 So it looks like we're we have a pretty good mix of folks here.

47 00:21:21,408 -> 00:21:27,508 Here we have people that are doing something daily and I will be curious to learn what that is as we're in conversation.

48 00:21:27,508 -> 00:21:31,208 If you want to share some tips and techniques, please drop that in chat.

49 00:21:32,108 -> 00:21:37,608 Now, let us go ahead and dive into the core of our time together.

50 00:21:38,108 -> 00:21:42,608 And quickly, I want to touch base on the speakers that we have, and I just get myself out the way again.

51 00:21:42,608 -> 00:21:44,708 My name is Roberto, you can call me Rob.

52 00:21:44,908 -> 00:21:54,208 And I am based in Puerto Rico, the co-founder and CEO of welcome and welcome is on a mission to gather Inspire and engage employees that are distributed.

53 00:21:54,208 -> 00:22:01,808 We believe that the times when you bring your employees together, you have to make them count and you have to drive engagement and our technology is built just for that.

54 00:22:02,508 -> 00:22:05,608 Now, we have two very special guests and these are friends.

55 00:22:05,608 -> 00:22:22,008 And I have been building relationships with both Ariana and Joe over the last year or so phenomenal leaders on the Forefront of the topics that were discussing today started with Arianna, Huffington founder and CEO of Thrive, Huffington Post and off the roof.

56 00:22:22,008 -> 00:22:22,708 If teen books.

57 00:22:22,708 -> 00:22:26,508 In fact, you know what, I meant, Ariana few months ago, she carried a book with her.

58 00:22:26,508 -> 00:22:31,208 We're talking about the importance of sleep, and she took a book out of her bag and gave it to me.

59 00:22:31,408 -> 00:22:39,808 And I so have It's all my nice day and when I am trying to go to sleep, I am bussing that book open and reading a couple lines but it's 2016.

60 00:22:39,808 -> 00:22:51,008 She also launched drive a leading Behavior change, technology company with the mission of changing how we work and how we live to put an end to the burnout epidemic.

61 00:22:51,008 -> 00:23:00,308 So, we got the right person here to discuss, mental health and Burdock and then Joe, Joe Thomas is the founder and co-founder CEO of loom.

62 00:23:00,808 -> 00:23:05,108 We just talk to Joe inside the Vroom of how much my team uses loom.

63 00:23:05,108 -> 00:23:07,408 In fact, there's a leaderboard at my team of common.

64 00:23:07,408 -> 00:23:11,308 Who's the leader at welcome using loom phenomenal product.

65 00:23:11,808 -> 00:23:23,608 And so, he's on a mission to empower everyone to at work to communicate effectively regardless of where they're located, and we go to dive into that the importance of a sink and what that means in the future of work.

66 00:23:23,908 -> 00:23:27,508 But not only is he leading a phenomenal company with phenomenal growth.

67 00:23:27,808 -> 00:23:32,008 He also became recently a father to a beautiful baby girl.

68 00:23:32,608 -> 00:23:38,608 I can attach to the title of founder and CEO comes way down the line, so the title of father.

69 00:23:38,608 -> 00:23:39,508 So congratulations.

70 00:23:39,508 -> 00:23:40,608 Joe, love to see it.

71 00:23:40,708 -> 00:23:42,308 We're going to talk about that here in a second.

72 00:23:42,308 -> 00:23:44,008 Why don't you guys put your hands together?

73 00:23:44,108 -> 00:23:49,908 And so inside of chat for Arianna Huffington and Joe Thomas.

74 00:23:54,808 -> 00:23:56,808 Hey sup.

75 00:23:56,808 -> 00:23:58,908 Joe Ariana get to see you both.

76 00:23:59,708 -> 00:24:00,808 Hello, Roberto.

77 00:24:01,608 -> 00:24:05,108 This is the I love the name Roberto.

78 00:24:05,108 -> 00:24:06,208 Don't you Joe?

79 00:24:06,508 -> 00:24:12,608 Yes, it is rolls off the tongue, as I said, require some practice.

80 00:24:12,608 -> 00:24:14,108 You guys, you guys get it, get it.

81 00:24:14,108 -> 00:24:14,608 Get it done.

82 00:24:14,608 -> 00:24:16,608 Well, good to see you both Jill.

83 00:24:16,608 -> 00:24:18,308 You're joining us from Atlanta, right?

84 00:24:18,308 -> 00:24:22,508 We're just talking, and Ariana, where's were you located today?

85 00:24:22,908 -> 00:24:24,708 New York, okay?

86 00:24:26,008 -> 00:24:31,908 My apartment in New York which is literally two minutes from our office.

87 00:24:32,908 -> 00:24:34,608 Fantastic.

88 00:24:34,608 -> 00:24:36,508 Well, first of all, thank you both for take your time.

89 00:24:36,508 -> 00:24:40,508 I know that time is the most valuable thing that we all have.

90 00:24:40,608 -> 00:24:44,208 And you guys are taking time to join this topic, this topic and conversation.

91 00:24:44,208 -> 00:24:45,908 So, so thank you for that.

92 00:24:46,008 -> 00:24:46,808 And I want to jump.

93 00:24:47,108 -> 00:24:52,708 Yeah, you say quickly that all of us are thriving, passionate users.

94 00:24:52,808 -> 00:24:54,808 Sirs of welcome and of loom.

95 00:24:55,108 -> 00:24:57,608 So I am delighted to be with both of you.

96 00:24:58,708 -> 00:25:01,008 You all are what I would say.

97 00:25:01,008 -> 00:25:08,308 The bleeding edge, Ariana Ewing Thrive have built an Innovative Company products, and we love to hear it.

98 00:25:08,308 -> 00:25:09,408 So, thank you for sharing that.

99 00:25:10,508 -> 00:25:17,508 Yeah, and I think there's a I think it's something as it were pausing on and just talking about, you know, the importance of the work that you guys are doing.

100 00:25:17,808 -> 00:25:23,808 I think that there is something to be said about building a company built for the future and where we're going right now.

101 00:25:23,808 -> 00:25:27,508 And this is why I want to jump it to both sides of that conversation.

102 00:25:27,508 -> 00:25:41,408 One is mental health and the importance of that and the reality of where we are today, but also the technology that we're building to equip a distributed Workforce, we can work more efficiently and this, You world, right?

103 00:25:41,408 -> 00:25:46,408 And so, I want to jump right in, and I am going to kick off with Just Around burnout.

104 00:25:46,408 -> 00:25:59,308 And I know that there's a quick poll and looks like we have an audience that's being very attentive to that and doing some daily practices and some folks are not doing enough and not taking care of their well-being with the rituals.

105 00:25:59,608 -> 00:26:09,308 So, Ariana, you know, all of us feel the importance of burnout, we feel the weight of it as well, but it's not just us, the market is reacting to it.

106 00:26:09,308 -> 00:26:16,008 The headlines are acted to it, you know, both on the employee side, but also leaders, you know, you shared an article.

107 00:26:16,008 -> 00:26:30,108 I think it was last week that quote, 68 percent of employees and their leaders 81% of the c-suite says that improving their well-being is more important than advancing their careers, you know.

108 00:26:30,108 -> 00:26:39,108 And, and to take that even further a few weeks before that you and your team got ahead of that as well and kicked off a mental health.

109 00:26:39,108 -> 00:26:40,108 Pledge I got picked up.

110 00:26:40,308 -> 00:26:52,108 The New York Times hundreds of companies have supported it and it's good to see this on both sides right initiatives to address it and the reality of what it actually is.

111 00:26:52,108 -> 00:27:03,008 So I want to take some time and just set the stage on, you know, I have we have heard of burn out, you know, through the years but I have never felt a more tangible than it is today.

112 00:27:03,308 -> 00:27:04,108 How do we get here?

113 00:27:04,308 -> 00:27:10,108 How do we get here to this point where it's like top of mind for everybody, what are the drought driving Factor?

114 00:27:10,208 -> 00:27:13,508 Hers that you guys are seeing that's leading to this big problem.

115 00:27:15,408 -> 00:27:19,908 Well Roberta, first of all burnout has been with us for years.

116 00:27:20,608 -> 00:27:44,108 I was personally diagnosed with burnout in 2007, two years into building that cause when I Collapse and built and broke my cheekbone and the diagnosis was burnout at that time, as you implied, most people were not aware of Burnout, but it's been existing for decades.

117 00:27:44,508 -> 00:27:55,208 The silver lining of the pandemic is that now it fronts and center and it's not just front and center for the HR department.

118 00:27:55,208 -> 00:28:10,108 But for the c-suite for boards, we have finally recognized that employee well-being and mental health are fundamentally connected to business metrics, attrition retention product.

119 00:28:10,208 -> 00:28:11,608 Tivity health care costs.

120 00:28:11,908 -> 00:28:43,708 So the reason why I am optimistic despite all the Dreadful numbers you cited is because finally we're acknowledging a problem, and we have a once-in-a-generation opportunity to fix it and the fact that the majorities of employees and the c-suite, executives think that their life is more important than their career, it makes me feel like saying dada Shouldn't have known that for a while.

121 00:28:43,708 -> 00:29:01,108 We love our jobs and know the three of us really feel very blessed that we are doing jobs that we are passionate about but our jobs more important than Joe's little girl or your child or my children or the rest of our lives.

122 00:29:01,108 -> 00:29:19,308 And for many, many years people acted, as though climbing the career ladder was more important than Anything, including their own health and withstand the skyrocketing increases in mental health problems, diabetes, obesity, Etc.

123 00:29:20,708 -> 00:29:21,508 You know, Ariana.

124 00:29:21,508 -> 00:29:35,608 I just want to follow up on that and like, 100%, I think that there was a point in time, when burnout working till 2:00 3:00 in the morning, was a sign of honor.

125 00:29:35,608 -> 00:29:38,408 It was like, I work hard, I work hard at all expenses.

126 00:29:38,408 -> 00:29:45,408 Like, especially when you work at a company that's growing and thriving and trying to run after the opportunity.

127 00:29:46,408 -> 00:29:52,608 Many times it was like, honored, like this person is working hard and what I have realized as a leader with a family.

128 00:29:52,608 -> 00:30:00,508 Now, and my priorities are changing is like that actually isn't worth at the expense of all these other things in my life.

129 00:30:01,008 -> 00:30:04,008 What are you seeing that change happen?

130 00:30:04,008 -> 00:30:06,708 Like within leaders today and realizing that.

131 00:30:06,708 -> 00:30:08,808 Okay, this is a burnout, I Am shifting.

132 00:30:08,808 -> 00:30:15,408 Is there a shift you feel to prioritize mental health versus just like reporting that it's an issue?

133 00:30:16,008 -> 00:30:16,808 Absolutely.

134 00:30:16,808 -> 00:30:31,108 There is a shift and the shift is actually based on a scientific Foundation, which is that actually, when we take time to recharge to refuel to renew ourselves, we are more effective at work.

135 00:30:31,108 -> 00:30:35,908 So there is no trade-off which is what we believed for years and Elite.

136 00:30:35,908 -> 00:30:49,808 Athletes are at the Forefront who have Tom Brady speak about how prioritizing his sleep and what he eats and his recovery time has had Made it possible for him to win Super Bowls in his 40s.

137 00:30:50,308 -> 00:30:56,608 And so, the connection between well-being and performance is now clear.

138 00:30:56,608 -> 00:31:14,408 We have really left behind, although we're still in a period of transition, the idea that downtime is a bug, and we realize that it may be a bag for software, but it's a feature for the human operating system.

139 00:31:15,108 -> 00:31:15,708 No Doubt.

140 00:31:16,208 -> 00:31:17,308 Appreciate that Joe.

141 00:31:17,308 -> 00:31:25,208 I mean, your dad now and I know we opened up with that, and I remember, this is what podcast recently, by the way, with juban, which is a phenomenal podcast.

142 00:31:25,208 -> 00:31:43,308 If you guys haven't seen a grit from kind of Perkins, and you mentioned, like the importance of taking PTO, especially even as a leader, even as a CTO and taken parental leave, what was that like for like beating up to taking that break with a debt due for you and sort of the inner workings of that at your company.

143 00:31:44,008 -> 00:31:51,708 So first Want to say something back to Ariana really quickly, which is like the book you put out thrive in 2015.

144 00:31:51,708 -> 00:31:53,408 I really do think as accelerated.

145 00:31:53,408 -> 00:32:11,008 The common lexicon that we have to be more preventative and how we kind of approach things like burnout, right burnout wasn't really a word you were diagnosed with it in 2007, you're like, what is that whereas in 2015 or 2020 to it is actually a commonly understood term.

146 00:32:11,008 -> 00:32:15,408 And so if you just even understand what the concept is, you can start to be more preventive with it.

147 00:32:15,408 -> 00:32:24,908 And so, I think that's where it really does tie in well, with paternity leave because to me I was very nervous about taking extended time off.

148 00:32:24,908 -> 00:32:29,808 It would be the first time and six and a half years that I took longer than a week, long vacation.

149 00:32:30,108 -> 00:32:39,808 And ultimately, I came back on the other side of paternity leave feeling like I had recharged the tank in a way that I hadn't since the very beginning of Bloom.

150 00:32:40,008 -> 00:32:45,908 And I have been a significantly better CEO, even with having a brand-new born.

151 00:32:46,008 -> 00:32:49,708 With in my household day in and day out for the last three months.

152 00:32:49,708 -> 00:32:53,408 Since then, like you would think that I would become a worse or less productive.

153 00:32:53,408 -> 00:32:56,808 CEO knows like the opposite because not only was it.

154 00:32:56,808 -> 00:33:00,408 I had the time off that allowed for me to recharge the batteries.

155 00:33:00,708 -> 00:33:06,108 It's also allowed for me to kind of be what I would say in terms of being a father.

156 00:33:06,108 -> 00:33:09,008 I talked about this concept of like Ambien anxiety.

157 00:33:09,008 -> 00:33:12,908 Is like how am I spending my time outside of work?

158 00:33:12,908 -> 00:33:14,808 And, you know, that you can't work 24/7.

159 00:33:14,808 -> 00:33:19,108 So it's like, what are you for down, time to go like workout and exercise?

160 00:33:19,108 -> 00:33:21,008 Do you sit down and have dinner with your spouse?

161 00:33:21,008 -> 00:33:29,208 Do you end up doing the lazy thing, which is Doom scrolling on social media, like all of these sorts of things that you may spend your time?

162 00:33:29,208 -> 00:33:31,608 Obviously, some of those are stacked ranked, very differently.

163 00:33:31,608 -> 00:33:45,908 But any time that I spend with my family, while I do my wife and my daughter, there's none of that no anxiety, no guilt and so the recharge that I get since having a child and then being able to come back and show up at work, the like my battery is recharged.

164 00:33:46,008 -> 00:33:48,608 Is better than it ever has been before at Loom.

165 00:33:48,608 -> 00:34:00,808 And so taking time off, spending time with family, enables me to be a better CEO and I have 3 months of data now, so I will check back in a year to be like and it's still true but like as of today it is definitely true.

166 00:34:01,908 -> 00:34:02,708 Fantastic.

167 00:34:02,708 -> 00:34:03,808 You know, you know what's interesting.

168 00:34:03,808 -> 00:34:07,808 Joe, I think you know, we always hear about Lee from the top.

169 00:34:07,908 -> 00:34:12,108 So like what you sort of like, do you know, your employees follow as well?

170 00:34:12,108 -> 00:34:14,208 And I think this is one of those things, right?

171 00:34:14,208 -> 00:34:16,507 Like taking a month, off taken, three months off, whatever.

172 00:34:16,507 -> 00:34:17,208 I mean, whatever.

173 00:34:17,208 -> 00:34:19,507 That looks like it's important.

174 00:34:19,608 -> 00:34:19,808 All right.

175 00:34:19,808 -> 00:34:26,308 So as something balanced armatures on a Segway into that, right, like, let us talk about thriving at work.

176 00:34:26,507 -> 00:34:36,308 And I think, you know, as Leaders, we all want each teammate, at our companies, to thrive, to be, well, to do the best work.

177 00:34:36,608 -> 00:34:40,708 But saying in actually supporting it is two different things.

178 00:34:41,007 -> 00:34:42,507 We can say that all we want.

179 00:34:42,608 -> 00:34:45,908 And then on top of that, we're in a remote first world.

180 00:34:46,108 -> 00:34:48,108 And this is brings a lot of change.

181 00:34:49,108 -> 00:34:50,208 What does that look like?

182 00:34:50,208 -> 00:34:53,007 How do we be more attention about supporting our employees?

183 00:34:54,208 -> 00:35:00,808 For now, we may, we may never see in the office or it's going to be much more or less frequent than ever before.

184 00:35:00,908 -> 00:35:04,208 This is these are the screens that we engage with them on.

185 00:35:04,708 -> 00:35:11,008 Why have you seen work on like empowering employees, to take care of themselves?

186 00:35:11,908 -> 00:35:14,108 Outside of just like, showing by example?

187 00:35:18,708 -> 00:35:19,208 Ariana.

188 00:35:20,308 -> 00:35:38,408 I think that first of all, what you said about all these new practices starting at the top is incredibly important because we are still in the middle of a cultural transition.

189 00:35:39,208 -> 00:35:46,208 And so, a lot of people feel they need cultural permission to take care of themselves.

190 00:35:46,808 -> 00:36:12,008 And when we launched with any company, we like to bring into a blood from stories from their leaders about how they are recharging, even small things that we just launched at Paramount and Bob Beckel, their CEO told the story at the fireside chat that we launched with of how he used to go straight to his phone.

191 00:36:12,508 -> 00:36:15,708 And now he takes five minutes.

192 00:36:15,708 -> 00:36:18,508 He lives by a He makes a cup of coffee.

193 00:36:18,508 -> 00:36:37,008 Go sit on his porch said, saying that his intention for the day and remembers what he's grateful for and then goes through his phone now, that small and in fact, I drive, we talked, we talked about micro steps.

194 00:36:37,708 -> 00:36:43,808 Small daily incremental, steps that become gradually healthier habits.

195 00:36:44,408 -> 00:36:46,408 And that way, it's not overwhelming.

196 00:36:46,508 -> 00:36:52,908 Me and that micro step of how you start your day and how you end your day?

197 00:36:54,108 -> 00:37:09,608 By as Joe said, instead of Doom's crawling doing something that connects you with your family or recharges you before you go to sleep, are absolutely key micro steps.

198 00:37:10,708 -> 00:37:14,508 Now Ariana like let us talk about how do you bring that into the workplace?

199 00:37:14,508 -> 00:37:21,008 Because we talked about a lot of mental health, for you, the individual, and we talked about humanizing the workplace and what that looks like.

200 00:37:21,008 -> 00:37:31,808 And I love to segue right into Thrive because you talked about bringing your personal self, your host self and sharing a glimpse of what really matters to you as an employee of a bigger company.

201 00:37:33,008 -> 00:37:33,908 Why don't we can you?

202 00:37:33,908 -> 00:37:34,808 Can you just T up?

203 00:37:34,808 -> 00:37:37,408 What, what, what our Thrive resets?

204 00:37:37,408 -> 00:37:45,608 And then got a little bit, surprised I have a reset Ricky said I have my reset and it'd be good to kind of give the audience a glimpse of what resets our go.

205 00:37:45,608 -> 00:37:48,908 I would love for you to introduce it and talk about the science behind it.

206 00:37:49,508 -> 00:38:03,508 So I thrive our Behavior change methodology is based on meeting employees, whatever they are on teams on slack, on welcome, whatever medium they're using.

207 00:38:03,508 -> 00:38:04,508 We want to meet them.

208 00:38:04,508 -> 00:38:34,808 They're both with this micro steps around, sleep Food Connection, Ian Focus, but also with the 62nd interventions that we call reset which are based on the Neuroscience that tells us that while stress is unavoidable, cumulative, stress is avoidable and it takes 60 seconds to move us from the sympathetic to the parasympathetic nervous system.

209 00:38:35,508 -> 00:38:45,008 And therefore interrupt that cycle that, if it's not interrupted can To high blood pressure or binge drinking or binge eating to be able to wind down.

210 00:38:45,008 -> 00:38:57,608 So my favorite feature in our platform as Roberto, you know, is reset because you bring together things that you love about your life.

211 00:38:57,608 -> 00:39:00,908 And whenever you are stressed, you played.

212 00:39:00,908 -> 00:39:25,808 Also, we believe that the we played at the beginning of meetings, to build social capital who literally spinning wheel and One of us plays there reset and it gives us a glimpse as we're going to see now into a colleagues life that helps us build the social capital that we lose when we are not all physically together.

213 00:39:25,808 -> 00:39:26,808 Bumping into each.

214 00:39:26,808 -> 00:39:33,408 Other asking each other more intimate questions about our lives are weak and Etc.

215 00:39:34,108 -> 00:39:34,808 Fantastic.

216 00:39:34,808 -> 00:39:40,308 I mean with that if we can roll the clip of Ariana's, and then we will switch over to my reset as well.

217 00:40:11,708 -> 00:40:15,108 We just saw a little bit of a glimpse Ariana to your reset.

218 00:40:15,608 -> 00:40:19,308 I love seeing that let us play minds, and then we will talk about it here in a second.

219 00:41:00,108 -> 00:41:02,008 There it is, there it is.

220 00:41:02,608 -> 00:41:03,008 Joe.

221 00:41:03,008 -> 00:41:08,608 Yeah, I mean do we gonna have to get yours going next time and would love to see your family?

222 00:41:09,308 -> 00:41:15,808 But Ariana that's I mean I just think about that was pooling photos last night together to kind of get the reset going.

223 00:41:16,408 -> 00:41:17,708 But yeah, talk to us about that.

224 00:41:17,708 -> 00:41:21,208 How has it been received who companies that you're working with your team?

225 00:41:21,208 -> 00:41:22,308 What's what changes?

226 00:41:24,408 -> 00:41:37,408 People love it and you know you can have multiple resets share them with colleagues and friends and you can build research for your children, your family.

227 00:41:37,808 -> 00:41:45,708 It's a very simple way to start this journey of well-being or to add these well-being practice into your life.

228 00:41:45,708 -> 00:42:14,308 You know, in the Paul people said that they have these little well-being Rituals once a day or once a week, or once a month, but you can have them once an hour and if you bring them into your workflow and interrupt the stress cycle, and it can be incredibly effective and Thrive we bring them into call centers.

229 00:42:14,308 -> 00:42:18,408 We bring them into the lives of Frontline workers.

230 00:42:18,408 -> 00:42:42,308 It's not just for people with desk jobs and the I can't play this resets on the phones and also everything comes pre-loaded with, with ready-made resets where thing over play one at the end that helps us take the breath.

231 00:42:42,308 -> 00:42:44,908 Remember what we're grateful for etcetera?

232 00:42:46,008 -> 00:42:46,608 Fantastic.

233 00:42:46,608 -> 00:42:47,208 Now, I love it.

234 00:42:47,208 -> 00:42:52,808 I mean I just saw Minds come together for today's event, and I am looking forward to it.

235 00:42:52,808 -> 00:43:01,008 I just I want to keep it shortcut on my phone because you guys know things, get pretty tense at the top and it's good to Anchor back to what's important.

236 00:43:03,508 -> 00:43:11,908 All right, so I want to jump into Switching gears here and Joe, you talk about something, which I think you wrote, You have right about this.

237 00:43:11,908 -> 00:43:21,108 You talked about this and it's talking about the change of what's happening with remote and employees that are now distributed.

238 00:43:21,108 -> 00:43:26,308 And the importance of us understanding that work is fundamentally changing.

239 00:43:27,308 -> 00:43:35,508 You know, I think if you look at work being no longer a place you go to But it's something that you do now.

240 00:43:35,508 -> 00:43:37,908 If we just anchor on that for a second, right?

241 00:43:38,108 -> 00:43:39,408 Work is no longer a place.

242 00:43:39,408 -> 00:43:41,308 You go to, but it's something that you do.

243 00:43:41,408 -> 00:43:45,908 Historically, you would think generationally, you know, Dad goes to work.

244 00:43:45,908 -> 00:43:48,708 Mom goes to work, like they're going to work.

245 00:43:48,808 -> 00:43:57,008 Now you're literally, you are where you are and you do the work and the tip, the question becomes, how do we do that?

246 00:43:57,008 -> 00:44:02,908 Well, you know, our friend Stewart Butterfield over a slack says we only have about 10% of the tools.

247 00:44:03,108 -> 00:44:07,108 Needed to do this well and serve this shift in the market.

248 00:44:07,408 -> 00:44:16,608 You would argue that slack all of us use slack and it's the thing that connects all of us but even the leader and the CEO of slack says, we're just scratching.

249 00:44:16,608 -> 00:44:20,708 The surface is only 10% of the tools needed to do the job.

250 00:44:20,908 -> 00:44:28,408 Well, and then as we talk about the headlines, you know, there's a headline every single week company is announcing their own remote.

251 00:44:28,408 -> 00:44:31,808 Other companies saying, you have to show up or else, right?

252 00:44:31,808 -> 00:44:32,908 And there's like that.

253 00:44:33,308 -> 00:44:35,208 A war happening right now.

254 00:44:35,508 -> 00:44:39,208 And some people think that hybrid might be the worst of Both Worlds.

255 00:44:39,308 -> 00:44:47,808 And some people are like, no, like in offices where it's at, some people are very Progressive, and they're saying, we're going all in on remote where do you stand?

256 00:44:48,008 -> 00:44:48,708 This is open.

257 00:44:48,708 -> 00:44:49,608 Question for both of you.

258 00:44:49,608 -> 00:44:56,208 Where do you stand, what's your thoughts on like hybrid and remote is remote more Equitable as hybrid?

259 00:44:56,208 -> 00:44:56,908 What's your current take?

260 00:44:56,908 -> 00:44:59,608 As I know you guys are on the front lines of that yourself.

261 00:45:00,508 -> 00:45:02,408 So I will do a little preamble.

262 00:45:03,108 -> 00:45:03,408 Room.

263 00:45:03,408 -> 00:45:18,408 And one of our original thesis for building what we were building because I do think it's relevant just in terms of thematically what we're all navigating, which is when we built a synchronous video for the workplace, that was what we launched in June of 2016, right?

264 00:45:18,408 -> 00:45:23,608 So this was three and a half years in advance of covid and everybody being shelter in place.

265 00:45:23,608 -> 00:45:27,908 And really, truly understanding, what is feasible with remote work.

266 00:45:27,908 -> 00:45:33,108 And so are, we always said that we're not necessarily a remote.

267 00:45:33,208 -> 00:45:39,408 Only tool, although we are very valuable for those who are communicating in a remote context because we were growing really well.

268 00:45:39,408 -> 00:45:45,808 And folks were using us, even if they were in office because you know, it's hybrid as a full spectrum, right?

269 00:45:45,808 -> 00:45:48,008 It is you're a hybrid company.

270 00:45:48,008 -> 00:45:56,108 If you have every single person in office, but one person decides to work from home for per day, or you are still a hybrid company.

271 00:45:56,108 -> 00:46:01,108 If everybody is fully remote, but then we get to people who go into the office once or twice per week.

272 00:46:01,208 -> 00:46:01,708 I like that.

273 00:46:01,808 -> 00:46:17,708 That's still technically a Hybrid and so for us when we, when we were thinking about, what is this change, that we are all navigating in the first and second quarter of 2020, when we were all just thinking about, what does this mean for us as individuals?

274 00:46:17,708 -> 00:46:19,108 What does it mean for our company's?

275 00:46:19,108 -> 00:46:26,308 What does it mean for potentially the products that we're building in order to help facilitate distributed and remote teams in communicating with one another?

276 00:46:27,808 -> 00:46:31,908 I kept reminding the company that this is a multi-decade change.

277 00:46:32,108 -> 00:46:34,708 Like we're not going to Of the wand and figure this out.

278 00:46:34,708 -> 00:46:39,608 Because when we go back into office, when we go back home, how often receive one another?

279 00:46:39,608 -> 00:46:53,608 Like these are really big long scale and large experiments that were generally running right now and Humanity doesn't nec-

essarily change overnight when we're talking about the global population and how they think about the intersection of work and life.

280 00:46:53,908 -> 00:47:11,408 And so for us and Loom, the way that we personally think about it right now is we want to live the idealistic of version of this like we It to push for what is what we believe that Ideal World is where, like work is not what, like, where you are, it's what you do.

281 00:47:11,608 -> 00:47:14,008 And so how do you end up enabling that?

282 00:47:14,008 -> 00:47:25,508 It's that you enable individuals to have as much freedom and flexibility as possible because you actually fundamentally trust that individuals are going to adhere to whatever is best for them.

283 00:47:25,708 -> 00:47:34,408 If that means going into the office, once a quarter, then and working at home for the rest of the time, like, I Mean please do that.

284 00:47:34,408 -> 00:47:37,708 And how frequently do you want to get together with the broad company?

285 00:47:37,708 -> 00:47:39,308 Or your department, or your team?

286 00:47:39,508 -> 00:47:43,808 Like, we're all figuring that out right now, but ultimately what that is fundamentally rooted in.

287 00:47:44,008 -> 00:47:51,508 If you treat the individual with trust then you can enable them with freedom and flexibility, and we will figure out how to do that over the course of time.

288 00:47:51,608 -> 00:48:02,908 Now there is a whole host of hairy challenges that we gotta tackle over the next couple decades, like I was saying and Stewart Butterfield is also talking about the fact that like we are at 10% of the tooling that we potentially need to.

289 00:48:03,108 -> 00:48:10,308 Be able to solve this, what we wanted to live, the ideal version and what we want to help pull that potential ideal future into the present as quickly as possible.

290 00:48:12,508 -> 00:48:15,608 Fantastic well-well, put Ariana.

291 00:48:19,808 -> 00:48:21,408 Okay, Ned one thing.

292 00:48:21,408 -> 00:48:40,508 If it were not just a 10% of the technology we need, I think we are a 10% of the humanity because one of the things that we are realizing is that we are not going to be able to figure it all out and deal with his hairy challenges.

293 00:48:40,508 -> 00:48:49,408 If we think everything is going to be solved by technology, I think technology can help us ironically Rico.

294 00:48:49,608 -> 00:48:53,008 Act with a deeper part of ourselves as we are doing with reset.

295 00:48:53,008 -> 00:48:57,508 So, you are doing with them, welcome platform or the loom platform.

296 00:48:57,508 -> 00:49:07,908 But we need to reconnect to a deeper part of ourselves where we can find our creativity, our empathy, our peace, and strength, and resilience.

297 00:49:08,308 -> 00:49:19,408 And if we don't do that, the future is going to be very difficult because we are living in extremely uncertain, and turbulent times, there is absolutely nothing.

298 00:49:19,508 -> 00:49:25,908 Thing that assures us that's going to change.

299 00:49:26,208 -> 00:49:39,008 So resilience is more important than ever but it's a human quality, and I am a big believer in technology, helping us get there.

300 00:49:39,308 -> 00:49:45,608 But we need to realize that this human up-scaling has to be part of the future.

301 00:49:47,108 -> 00:49:56,608 I couldn't by the way, in terms of resiliency, I think that we all kind of like see and feel it right now where we just came out of a multi-year global pandemic.

302 00:49:56,608 -> 00:50:04,008 And now we're about to go into potentially a multi-year global recession based off of like all leading indicators at this point.

303 00:50:04,008 -> 00:50:10,608 So, when it comes to resiliency, like another, we feel like we just got sucked through something so big.

304 00:50:11,108 -> 00:50:16,208 But on the other side of it, where, like, potentially facing another major change will impact our day-to-day.

305 00:50:16,308 -> 00:50:17,008 Lives as well.

306 00:50:17,008 -> 00:50:22,608 And so resiliency just wanted to like, triple emphasize with Arianna said is, I think it's so important.

307 00:50:23,108 -> 00:50:23,908 No doubt.

308 00:50:24,008 -> 00:50:36,908 And I think, you know, I think the conversation we're having here about work, but also the people side of it, just goes hand-in-hand, and I feel like over the last few years has become so much more important about employee well-being.

309 00:50:37,308 -> 00:50:46,108 Like the person that you provide space to come to do the work, not just like the skills that they provide, but the individual and Joe, I think you put it really well.

310 00:50:46,308 -> 00:50:55,708 Well, around optimizing for the person when you optimize for the employee, when you optimize for the person, if they want to come in once a quarter.

311 00:50:55,708 -> 00:51:00,808 And that's the best thing for them than having to trust that, that's the best thing for them.

312 00:51:00,808 -> 00:51:04,108 And the question is, how do you support that and make that habit?

313 00:51:04,208 -> 00:51:20,108 You know, one of the biggest arguments that we see or might be, might be fading away now since data showing otherwise, that going remote, having folks choose nice, Lisa and If impact on connection and culture within a company, right?

314 00:51:20,108 -> 00:51:28,808 That's one side of the argument is like, well, if I don't have, I built my coaching because there's a good micro kitchen because, you know, we got all these perks.

315 00:51:28,808 -> 00:51:30,608 You can take the slide from the third floor.

316 00:51:30,608 -> 00:51:35,808 Down to the first floor, you can take a cool bike from one office to another office when that goes away.

317 00:51:36,108 -> 00:51:38,908 And this is the beauty of I think about like, the shift that's happening.

318 00:51:39,308 -> 00:51:46,108 Because when that goes away, leaders and companies have to think very differently about what matters to the employee.

319 00:51:46,208 -> 00:51:46,508 Lee.

320 00:51:46,608 -> 00:51:57,908 And I think also, when you look at all these circumstances that were talking about pandemic War recession, if we're all honest, we have taken inventory of what's important for us in our lives.

321 00:51:58,408 -> 00:52:00,508 And data is starting to show that as well.

322 00:52:01,608 -> 00:52:03,208 What do you guys think it's possible?

323 00:52:03,208 -> 00:52:13,408 You guys think it's possible for us as we're going more remote, more distributed to still build amazing, cultures, amazing companies and enable people feel connected.

324 00:52:14,908 -> 00:52:16,008 Absolutely.

325 00:52:16,008 -> 00:52:16,808 Yes.

326 00:52:17,808 -> 00:52:24,008 I think Joe said it best that it's not really about where you work.

327 00:52:27,508 -> 00:52:31,408 I think it's really how we show up at every moment in our lives.

328 00:52:31,408 -> 00:52:32,908 How present are we?

329 00:52:33,808 -> 00:52:35,208 How fully engaged?

330 00:52:35,208 -> 00:52:35,608 Are we?

331 00:52:35,608 -> 00:52:47,408 You know, in something you said, Roberto you have one of my favorite quotes by Maya Angelou, you should add it into your next reset.

332 00:52:47,708 -> 00:52:51,708 The wisest thing you can do is be present in the present.

333 00:52:51,808 -> 00:52:52,708 Gratefully.

334 00:52:53,208 -> 00:52:56,808 That's a very different way of experiencing life.

335 00:52:56,908 -> 00:52:57,708 Find work.

336 00:52:57,708 -> 00:53:02,508 Then we have been used to, which is Being not at all.

337 00:53:02,508 -> 00:53:16,208 In the present breathlessly you know living life as though we're always running out of time and that's been the experience that I grew up with.

338 00:53:16,208 -> 00:53:23,408 You know, I am older than all of you but I don't think yours has been that different and now we are changing that.

339 00:53:23,408 -> 00:53:27,108 So this is kind of incredible Catalyst.

340 00:53:27,208 -> 00:53:30,608 You know how someone said that Christ is a terrible thing to waste.

341 00:53:31,208 -> 00:53:41,708 So let us not waste this crisis and last, let us be incredibly optimistic about what we are building because who wants to go back to the past?

342 00:53:43,708 -> 00:53:44,408 Fantastic.

343 00:53:44,908 -> 00:53:54,808 And I was just going to say really quickly, that, you know, we're a lot of folks say that time is the most precious resource, which I agree, but I would like argue that we should extend it to.

344 00:53:54,808 -> 00:54:01,408 It's more like attention and intention of where you end up, allocating your focus.

345 00:54:01,408 -> 00:54:16,308 And so that whole being present in the present is such a gift that I think that in terms of building connection and community in a largely distributed world, I still think that were humans and biology.

346 00:54:16,308 -> 00:54:24,408 Like, it takes a very long time for like biology to evolve and so there's a very real half-life that comes from getting a group of folks together.

347 00:54:24,408 -> 00:54:52,208 Like, I was fortunate enough to get to spend time with Ariana at the loom off site a couple weeks ago, where we got everybody together for the first time in two and a half years and it was 30 minutes into the welcome kind of like happy hour horderves time that illuminates were

just head over heels in terms of spending time with one another Either, but I think that what's really exciting about things like off sites when you're primarily distributed is that you have the intention of creating what I think is like, accelerates.

348 00:54:52,208 -> 00:54:56,108 Building of relationships, which is unique shared experiences.

349 00:54:56,308 -> 00:55:05,008 If you can have a unique shared experiences with another or group of other people, then you can build really accelerated connection and Community across a group.

350 00:55:05,008 -> 00:55:13,208 So even if you only get together within your team or Department once every six months and then a company, once a year, the half-life of the value of that is so strong.

351 00:55:13,408 -> 00:55:25,708 A digital actually can enable you to build connection and community in a way that I think that we're just scratching the surface onto its Shameless plug a sink video is an unbelievably powerful way to build connection and Community.

352 00:55:25,708 -> 00:55:33,308 I could show you our Loom work space where somebody was sharing a video from Loom, a couple of years ago that now has gone viral.

353 00:55:33,308 -> 00:55:34,008 In our workspace.

354 00:55:34,008 -> 00:55:40,908 That a bunch of folks is watching where we make it a hot wing challenge together and like that is then getting a bunch of other illuminates to talk about.

355 00:55:40,908 -> 00:55:45,808 They have done the hot wing challenge together and so all of this connection and Community is being built asynchronously.

356 00:55:45,808 -> 00:55:55,108 So I think we're just scratching the surface there, but I really do think that intention around unique shared experiences, you're going to absolutely do both and digital and physical worlds.

357 00:55:56,208 -> 00:55:58,408 No doubt, no doubt, loves this conversation.

358 00:55:58,408 -> 00:56:01,308 I do want to shift over to the audience.

359 00:56:01,308 -> 00:56:05,108 It looks like we have a lot of questions, queued up in the audience.

360 00:56:05,108 -> 00:56:07,908 We're going to start shifting gears on that side.

361 00:56:08,008 -> 00:56:12,808 And so, I think for the next few minutes, we're going to start taking some questions.

362 00:56:13,008 -> 00:56:15,808 So why don't we go ahead and bring question up on stage?

363 00:56:17,208 -> 00:56:25,808 I love to hear ideas on how we encourage employees to build and maintain those connections when several are remote or hype.

364 00:56:26,208 -> 00:56:43,208 I think this goes back to, you know, like I don't see all my peers, I don't see all my colleagues all the time I used to bump into them, you know, at the micro kitchen and now people are distributed, or I am working from Boston and you know our team I have one of my leaders is in Hawaii.

365 00:56:43,208 -> 00:56:46,808 Another one of my leaders was in Poland last week, I am in Boston.

366 00:56:46,808 -> 00:56:48,708 Now what does that look like?

367 00:56:48,908 -> 00:56:52,208 Are you guys seeing like effective ways of building that connection?

368 00:56:52,208 -> 00:56:57,808 I mean Joe you talked about, you know, async videos and sort of The building connection, can we expand on that?

369 00:56:57,808 -> 00:57:00,808 Because that feels like a good segue into this one.

370 00:57:02,008 -> 00:57:21,608 Yeah, I mean I think that it starts from the very beginning of an employee life cycle where a very popular use cases that instead of somebody sending an introductory like two or three sentence note, somebody is that true required on day, one to record a loom introducing themselves, and we have lumet intros and so that sent a bunch of people leave reactions.

371 00:57:21,608 -> 00:57:24,508 They're actually like know where that person lived over the course of time.

372 00:57:24,508 -> 00:57:28,308 And like, do they have a dog or a cat like what's their General interests?

373 00:57:28,308 -> 00:57:35,708 And so, watching a video of somebody walking through that with, like, Men passion about what they are, what are the things that they genuinely care about?

374 00:57:35,708 -> 00:58:09,208 I think is super, super powerful, and then from there, if you kind of create the opportunity for people to bring their whole selves, to work and sharing things of interest to them, one of the things that Ariana really did want to, we have to follow through on a loom specifically, but one of the things that you shared when you're up on stage, is the fact that you ask employees what matters most to them and it was crazy when you were hiring a certain employee at I have where they had said that they weren't able to do that for six months and at Thrive you're like no, no, you're doing this like every week right in.

375 00:58:09,208 -> 00:58:14,508 So like, understanding what is generally interesting to an individual is so important.

376 00:58:14,508 -> 00:58:27,308 And so what we need to follow through on with loom is that I said at the off-site you need to pick one other person to be your accountability partner to make sure that you check in and making sure that individual is doing what they're supposed to be doing over the course of time.

377 00:58:27,308 -> 00:58:38,508 Like, Josh when is an engineer at Loom, and he and I decided to partner up, and he said She wanted to spend time talking to every single one of his family members each week, because he feels like he's drifted apart over the last year.

378 00:58:38,708 -> 00:58:42,408 And so like that, brings him a lot of energy and joy if he just gives them a call.

379 00:58:43,008 -> 00:58:51,508 So this is one where I think that to me, I said that my practice was meditating for at least 15 minutes per day because it's my leading indicator behavior.

380 00:58:51,908 -> 00:58:54,308 And it's obviously, you know what to do.

381 00:58:54,308 -> 00:58:55,508 But do you do it in practice?

382 00:58:55,508 -> 00:59:08,908 And so, if you understand what's really important at an individual level, than you can build deeper relationships with them, over the course of time, I am 100% I want to follow up on that because Ariana you told me the same thing and I can't shake it from my head.

383 00:59:08,908 -> 00:59:20,108 It was I remember when we were having a conversation couple months ago, and we're talking about the importance of getting to know your employees and the first question you ask you flip it around and is not what can you do?

384 00:59:20,108 -> 00:59:22,408 But what is most important for you in the season?

385 00:59:22,408 -> 00:59:31,608 And we went off and talking about examples of that and let us say, for instance, you know, you have a mom who was a busy mom, and she's the most important.

386 00:59:31,708 -> 00:59:37,308 In her life right now is her daughter's recital and the practice that happens for the next three months.

387 00:59:37,308 -> 00:59:43,708 For that to happen, which means that I can't really attend, you know, Friday, 2:00 meetings.

388 00:59:43,708 -> 00:59:50,908 And so now as a manager, I know that for Samantha, that is the most important thing that matters to her in the season.

389 00:59:50,908 -> 00:59:52,008 So, I am not going to require.

390 00:59:52,008 -> 00:59:54,708 I am not even going to book a time on a meeting, on the front, by the way.

391 00:59:54,708 -> 01:00:01,508 Friday meeting shouldn't exist, but I am not going to book a meeting on a Friday afternoon for Samantha because I know that's the most important thing.

392 01:00:01,608 -> 01:00:07,608 NG for her, but it seems like Joe's taken that advice as well, pretty tactically Ariana.

393 01:00:07,608 -> 01:00:09,008 Can you expand on that a little bit more?

394 01:00:09,008 -> 01:00:09,208 Yeah.

395 01:00:09,208 -> 01:00:16,808 Actually it's going goes back to a Joe said about the need to be much more intentional in a hybrid world.

396 01:00:17,308 -> 01:00:31,208 And for us, it starts with onboarding with all the companies who work with, whether they are Walmart or a small, high-growth startup onboarding is sacred.

397 01:00:31,208 -> 01:00:31,508 Now.

398 01:00:32,108 -> 01:00:33,608 It's the opportunity.

399 01:00:33,608 -> 01:00:39,008 We have to embed the culture from day one.

400 01:00:39,508 -> 01:00:49,308 So we interview the entry interview starts with his questionable.

401 01:00:49,308 -> 01:01:13,808 If you both mention which is quite important to you, I don't work and how can afford so it can be What's important to me take my daughter to school every morning at 7 or to go to the my daughter's recital on Friday after whatever it is make it even larger.

402 01:01:14,108 -> 01:01:29,208 You can actually And the way you interact with that employee, and if you also have an accountability buddy, then it makes it much more likely that you're going to achieve your goals.

403 01:01:29,708 -> 01:01:38,108 And then you're going to be much happier at work and much less stressed about navigating this intersection between life and work.

404 01:01:38,108 -> 01:01:58,608 And what we do on day, one is also helped each new employee create their own personalized reset And that way that's a tool that we have to play a team meeting to play individually by feeding it into slack or team, so or any method of communication.

405 01:01:58,908 -> 01:02:08,108 And these are two of the small rituals, there are dozens of others that we can embed in the workflow to interrupt the stress cycle.

406 01:02:09,908 -> 01:02:10,708 Fantastic know.

407 01:02:10,708 -> 01:02:12,708 I think that's, that's a such a powerful question.

408 01:02:12,708 -> 01:02:15,608 So, simple, Joe is such a simple question, right?

409 01:02:15,608 -> 01:02:21,808 But when you like dissect, it was like this game-changing, like just starting with what's most important to that individual.

410 01:02:23,708 -> 01:02:27,208 I want to segue into this next question which is a real good one.

411 01:02:27,208 -> 01:02:31,308 Especially in the tension of remote and hybrid from Howard.

412 01:02:31,308 -> 01:02:51,508 He says, curious as to how ad-hoc hallway and water cooler conversations can be recreated in this hybrid world and I remember My time at what time I Google I you know, how always goes our micro kitchen because it was a fantastic place to load up on snacks, but also make coffee or whatever it is and you do bump into people, right?

413 01:02:51,508 -> 01:02:57,008 And you do get the sense of like Community because you see the folks that you're working with.

414 01:02:57,908 -> 01:03:00,408 How are you guys handling that at your company's?

415 01:03:04,908 -> 01:03:18,708 So this one I think is like, really challenging specifically because, yeah, in the sense that what are the very nuanced human engagements and interactions that happen in office.

416 01:03:19,108 -> 01:03:32,908 That I think that like we were saying we're two years into a multi-decade change and so what problems are being solved today, it's the biggest ones that are lined to the most direct Roi for a business, right?

417 01:03:32,908 -> 01:03:39,508 So like, can I communicate Directly uncritical work streams, can I actually drive a project forward?

418 01:03:39,608 -> 01:03:44,508 But some things like, the Nuance interaction around water coolers or hallway, talk.

419 01:03:44,508 -> 01:03:46,508 I think is one that will absolutely be solved.

420 01:03:46,508 -> 01:03:53,508 I think that, you know, I could continue to talk about Loom but like I will talk about a few other ones where slack built something called the Huddle's, right?

421 01:03:53,508 -> 01:03:57,808 So that makes it very easy to potentially like jump into a quick call.

422 01:03:57,808 -> 01:04:04,308 There's other software's out there like team flow or tandem or uncheck gathered at Town.

423 01:04:04,508 -> 01:04:14,908 Town that allows that tries to make it a little bit more 3D where you can walk around and be in an office setting to like run into folks throughout even if you're engaging in a digital space.

424 01:04:14,908 -> 01:04:20,708 And, so I think that there's a long way to go to potentially solve on this front and that we don't necessarily have it today.

425 01:04:20,708 -> 01:04:30,408 The way that Loom is doing it specifically is that we're asynchronous by Nature so folks can record and share a video, but then we built this concept of trending within a workspace.

426 01:04:30,408 -> 01:04:36,108 And so depending on what Loom is getting Emoji, reacted With and comments, right?

427 01:04:36,208 -> 01:04:45,808 And a lot of times the loons that Trend are not directly work-related their actual cultural related so illuminates decided to start doing plant tours around their home.

428 01:04:45,808 -> 01:04:49,108 So they're like two or three minutes where they'd show off the plants at their home.

429 01:04:49,108 -> 01:04:57,308 And now we have 40 plant tours across the loom workspace and a genuinely became the interesting thing about culture as like the remix component.

430 01:04:57,308 -> 01:05:00,508 So at the beginning it was a full five-minute Plant tour by the Yen.

431 01:05:00,508 -> 01:05:04,408 People were doing the fastest plant tours east of the Mississippi, and so they were like running.

432 01:05:04,508 -> 01:05:06,508 Earning around their hive and like this plant, this plant.

433 01:05:06,508 -> 01:05:15,608 And, so I think that to me, there're ways of you would an asynchronous way, but ultimately I think that those like creative Innovative bouncing conversations off of each other.

434 01:05:15,808 -> 01:05:22,008 We still got a long way to go to solve that problem but I do see software's that are trying to tackle it, and they're really, really interesting.

435 01:05:22,008 -> 01:05:23,608 So just a little bit more time.

436 01:05:24,108 -> 01:05:24,508 Yeah.

437 01:05:25,008 -> 01:05:25,808 No doubt, no doubt.

438 01:05:25,808 -> 01:05:26,408 Joe I live.

439 01:05:26,408 -> 01:05:34,308 I love the long term perspective to the problem that you're bringing here, I think it's really important to understand that we're just in the very beginning.

440 01:05:34,508 -> 01:05:39,608 It's of his big Monumental shift in the way that we work and that is really important, right?

441 01:05:39,608 -> 01:05:45,908 For all of us, not just as Leaders, but also employees in the workforce that we're adapting we have to change.

442 01:05:45,908 -> 01:05:46,908 This is part of it.

443 01:05:47,008 -> 01:05:47,208 Yeah.

444 01:05:47,308 -> 01:05:57,708 The two things I would share is like give ourselves a Grace and feel like every idea doesn't work because that they're not going to work and it's like an experiment mindset, just be willing to try things.

445 01:05:58,008 -> 01:06:03,108 I didn't like, don't get to turn by if it doesn't work because they are hard problems.

446 01:06:03,108 -> 01:06:04,308 So like just keep that.

447 01:06:04,408 -> 01:06:06,608 Experimentation mindset and keep testing things.

448 01:06:07,308 -> 01:06:25,208 That's actually one of the paradoxes, we need a long-term mindset, we need Grace, but we also need a sense of urgency because the Mental Health crisis is real, and a lot of people are suffering, and so we need to address it.

449 01:06:25,208 -> 01:06:27,008 That's why I am so grateful.

450 01:06:27,008 -> 01:06:44,008 You both signed the mental health pledge which was basically put together by Thrive and Society of Human Resources management to protect their mental health advances that we have made in the last two years at a time.

451 01:06:44,008 -> 01:06:53,708 When we know companies have to make tough decisions layoffs, hiring freezes and cuts to protect cash.

452 01:06:53,708 -> 01:07:11,908 Let us not cut on Mental Health offerings because that's been one of the advances of the last two years and it's Now, more important than ever because the Mental Health crisis is being described as the second pandemic.

453 01:07:13,508 -> 01:07:18,908 I mean, with that, I think I want to bring that up, start kind of getting us to a close Ariana.

454 01:07:19,108 -> 01:07:23,608 I mean, what you're bringing to the conversation is so timely, so meaningful.

455 01:07:23,608 -> 01:07:26,308 So human is so anchoring as well, right?

456 01:07:26,308 -> 01:07:28,908 It's like kind of shaking it off as I guess I have a meeting.

457 01:07:28,908 -> 01:07:29,708 Yes, I have a to do.

458 01:07:29,708 -> 01:07:30,308 Yes, I do.

459 01:07:30,308 -> 01:07:31,208 I am always going to have a meeting.

460 01:07:31,208 -> 01:07:32,608 I am always going to have a to do.

461 01:07:32,908 -> 01:07:34,208 But that person that's waiting.

462 01:07:34,508 -> 01:07:35,408 On the couch.

463 01:07:35,608 -> 01:07:37,808 But I am choosing to Beyond another meeting.

464 01:07:37,808 -> 01:07:39,608 Another call another slack.

465 01:07:39,608 -> 01:07:45,808 Another document that person is waiting for me to go have dinner and that's more precious than anything else.

466 01:07:45,808 -> 01:07:46,008 Right?

467 01:07:46,008 -> 01:07:53,908 And I think that as we're in this shift Ariana, I think what you said is really, really important, we have Technologies, we can figure things out.

468 01:07:53,908 -> 01:07:55,208 Technology will get better.

469 01:07:55,208 -> 01:08:04,308 We will solve a lot of these issues, but I think us as humans adapting to this new change and us take an ownership as well of our mental.

470 01:08:04,408 -> 01:08:11,408 Oh, health and us as employers taking ownership of it as well for our employees, is really where the magic is going to happen.

471 01:08:12,008 -> 01:08:18,108 I want to before we close out with a reset and Ariana would love for you to kind of introduce a reset.

472 01:08:18,108 -> 01:08:20,008 This is more like a collective reset.

473 01:08:20,008 -> 01:08:24,608 And this is part of us is exiting from today with a little bit more peace with a little bit.

474 01:08:24,608 -> 01:08:27,908 More being grounded before we go back to our families.

475 01:08:28,008 -> 01:08:31,408 Am I do want to remind everybody that in a few weeks?

476 01:08:31,408 -> 01:08:33,508 We're going to be hosting another event here on.

477 01:08:33,508 -> 01:08:34,108 Welcome.

478 01:08:34,508 -> 01:08:35,808 Even the conversation going on.

479 01:08:35,808 -> 01:08:37,207 Changing how we work.

480 01:08:37,308 -> 01:08:43,508 And just featuring, Tony Jamis is the co-founder and CEO of oyster, and Chris heard founder.

481 01:08:43,508 -> 01:08:44,908 And CEO of First Base.

482 01:08:44,908 -> 01:08:52,308 These guys are on the front end of remote, and building companies that support that and making that happen.

483 01:08:52,308 -> 01:08:54,608 So please join us there, Ariana.

484 01:08:54,608 -> 01:09:06,808 And Joe again, thank you for not just spending your time, but also the intention of your presence here with everyone on the, on the call and on the ENT Ariana reset.

485 01:09:06,808 -> 01:09:08,608 We have a reset here for all of us to do.

486 01:09:08,608 -> 01:09:09,707 Why don't you bring us home?

487 01:09:09,707 -> 01:09:12,508 Will play the reset and I will see you guys in The Green Room.

488 01:09:13,008 -> 01:09:17,008 Well, first of all, well Robert, I want to thank you so much for bringing us together.

489 01:09:17,008 -> 01:09:25,308 This has been a wonderful event and I would go anywhere to be in conversation with Joe so that made it doubly wonderful.

490 01:09:26,108 -> 01:09:34,008 And you said something beautiful about those a person waiting for us beyond the to-do list beyond the meeting.

491 01:09:34,408 -> 01:09:35,908 I also want to remind us.

492 01:09:35,908 -> 01:09:47,207 There is another person waiting for us and that somebody inside ourselves and sometimes we forget that and you know thick not hand, the Buddhist monk said something beautiful.

493 01:09:47,207 -> 01:09:51,207 He said it's never been easier to run away from ourselves.

494 01:09:51,707 -> 01:09:53,608 There are so many distractions.

495 01:09:54,408 -> 01:09:59,608 It's so difficult to find even 60 seconds to be with ourselves.

496 01:09:59,908 -> 01:10:08,408 So that's another function of reset that we are going to play now and there are hundreds of them on the Thrive platform.

497 01:10:08,908 -> 01:10:23,908 Take this moment to really just stay fully present gratefully, as Maya Angelou said, with ourselves and reconnect with ourselves, which makes it much easier to reconnect with anyone else.

498 01:10:24,208 -> 01:10:25,308 Thank you, everyone.

499 01:10:26,508 -> 01:10:26,908 Thank you.

500 01:10:33,308 -> 01:10:34,108 Breathing.

501 01:10:36,908 -> 01:10:38,108 Breathe out.

502 01:10:42,908 -> 01:10:45,908 Time moves quickly, especially when we are so busy.

503 01:10:47,808 -> 01:10:51,308 But At this moment let us pause and take it slow.

504 01:10:53,308 -> 01:10:56,508 Bring your attention to the rising and falling of your breath.

505 01:10:58,508 -> 01:10:59,908 Appreciate the slowness.

506 01:11:02,008 -> 01:11:04,608 Notice how your body feels when you allow yourself.

507 01:11:04,608 -> 01:11:06,708 This moment of calm and quiet.

508 01:11:11,408 -> 01:11:12,508 Throughout your Day.

509 01:11:13,008 -> 01:11:15,308 Let Yourself observe the world around you.

510 01:11:16,808 -> 01:11:19,408 And remember that each moment is a gift.

511 01:11:22,508 -> 01:11:23,408 Breathe in.

512 01:11:27,808 -> 01:11:28,908 Breathe out.

1 00:20:05,715 -> 00:20:09,315 Hi everyone, welcome to today's event.

2 00:20:09,315 -> 00:20:25,215 We're so excited to have you here, and we're joined by an incredible panel of CEOs, bleeding distributed teams, and we're going to talk about the top trends and predictions for leading distributed teams in 2023.

3 00:20:25,415 -> 00:20:29,315 So I am really excited about hearing what they have to say.

4 00:20:29,515 -> 00:20:32,615 Feel free to drop in chat where you're tuning in from.

5 00:20:32,615 -> 00:20:42,715 I am in Vegas today, we have some Folks here from Puerto Rico, Ireland Mendocino, California Quarry in Orlando, Florida.

6 00:20:42,715 -> 00:20:46,415 It's great to have you all joining from all over the world.

7 00:20:46,415 -> 00:20:51,615 This is really exciting, and we have got in Q&A that tab, right?

8 00:20:51,615 -> 00:21:00,615 That you see, right over there, feel free to drop any questions that you have any burning questions about Trends and predictions.

9 00:21:01,315 -> 00:21:04,015 Please throw them in there and upvote.

10 00:21:04,015 -> 00:21:07,015 Any questions that really resonate to you.

11 00:21:07,715 -> 00:21:11,615 All right, so about our topic today, you know, one thing is clear.

12 00:21:12,415 -> 00:21:18,515 Obviously, we are not the same people from 2020 to this collective experience.

13 00:21:18,515 -> 00:21:31,915 We have all had over the past few years has left truly a lasting imprint and it's completely redefining the role of work and balance and wellness in our lives today.

14 00:21:32,415 -> 00:21:47,015 You know, according to ladders 25% of All professional jobs in North America, will be remote by the end of 2020 to and remote opportunities will continue to increase through 2023.

15 00:21:47,815 -> 00:21:54,515 So today I am really excited about what we're going to talk about with our CEOs, as they're leading distribute.

16 00:21:54,515 -> 00:22:05,215 Team teams, we want to hear what they're seeing, what are the trends, the predictions they're picking up right now and into the next 12 months and 24 months.

17 00:22:05,315 -> 00:22:10,015 It's, so we have got CEOs from scoop bucket list and welcome.

18 00:22:10,015 -> 00:22:12,215 They're designing tools for the future.

19 00:22:12,415 -> 00:22:14,915 And before I bring them on, let us do a quick little poll.

20 00:22:16,015 -> 00:22:19,615 So Katie who's our lovely producer in The Green Room?

21 00:22:19,815 -> 00:22:20,115 Hello?

22 00:22:20,115 -> 00:22:20,515 Hello.

23 00:22:20,515 -> 00:22:21,815 Thank you for pulling that poll.

24 00:22:22,915 -> 00:22:32,015 Which one of these do you think will be a top Trend in 2023, remote only work hybrid work in person?

25 00:22:32,015 -> 00:22:38,915 Work mental health and well-being, access to Talent OR flying First which of these feel free to place your votes.

26 00:22:40,015 -> 00:22:44,915 All right, we see mental health and well-being and hybrid work.

27 00:22:44,915 -> 00:22:45,715 Being top.

28 00:22:45,715 -> 00:22:47,415 Top up there, okay?

29 00:22:47,515 -> 00:22:47,915 All right.

30 00:22:47,915 -> 00:22:52,815 So with that, I would love to introduce our panelists to the stage.

31 00:22:52,815 -> 00:23:01,715 Please join me here, Rob Shadow, CEO, scoop, Jason Lindstrom, CEO of bucket list rewards and Roberto Ortiz.

32 00:23:01,715 -> 00:23:03,615 CEO of welcome.

33 00:23:07,515 -> 00:23:08,715 Hi.

34 00:23:10,615 -> 00:23:17,315 Hey Dina it's going well, thank you for opening up and hosting the conversation looking forward to.

35 00:23:17,315 -> 00:23:19,915 Absolutely, we are very excited about this.

36 00:23:20,215 -> 00:23:20,515 Could eat.

37 00:23:20,715 -> 00:23:26,515 You introduce yourselves and maybe tell us a little bit about what you're building for our who distributed teams.

38 00:23:26,515 -> 00:23:29,615 And I will start with you rob Roberto.

39 00:23:30,115 -> 00:23:31,615 Got Two Brothers Rubber.

40 00:23:33,115 -> 00:23:37,015 And to be clear, we just coordinate this in the green room because we got to Rob's up here.

41 00:23:37,015 -> 00:23:39,715 And I am doing by Roberto today buddy.

42 00:23:39,715 -> 00:23:40,715 Like Roberto CEO.

43 00:23:40,715 -> 00:23:42,115 Co-founder of welcome.

44 00:23:42,415 -> 00:24:03,215 We, we built the technology that's being used for this event are Technologies, helps companies that are driving Table and remote employee experiences, and they're asking the question how to engage their employees and better ways how to communicate and better ways than the technology that we were used to prior to this.

45 00:24:03,215 -> 00:24:04,915 And so welcome, fits that Gap.

46 00:24:04,915 -> 00:24:16,115 So we Empower connection of this remote Workforce, and we're happy, we're happy to just be serving sort of the shift and this future of work that we all find ourselves.

47 00:24:20,615 -> 00:24:25,215 Dr. Rob and thanks again for saving the name.

48 00:24:25,215 -> 00:24:39,315 Rob's me for this conversation is much appreciated, so I am Rob I am the CEO and co-founder at scoop, we're big fans of hybrid work, you know, and believe pretty great deeply in the future is being hybrid and some capacity.

49 00:24:39,315 -> 00:24:50,615 And one of the things that we started to find very early in the pandemic though, was that if hybrid work is fundamentally about choice and there are good reasons why you might want to.

50 00:24:50,615 -> 00:24:53,315 To work from home or work in the office on a given day.

51 00:24:53,715 -> 00:25:01,515 Nothing really is worse than if you decide to go into the office, you find no one else has their, you spend the day on video conference and you say, well, this is kind of waste of time.

52 00:25:01,515 -> 00:25:02,315 Why do we do this?

53 00:25:02,315 -> 00:25:07,515 And so we built software that's built into slack and Google Calendar and chrome.

54 00:25:07,815 -> 00:25:20,315 That allows you to see flexibly who's working, where who's planning on working, where updated status and calendar, it will pass slack updating slack, it will pass to other platforms, make it the hybrid work is a little bit easier to operate.

55 00:25:20,715 -> 00:25:28,315 You can actually unlock that flexibility and when you go to the office, always feels worth it, so appreciate being invited and excited to do this.

56 00:25:30,415 -> 00:25:31,115 Thanks, Rob.

57 00:25:31,615 -> 00:25:33,215 Jason, awesome.

58 00:25:33,515 -> 00:25:34,815 My name is Jason Lindstrom.

59 00:25:34,815 -> 00:25:36,315 Lovely to meet everybody.

60 00:25:36,315 -> 00:26:09,315 Virtually, I am the CEO of over at Buck of the street wards where we are a rewards and recognition platform and like fundamentally when you take great care of your staff, they perform better, and they stick around longer and Pockets rewards is all about, you know, recognizing both the micro moments and the big achievements of your staff which helps reduce turnover by as much as 80% in precreasing Coke, Employee Engagement by 25%, and I am just personally am very deeply interested in building, high-performing cultures.

61 00:26:09,315 -> 00:26:12,315 And we're on a mission to help build the best cultures in the world.

62 00:26:12,415 -> 00:26:22,015 And so today's topic is super relevant, I am happy to share any sort of tips tricks or insights into the future because like we're Berto and Rob.

63 00:26:22,015 -> 00:26:29,715 I am sure I have had a chance to work with hundreds of clients and see how people are doing things today, and how some people are doing things in a very Progressive Way for the Future.

64 00:26:29,715 -> 00:26:32,215 So looking forward to sharing any insights.

65 00:26:32,215 -> 00:26:35,415 I might have Thanked you all.

66 00:26:35,715 -> 00:26:47,015 We're very excited to hear you those tips and tricks, for sure, we have got five different categories that we wanted to cover and, you know, we will see what we can get through.

67 00:26:47,015 -> 00:26:53,715 Because I am seeing the questions begin to pop up in the Q&A panel, but one is flexibility and quality of life.

68 00:26:53,715 -> 00:26:57,415 The second is employee management communication Wellness.

69 00:26:58,115 -> 00:27:02,615 Going fully remote versus in person hybrid and creating a better workplace.

70 00:27:03,015 -> 00:27:05,415 And I know each of you have touched that.

71 00:27:05,415 -> 00:27:11,415 So the first trend is around flexibility and quality of life.

72 00:27:11,815 -> 00:27:14,615 Now, we see these stats, here's one stat from future.

73 00:27:14,615 -> 00:27:33,315 Forums pulse, survey reports that knowledge workers who say they have little to no ability to set their own hours, are 2.6 more likely to definitely look for a new job 2.2%, you know, times worse, it works in.

74 00:27:33,515 -> 00:27:40,115 Related Stress and Anxiety and 1.7 times worse in work-life Balance, 1.4 times the worst pronounce.

75 00:27:40,115 -> 00:27:41,215 We're seeing that.

76 00:27:41,515 -> 00:27:46,015 A lot of knowledge workers are wanting flexibility.

77 00:27:46,215 -> 00:27:52,115 What are you seeing as the pros and cons around flexible work?

78 00:27:54,315 -> 00:27:56,315 I will kick off on my side.

79 00:27:56,915 -> 00:28:00,315 Is that Rob, I have robbed all pass it over to the.

80 00:28:00,315 -> 00:28:04,715 I have passed it over to you, but just taking a step back.

81 00:28:04,815 -> 00:28:19,915 I think that, you know, we're here we're talking about sort of the trends were talking about the future, but I think it's pretty clear to say that what we have all experienced is just shift in remote and flex.

82 00:28:19,915 -> 00:28:23,515 Becoming a first class citizen in how we work.

83 00:28:24,115 -> 00:28:30,315 I no longer our leaders and employees thinking about it the same way they were thinking about it 23 years ago.

84 00:28:30,615 -> 00:28:41,315 And so it's pretty safe to say that, you know, a new way of working is becoming a permanent fixture in the boardrooms and meetings and how we actually look at work.

85 00:28:41,815 -> 00:28:46,615 And I think that also something to take into consideration that I won't think is discussed.

86 00:28:46,615 -> 00:29:09,915 As is often like how folks are prioritizing work given the 23 years that we have gone through, folks, understanding, and getting a taste of flexibility, what has that done to the way, they look at work, the way that they look at Travel, the way that they look at what was to, what could be.

87 00:29:10,315 -> 00:29:23,615 I think, is a really, really interesting sort of like foundational piece to the conversation here because you know, I think that there's a lot of pros and cons and anything you look at, you can always make a pros and cons list.

88 00:29:24,015 -> 00:29:29,315 On anything, you can, we can make a pros and cons list, making a family trip to Disney World.

89 00:29:29,315 -> 00:29:36,315 There's always going to be a pros and cons list but I think at a very high level Gina and Rob I will hand it over to you.

90 00:29:36,315 -> 00:29:46,415 I think that you know there's a lot of Pros that comes with this more flexible way of looking at work both to employee choice.

91 00:29:46,415 -> 00:30:07,115 Not just from the employee side choosing where to live but also the employer choosing to employ people from I am around the world and looking at a diverse set of talent from around the world and saying, yes, we can equip you now and bring you into this organization because we have been forced to change the way we work.

92 00:30:07,115 -> 00:30:09,915 We have been forced to restructure the way we meet.

93 00:30:10,015 -> 00:30:22,815 We have been forced to rethink the way that we operate from the ground up because the best companies are doing that work and have already done that work to change the way they work, so they can support this new future.

94 00:30:23,615 -> 00:30:25,615 And so A lot of Pros that comes on that side.

95 00:30:25,615 -> 00:30:44,115 I think the cons comes and now and I say cons lightly because I think that cons is really the level of intention necessary to operate a successful organization today versus two years ago and it can be looked as a con because it looks like more work.

96 00:30:44,615 -> 00:30:52,315 But this is the fast track way to be a more future-oriented Workforce and Company is to do the intentional work.

97 00:30:52,315 -> 00:31:07,615 Now to figure out how to drive an equitable experience for people that are in the office versus not to do the work on, making

sure that you have the right technology in place to know when to go to the office, we're obviously to the technology that you're building.

98 00:31:07,815 -> 00:31:08,015 All right.

99 00:31:08,015 -> 00:31:16,615 It's doing the intentional work to have the time to meet to figure out the policies to look at the tools to invest in whether that's training or technology.

100 00:31:17,115 -> 00:31:22,115 So it feels like calm because there's a lot more work to it because people are resistant to change.

101 00:31:22,115 -> 00:31:26,015 But the beauty about is if we lean into We're all in a better place, right?

102 00:31:26,015 -> 00:31:29,415 Our employees are in a better place, our organization and the bottom line.

103 00:31:29,715 -> 00:31:33,415 And so that's how I think about the pros and cons my side.

104 00:31:37,015 -> 00:32:01,815 I will add a couple of thoughts and I agree, I think a lot of the framing around the intentionality resonates with me personally and maybe in terms of framing some of the benefits and then I will get into some of the cons, but I will kind of split the way I think about this, at least into two pieces, maybe one that's more macro and one that's kind of like more micro to the individual, you know, and in a macro context and it's pretty wild.

105 00:32:01,815 -> 00:32:03,615 They want two things that fascinates me about it.

106 00:32:03,615 -> 00:32:16,215 The concept of flexible work and hybrid remote work is Yeah, by end of this year, something like a billion people globally are going to be working in some kind of hybrid or flexible remote type of capacity.

107 00:32:16,415 -> 00:32:21,615 It is arguably the biggest change that our generation will experience, right?

108 00:32:21,615 -> 00:32:24,515 Then it comes to like the concept of work and what it means to work.

109 00:32:24,515 -> 00:32:36,415 And one of the huge benefits I see in that is ability to enable talent and local markets to have access to more jobs and as a result, build local economies, right?

110 00:32:36,615 -> 00:32:39,615 Like for a lot of us work in tech, for example.

111 00:32:39,615 -> 00:32:45,115 And one of the things that used to be true in Tech is that certain metros our cities kind of hoovered up Tech Talent, right?

112 00:32:45,115 -> 00:32:49,715 If you wanted to go work in technical would hike out to the Bay Area or two other locations.

113 00:32:49,715 -> 00:32:58,515 And the idea that folks can be much more distributed now work in different locations, have local offices that they could go into and still join companies.

114 00:32:58,515 -> 00:33:02,715 That may be headquartered halfway across the world as extremely powerful, right?

115 00:33:02,715 -> 00:33:04,315 And it keeps local talent local.

116 00:33:04,315 -> 00:33:06,515 It has a lot of impact on local economies in the world.

117 00:33:06,615 -> 00:33:08,415 Those ecosystems get built over time.

118 00:33:08,615 -> 00:33:13,215 So in a macro sense I think that's incredibly valuable on a more micro level.

119 00:33:13,215 -> 00:33:22,015 It kind of the individual level there's a lot of things that I think we learned or beneficial about flexibility over the experience the last few years, right?

120 00:33:22,015 -> 00:33:31,715 And whether that's days that you want to work from home because of a personal commitment or an errand or something else going on, I personally attitude.

121 00:33:31,715 -> 00:33:36,515 Maybe that just a little insight to my life solve this really viscerally firsthand.

122 00:33:36,615 -> 00:33:40,515 Because I have a daughter who will be one on actually tomorrow.

123 00:33:41,115 -> 00:33:51,515 And so she was born during the pandemic and I saw the experience for my wife, you know, working and having that flexibility to work from home and how impactful that was for her when daughter was really, really young.

124 00:33:51,515 -> 00:34:00,915 And so they're real benefits that come with being able to have that flexibility and work from home at the same time, like there's connection that comes from being around others.

125 00:34:00,915 -> 00:34:11,215 And there are certain activities, you know whether it be grabbing lunch or grabbing coffee or brainstorming something, Snow White boarding where there will always be some value being able to get folks together.

126 00:34:11,215 -> 00:34:17,315 And the idea that you have the flexibility to potentially pick and choose, you know, on what day is certain things work best for you.

127 00:34:17,415 -> 00:34:18,915 I think is incredibly powerful.

128 00:34:18,915 -> 00:34:39,415 It's one of the Silver, Linings of the pandemic, experience, on the flip side, you know, from a Content perspective, I think what

Roberto said is pretty accurate, you know where it requires an increased level of intentionality, you know, in terms of, where do I spend my time and being thoughtful about that in advance, whereas you know, before, maybe most folks have the default.

129 00:34:39,415 -> 00:34:46,614 Okay, well, I know I am going to be in the office and so you get the car or get the subway, I go back and forth now, it's okay.

130 00:34:46,614 -> 00:34:49,014 Well, is it a good decision to go into the office?

131 00:34:49,014 -> 00:34:51,715 Who else is going to be in the office about that's type of software?

132 00:34:51,715 -> 00:35:06,415 Obviously, it's scoop that we build is to try and reduce that decision pain, make it as easy as possible, so you can unlock those benefits, but I do think that there's an increase in intentionality and one of the things we will talk about a little bit as an increased need to be thoughtful around boundaries and how do you enable people?

133 00:35:06,615 -> 00:35:12,515 Be able to set their own schedule and be thoughtful around that in the right way so that you can work flexibly but not have a takeover.

134 00:35:14,215 -> 00:35:14,515 Hmm.

135 00:35:15,815 -> 00:35:37,415 That's awesome context, Rob I like how you framed it most in the micro and the macro I might share my brief take on this as well and I will start just from the first person and then maybe expand, but I love that, you talked about being able to be there for your daughter's birthday, in my experience, in this whole remote work experience by working from home.

136 00:35:37,415 -> 00:35:38,615 I am exercising, more.

137 00:35:38,615 -> 00:35:40,115 I am back to my university.

138 00:35:40,115 -> 00:35:43,415 Wait again, I am spending way more time with my family.

139 00:35:44,415 -> 00:35:50,315 I have got a We're all going to six year old and I think the quality time relationship I am building with them is fantastic.

140 00:35:50,315 -> 00:35:57,115 So personally I deeply passionate about remote work but then going more to the macro and framing the big picture.

141 00:35:57,115 -> 00:35:57,715 That's it.

142 00:35:57,715 -> 00:36:11,115 I think there's like really important context, for example, some Industries like healthcare Hospitality going to remotes can be far more challenging and the barriers of the pros and cons list might be a little bit different from say Tech space.

143 00:36:12,515 -> 00:36:18,815 But even looking at organizations that are naturally conducive to going to remote hybrid type of environment.

144 00:36:19,215 -> 00:36:24,515 I think there's some real important fundamentals that almost hit below the remote conversation.

145 00:36:24,815 -> 00:36:32,015 For example, I read recently that seven percent of people do feel a sense of meaning and purpose from work.

146 00:36:32,015 -> 00:36:40,715 Meaning they're looking to their job to help deal meaning in their life, so they can see more important than ever for companies to have really meaningful Mission Vision and values.

147 00:36:41,315 -> 00:36:45,215 And then once you have a great Mission Vision and value, I also think it's deep.

148 00:36:45,415 -> 00:36:47,515 You can call to get people in their zones, genius.

149 00:36:47,515 -> 00:37:03,015 These are the things that we love to do, and they're also really, really good at and I think if you anchor from there, the remote conversation becomes a lot more easy because you're getting people to do the things that I love to do in a meaningful organization that has a big impact in the world and than Super tactically.

150 00:37:03,215 -> 00:37:08,015 Any time, I attend a session like this, I am always looking for cool ideas on how to build a really great experience.

151 00:37:08,015 -> 00:37:15,115 Remote experience we say quality of life experience in some kind of fun thing that we do internally that I think there's a lot of meaning.

152 00:37:15,315 -> 00:37:16,115 For employees.

153 00:37:16,115 -> 00:37:20,415 As we have, we have this program that helps employees achieve life goals.

154 00:37:20,415 -> 00:37:25,515 So basically, everybody gets some money and a day off to knock something off, their, their life, to do list.

155 00:37:25,715 -> 00:37:35,415 We happen to get \$500 and one day off per year, and I have seen people do everything from taking flight lessons to go into an NFL football game with their son.

156 00:37:36,015 -> 00:37:37,415 There's one girl named Julie.

157 00:37:37,415 -> 00:37:40,015 She never taken her husband to go whale watching.

158 00:37:40,715 -> 00:37:44,615 I asked her how it went afterwards, and she said it was one of the most meaningful experiences in our life.

159 00:37:44,615 -> 00:37:51,215 So I think moving in Mission Vision and values getting people into the zones of genius and helping them achieve whatever matters.

160 00:37:51,215 -> 00:37:59,015 Most in life are great Baseline to build a whole remote conversation offer Wow, that's powerful.

161 00:37:59,315 -> 00:38:11,215 I think as a mom of three I totally relate to you and parenting and the joys that remote flexibility offers in getting that closeness and each of you our fathers.

162 00:38:12,115 -> 00:38:15,415 And so, that's, that's pretty awesome to hear.

163 00:38:16,215 -> 00:38:17,415 Thank you for answering that.

164 00:38:17,415 -> 00:38:26,115 Now, we have got a question Q&A that actually relates to this Katie, if you don't mind pulling that on stage, how are you managing flexibility?

165 00:38:26,115 -> 00:38:27,115 For your company?

166 00:38:27,615 -> 00:38:34,015 Unseen both productivity and wellness so employees don't experience burnout.

167 00:38:37,315 -> 00:38:41,515 It's kind of goes to boundaries, I think rob you mentioned that.

168 00:38:43,715 -> 00:38:45,315 Yeah, I am happy to I will kick off.

169 00:38:45,315 -> 00:38:47,415 I will just share, just we can cover more ground.

170 00:38:47,415 -> 00:38:49,615 I will just cover one example of something that we're doing that.

171 00:38:49,615 -> 00:38:51,415 We found impactful and then pass them along.

172 00:38:51,415 -> 00:38:58,315 But one of the things that we learned over the last couple of years and you know, Roberto and incur.

173 00:38:58,315 -> 00:39:07,815 I am curious if everybody else has ever experienced this Jason you to like, is when we would do time off and everybody kind of plan their own time off?

174 00:39:07,815 -> 00:39:13,315 Sometimes when you're on PTO, it's a little bit challenging because the rest of the business is continuing to move.

175 00:39:13,515 -> 00:39:13,915 Long.

176 00:39:13,915 -> 00:39:28,915 And so you go on PTO and either you feel like you got to do a bunch of work to kind of prep for it on the front end or you come back and you get this Avalanche of stuff that you missed, and it kind of creates a little bit of stress or fraying on the ends that make that dto slightly less valuable in some ways.

177 00:39:28,915 -> 00:39:34,015 And so, one thing that we start doing it just for company-wide time off, any consistent basis.

178 00:39:34,015 -> 00:39:43,115 And so a couple examples we did in that is like we did hold the whole week in July 4th off for the company, we do whole week between Christmas and New Year's off.

179 00:39:43,415 -> 00:39:46,815 Have picked a few other kind of like long weekends, over the course of the year.

180 00:39:46,815 -> 00:40:03,715 And basically tried to have the entire company be off at similar times and found that like, when everybody's work stops, it means the likelihood of you getting pinged with something else while you're out and not being able to protect that time goes down and the relative pick up on the other side of it, you know, isn't quite as bad.

181 00:40:03,715 -> 00:40:06,715 People obviously still do, I am going to PTO.

182 00:40:06,715 -> 00:40:18,015 So folks take their own vacation, obviously, at times if they want you outside of it, but at least having those couple moments of course, and they I have found to be, you know, pretty good refresher for folks in terms of trying to find some balance.

183 00:40:19,415 -> 00:40:20,115 Yeah no doubt.

184 00:40:20,115 -> 00:40:22,715 So Rob I will piggyback off of that.

185 00:40:22,715 -> 00:40:24,915 We also do very similar, right?

186 00:40:24,915 -> 00:40:27,515 We just did the week of summer break.

187 00:40:27,515 -> 00:40:28,215 We called it.

188 00:40:28,215 -> 00:40:28,515 Alright?

189 00:40:28,515 -> 00:40:29,115 In July.

190 00:40:29,115 -> 00:40:38,215 So we can just kind of check out super helpful to make sure that everybody's off and there's not like the feeling of being left behind or trying to catch up on emails.

191 00:40:38,715 -> 00:40:45,915 One thing we also introduced is Wellness Fridays and with that means it's it really becomes just a wellness weekend.

192 00:40:46,415 -> 00:40:51,015 A weekend, Focus On Wellness happens once Of the first Friday of every month.

193 00:40:52,015 -> 00:40:54,315 We tell people, to log off and just go, B.

194 00:40:54,415 -> 00:40:55,915 Go B, go do whatever it is.

195 00:40:55,915 -> 00:40:56,315 You want to do.

196 00:40:56,315 -> 00:40:57,315 You want to sleep in that day?

197 00:40:57,315 -> 00:40:59,715 You want to go on a quick weekend trip.

198 00:40:59,715 -> 00:41:07,515 Please go do that, and we kick that off this year, and it's been I think game-changing, not just for employees, before leaders, as well.

199 00:41:07,515 -> 00:41:13,015 For Founders, for us, is actually unplugged and lead, by example, and say, you know what?

200 00:41:13,015 -> 00:41:15,415 Like, I am actually going to go ahead and unplug.

201 00:41:15,415 -> 00:41:19,015 I am a Google, go do this, and this is something that I am personally working on.

202 00:41:19,115 -> 00:41:21,115 Jason, I love to hear your back to your college.

203 00:41:21,115 -> 00:41:22,415 Wait that's inspiration.

204 00:41:22,415 -> 00:41:23,315 I got to get back out there.

205 00:41:23,315 -> 00:41:24,315 Go for a run as well.

206 00:41:24,415 -> 00:41:27,315 But what are the things for me personally has been?

207 00:41:27,615 -> 00:41:32,615 How do I make sure that if I want my employees to be well, how does it start with me?

208 00:41:32,615 -> 00:41:33,915 How do I be well?

209 00:41:34,015 -> 00:41:45,615 So, when I show up into a call so that when I show up on a 10-1, I am not carrying the weight of all the things of lack of boundaries and so, all my calendar.

210 00:41:45,615 -> 00:41:48,915 I legit have family time blocked off my entire team.

211 00:41:49,215 -> 00:42:04,315 Is this and I marked it in the golden color on my calendar because like, those golden hours is like, regardless of what time zone, you're on, like this is my time when I am going to be reading to my kid or having dinner with my family, that's like a no-go signal.

212 00:42:04,315 -> 00:42:08,015 And I think there's such a mean going back to intention.

213 00:42:08,315 -> 00:42:09,915 It's not just the employer intention.

214 00:42:09,915 -> 00:42:28,115 This is why it's difficult, it's not just the employer in such an also the employee intention because as an employer you're saying, look, I want to hire people, that work around the world and I expect that you also can put the right boundaries around your work, and I want to empower you to do so.

215 00:42:28,415 -> 00:42:37,515 And so it's a two-way thing where it's like, you control your calendar, you can jump off of a meeting if there's a meeting scheduled, that's not an alignment.

216 00:42:37,915 -> 00:42:44,515 If the culture set up properly and properly accepting of remote and probably accepting of flexibility.

217 00:42:45,115 -> 00:42:50,515 Then the magic there is empowering every individual to take Control of their time.

218 00:42:50,815 -> 00:42:54,115 If you want to go for that run, then go for that run.

219 00:42:54,415 -> 00:43:05,415 If it's important for you to pick up your daughter at 3:00, you know, East Coast time, every single day, you can do that because the school is 10 minutes away before you had to work an hour away.

220 00:43:05,615 -> 00:43:11,715 But now you have the ability to jump into car or go for a walk, pick up your kid, come back, that's the beauty of remote.

221 00:43:11,715 -> 00:43:15,715 And if we don't allow that to happen, then why are we working remotely?

222 00:43:15,715 -> 00:43:16,915 Why are we even flexible?

223 00:43:17,015 -> 00:43:18,015 If we're not going to do that.

224 00:43:18,015 -> 00:43:26,415 So I think this really Important thing around, intentionality coming from the employer but also from the employee to feel empowered to take control of their time.

225 00:43:29,915 -> 00:43:31,415 Yeah, I get awesome.

226 00:43:31,415 -> 00:43:51,215 I think I am just gonna provide a short summary because we do some similar takes as to some of the items you mentioned Roberto and Rob it where we first started really struggling with work-life balance, is an organization, is when you became a truly distributed company, where we started having employees in different countries around the world.

227 00:43:51,215 -> 00:44:20,015 And we're trying to manage multiple time zones, and so we built a full like Playbook policy on distributed work and one of the best Takeaways, I think because we have just a four-hour overlap, where we expect everybody to be available and freely like kind of on when it comes to like slack or instant messaging email excetera then outside of those hours, people can set their own boundaries in terms of like, you know, family time in terms of like health and wellness and then in terms of the health and wellness, peace, we don't do it, do it once per month.

228 00:44:20,015 -> 00:44:21,215 So that's a really cool idea.

229 00:44:21,215 -> 00:44:29,215 The Friday off every month, we have a health and wellness day once per quarter for all staff and that's similar to your take Right?

230 00:44:29,215 -> 00:44:32,515 So we have had some awesome feedback, people love it and it's we don't question.

231 00:44:32,515 -> 00:44:33,915 It doesn't require approval.

232 00:44:34,215 -> 00:44:38,615 It's more of a notification than taking a certain day off to ya to take care of my health and wellness.

233 00:44:39,815 -> 00:44:47,515 And then, lastly, I think one of the best ways for managing distributed teams or remote teams, is getting more focused on outcomes.

234 00:44:47,515 -> 00:44:48,315 Not inputs.

235 00:44:48,615 -> 00:44:56,315 So rather than grinding out a really, really heavy day setting some really clear like kpis or success metrics for each staff member.

236 00:44:57,315 -> 00:45:05,615 And for example, we have these things called Scorecards that we used to create like job descriptions that we use in our weekly, 12 ones and performance reviews as well.

237 00:45:05,915 -> 00:45:11,015 But it's typically three to five outcomes, we expect from every single role to create alignment across the organization.

238 00:45:11,815 -> 00:45:17,015 And that's created a lot of clarity because the sales is always the easiest one because it's so metric driven.

239 00:45:17,015 -> 00:45:23,115 But like, if you're crushing your sales Target, I don't really, and you're a good culture fit and a good human being.

240 00:45:23,815 -> 00:45:27,615 I don't, you know, I don't really care whether you work in 12 hours or six hours.

241 00:45:27,615 -> 00:45:28,915 It's about like hitting those out.

242 00:45:29,015 -> 00:45:29,515 It comes.

243 00:45:29,515 -> 00:45:35,615 So that's kind of been our take on managing distributed work and the work-life balance.

244 00:45:37,915 -> 00:45:38,215 Thank you.

245 00:45:38,215 -> 00:45:46,615 That Jason that's actually a perfect layup into our next trending category of employee management and communication for distributed teams.

246 00:45:47,015 -> 00:45:55,415 So you know as we're all talking about here managing distributed teams, it's evolving the way we communicate.

247 00:45:55,415 -> 00:45:56,515 The way we lead.

248 00:45:57,715 -> 00:45:58,815 What are the challenges?

249 00:45:58,815 -> 00:46:01,015 You're Currently encountering with that.

250 00:46:01,515 -> 00:46:03,715 How do you see into the future?

251 00:46:04,015 -> 00:46:16,215 This will evolve there was a quote from Stewart Butterfield slack where he was saying, we're barely skimming the surface of understanding the tools needed to effectively manage remote.

252 00:46:16,415 -> 00:46:22,615 So what are the challenges that you're encountering, where things are seeing today and what do you see into the future?

253 00:46:30,015 -> 00:46:32,715 Anybody going to jump into that one?

254 00:46:34,115 -> 00:46:35,115 I will kick it off.

255 00:46:35,115 -> 00:46:43,815 I will kick it off on my side, so I think you know Stuart from slack he's completely right on when you know when he talks about this all the time.

256 00:46:44,315 -> 00:46:45,515 All of us use slack.

257 00:46:45,515 -> 00:46:59,315 We feel like slack is the thing that connects us remotely in many, many ways and even yet you know, the person leading that's a technology in that company says we were just scratching the surface on the Technologies needed to do this really well.

258 00:46:59,815 -> 00:47:00,515 And I think that's true.

259 00:47:00,515 -> 00:47:15,515 I think that we have taking the tools that have existed already and have made them, so if the pillars of how we use technology to connect, but there's a ton of new technology that has to be built for these specific use cases.

260 00:47:15,815 -> 00:47:29,915 We are just embarking a lot of different challenges and I think as technologists as folks that build as folks that create our job, is to figure out how to improve those problems that we interact with our showing up into the Office.

261 00:47:29,915 -> 00:47:34,115 If I took a one-hour commute and my team is in there or is only two people in the office.

262 00:47:34,115 -> 00:47:41,215 That's a problem because I feel like I made this effort and showed up and it wasn't there or posting a company.

263 00:47:41,215 -> 00:47:43,215 All hands and saying, you know what?

264 00:47:43,215 -> 00:47:49,315 Like we're doing it on Zoom or Google me and it doesn't feel engaging, I don't feel the music, I don't feel the presence.

265 00:47:49,315 -> 00:47:56,315 I don't feel the energy that I want to feel that requires a new way of thinking and using technology to better, engage your employees.

266 00:47:56,615 -> 00:48:02,915 And how do you actually track engagement and reward your Police through the entire Journey?

267 00:48:03,115 -> 00:48:03,915 What does that look like?

268 00:48:03,915 -> 00:48:12,315 Well, there's new technology that needs to be built, so I think like when we're looking at the Space is really about, you know, what is status quo?

269 00:48:12,315 -> 00:48:13,815 And the status quo, good enough.

270 00:48:13,915 -> 00:48:22,615 And I think all those who say no, like we're never satisfied with status quo, there's always a better way of doing it and you look at that employee communication employee management.

271 00:48:22,615 -> 00:48:29,515 I think there's one side of it was technology base, but a lot of it is just, you know, conversation, we just had around policy.

272 00:48:29,715 -> 00:48:37,415 See around intentionality around investing in Middle managers because they're carrying a lot of weight on how to lead.

273 00:48:37,415 -> 00:48:45,415 Well, you know, I think so many folks have become managers and this new world that they're just understanding.

274 00:48:45,415 -> 00:48:46,615 Like this is how we work.

275 00:48:46,815 -> 00:48:59,615 Now, if there was a different manager that never managed ever distribute the team before, and they always relied on seeing them in the office and engaging their body language and seeing them sort of walk in the door at 8:00 AM and walk out.

276 00:48:59,715 -> 00:49:03,315 At 5 PM and sort of that's how they measure success.

277 00:49:03,915 -> 00:49:07,415 Even have a hard time if they don't change the way that they work.

278 00:49:07,415 -> 00:49:12,715 And I think so equip Ting middle managers is important and will keep seeing.

279 00:49:12,715 -> 00:49:13,915 I mean, we're talking about the future here.

280 00:49:13,915 -> 00:49:20,115 We will keep seeing how technology evolves to solve the problems that we're all feeling, but it's a fun, it's a fun.

281 00:49:20,315 -> 00:49:21,515 It's a fun place to be.

282 00:49:21,515 -> 00:49:27,215 I think a lot of times we get it, we get on these conversations and it's it feels like heavy and it feels.

283 00:49:27,415 -> 00:49:31,315 But I am so excited to of the future of like the future of work.

284 00:49:31,315 -> 00:49:33,015 I get to see my kids grow up.

285 00:49:33,015 -> 00:49:34,515 I don't need to be in traffic.

286 00:49:34,515 -> 00:49:38,415 I can listen to Joe Rogan if I wanted to, when I go for a run worth is like in the car.

287 00:49:38,615 -> 00:49:43,315 There're other ways to get to your pocket as there're other ways to engage in work.

288 00:49:43,315 -> 00:49:45,015 And that's, that's what we're doing.

289 00:49:45,415 -> 00:49:51,715 Anyway, I will shut up now because I can I get on my soapbox and just keep talking here but Gina hold me back.

290 00:49:52,715 -> 00:49:53,615 We love it.

291 00:49:54,715 -> 00:49:56,215 How about you Robert Jason?

292 00:49:56,815 -> 00:49:57,515 Any thoughts?

293 00:49:57,815 -> 00:50:03,415 Yeah, I can maybe lend a mini experience sharing in a now on this.

294 00:50:03,415 -> 00:50:07,915 I have the deep personal passion and like, understanding like, what is the most simple?

295 00:50:07,915 -> 00:50:12,315 Most elegant system and process to create alignment and motivation inside of team.

296 00:50:12,515 -> 00:50:13,115 And what?

297 00:50:13,115 -> 00:50:15,415 That's a preface, but by no means am.

298 00:50:15,415 -> 00:50:17,315 I what I am about to share the answer.

299 00:50:17,315 -> 00:50:18,215 It's just one answer.

300 00:50:18,215 -> 00:50:21,315 We found, so I don't to be prescriptive and saying, what we're doing is the best way.

301 00:50:21,815 -> 00:50:28,215 But for example, I think when it comes, Bringing people together getting them aligned and excited and motivated again.

302 00:50:28,215 -> 00:50:34,415 It, it's what I was mentioning earlier about having a really compelling Vision to share just a few details of what we do and there's salt.

303 00:50:34,415 -> 00:50:38,715 There's lots of resources on this topic, we have something called a Nutter traditional Vision.

304 00:50:38,715 -> 00:50:40,715 We have a three-year vision is called a painted picture.

305 00:50:41,015 -> 00:50:46,015 If you Google handed pitcher or Vivid Vision, there're all sorts of cool resources on how to create your own Vivid Vision.

306 00:50:46,215 -> 00:50:52,715 But it's like a forward-looking statement of what you envision the company to look like in the future and it's very descriptive, very colorful.

307 00:50:53,215 -> 00:51:12,215 And what we do to really bring Get to Life as we send it to every single new job applicant who comes to the organization to get given a sense, or a taste, as to what we're all about, to get them excited and then to celebrate the journey, because I think one thing we as entrepreneurs sometimes use, we don't celebrate the journey enough, won't celebrate those big wings and Milestones or this is what been one of my failings in the past.

308 00:51:13,115 -> 00:51:18,115 So every quarter, we bring up our vision, and we celebrate the wins, and we do it via storytelling.

309 00:51:18,115 -> 00:51:20,315 So we will highlight individual employees.

310 00:51:20,815 -> 00:51:30,015 We anchor and how that person's contributions helped us achieve one of Our goals are rocks, from this longer-term vision and then from the vision, everything else falls out from there.

311 00:51:30,015 -> 00:51:46,315 So we do your legal setting using okay, our framework we do quarterly goal-setting again with okrs we do weekly management meetings using something called that an l 10 frameworks, which is like a really well-defined super-tight meeting to make sure people are aligned motivated and removing rocks and barriers that come up.

312 00:51:46,415 -> 00:51:51,215 So I think one of my favorite books and all that is, there's one called traction.

313 00:51:51,215 -> 00:51:54,715 Another one called cos the entrepreneurial operating Mmm.

314 00:51:55,015 -> 00:52:05,915 And so there's lots of good tools and systems that enable, I think a high-performing organization, but a specifically these tools in my experience are really impactful in the remote or distributed workplace.

315 00:52:06,915 -> 00:52:07,415 Yeah.

316 00:52:07,415 -> 00:52:11,715 Anyways, those are kind of my to limit my favorite tools and tips.

317 00:52:12,015 -> 00:52:16,915 But alas, what were the to the entrepreneurial operating system?

318 00:52:17,015 -> 00:52:20,715 There's a book called traction, which talks a lot about that and then, okay.

319 00:52:20,715 -> 00:52:27,715 Ours, for example, I am sure many, many of us are familiar, familiar those Whether you call them, okay, ours, rocks or Boulders, lots of tools.

320 00:52:27,715 -> 00:52:32,915 And then the final one is called a painted picture or Vivid Vision, just give it a Google.

321 00:52:32,915 -> 00:52:41,415 There's an author out there and in Cameron Harold, who's built, you know, taking companies from a million to 100 million in three years using the kind of vision framework.

322 00:52:42,115 -> 00:52:47,215 And as an entrepreneur in a company's actually really fun putting one together because there are quite colorful and playful.

323 00:52:49,915 -> 00:52:51,115 Thank you, that's great.

324 00:52:51,415 -> 00:53:04,815 How about you rob that I think first of all a bunch of really great tips from Jason and from Roberto on this, I will just add a little bit which is, you know, I think we naturally quite often.

325 00:53:04,815 -> 00:53:13,015 I think we spent a lot of time talking about some of like the hardware stuff that's required and I don't mean how hard we're just in terms of wine, you know, like the kind of like physical assets or Machinery.

326 00:53:13,015 -> 00:53:18,815 I mean, in terms of like also like how do you put in place the Right video conferencing technology right?

327 00:53:18,815 -> 00:53:20,915 Or kind of operating Stems are things like that.

328 00:53:21,015 -> 00:53:29,415 The choice that we built, for example, but I think half of that also is like around the, the software so to speak of like, how do you get this stuff right?

329 00:53:29,415 -> 00:53:44,415 And, and, and the way that I would describe it is, you know if I had to guess prior to the pandemic, maybe 1 in every 1,000 to 10,000 managers and ever managed hybrid tea before, like, you know if you were to look at scale across that, right?

330 00:53:44,415 -> 00:53:55,715 Like in so relative Collective knowledge and best practices and what that even means was like relatively minimal and Roberto is starting to like allude to this a little bit and talking about like, how do you think about management?

331 00:53:55,715 -> 00:54:00,515 But collectively managers have to get better in this world?

332 00:54:00,615 -> 00:54:05,415 They have to be better managers like, on average than they were in a world where everybody's in the office every day.

333 00:54:05,815 -> 00:54:23,915 If everyone in the office every day, you can use generally crappy signals to figure out whether people are kind of like, you know, executing against their job clocking in and clocking out, you can look over them right, in a world where folks are hybrid, or But you have to be better, which means that you have to be more thoughtful around, what's the output?

334 00:54:23,915 -> 00:54:27,515 We're trying to drive how to folks in the team contribute to that.

335 00:54:27,615 -> 00:54:31,615 How do I find the right balance and checking in personally and professionally and supporting?

336 00:54:32,115 -> 00:54:47,015 And, so I think it, one of the things that I spend a lot of time thinking about is, like, not only how do you, I kind of coach

and train on this topic with managers and here, we do our monthly manager discussions to understand what stuff of mine team and cover other topics around performance or compensation and things like that over time.

337 00:54:47,915 -> 00:54:50,515 But also like, how do you think About as a manager?

338 00:54:50,515 -> 00:54:54,515 Like what are the tips and tricks you start to arm them with to get better at this stuff, right?

339 00:54:54,515 -> 00:54:58,715 Like, can I give them better kind of customized training to having one on ones?

340 00:54:58,715 -> 00:55:01,415 But folks who are they don't see very often?

341 00:55:02,215 -> 00:55:05,015 Can we start to bring data over time?

342 00:55:05,015 -> 00:55:07,115 And in one of the things I think that we're very excited about it.

343 00:55:07,115 -> 00:55:13,615 Scoop is if I can marry overtime data around, how often folks are in the office, right?

344 00:55:13,915 -> 00:55:18,415 With kind of like how we do in terms of recognition, are we only promoting folks?

345 00:55:18,415 -> 00:55:28,615 For example, that we see, Often, because we haven't learned how to be good at recognizing folks that we don't see as often as, and you can turn that into training opportunities and coaching for managers.

346 00:55:28,615 -> 00:55:30,615 Like, I think that stuff becomes really powerful.

347 00:55:30,615 -> 00:55:34,015 And so in addition to the hardware stuff I think is really, really important.

348 00:55:34,015 -> 00:55:47,415 I think there's this element of commitment as Executives and is companies to helping our people leaders get better in this world and manage to outcomes effectively, which just could take time and practice and best practice.

349 00:55:47,415 -> 00:55:49,515 Distillation, they come with lots.

350 00:55:49,615 -> 00:55:53,415 Lots and lots of organizations and teams practicing this, you know, and learning from each other.

351 00:55:55,415 -> 00:55:56,315 That's right on.

352 00:55:56,715 -> 00:56:03,415 I think that soft skill side of things is definitely something the hardware and the software, I like that a lot.

353 00:56:03,915 -> 00:56:05,815 It's definitely something that we're all learning.

354 00:56:05,915 -> 00:56:08,715 As we're figuring this management out.

355 00:56:08,715 -> 00:56:11,515 We have a question, we're actually getting a ton of questions in queue.

356 00:56:11,515 -> 00:56:13,115 A thank you everybody for dropping them in.

357 00:56:13,115 -> 00:56:14,415 They're going to try to cover these.

358 00:56:15,115 -> 00:56:16,515 So what's relevant to?

359 00:56:16,515 -> 00:56:17,615 What we're talking about.

360 00:56:17,615 -> 00:56:21,015 Beat you carry on, here's an up, how to question.

361 00:56:21,315 -> 00:56:21,615 Katie.

362 00:56:21,615 -> 00:56:39,015 If you don't mind pulling on a stage, how the roles for managers Eve all of in the distributed World from what they focused on in physical offices, Yeah, I think we sort of covered a little bit of this in the conversation around outcomes being more outcome is driven than anything else.

363 00:56:39,015 -> 00:56:52,315 The signals that Rob talks about these poor signals of like you know, presence being a measurement or how you know, sort of like extroverted you are how loud you are.

364 00:56:52,315 -> 00:56:55,615 Whatever it is no longer a signal, all right.

365 00:56:55,615 -> 00:57:04,515 I think it's more intention around having managers that understand the importance of that check-in, I think The important when you're meeting with.

366 00:57:05,915 -> 00:57:07,915 Your employees on one-on-one basis.

367 00:57:07,915 -> 00:57:15,615 If we're assuming that more flexibility, means that you also have more ownership of your space, meaning that you might have fewer meetings.

368 00:57:15,715 -> 00:57:19,915 That means that the meetings times that you do have you have to make them count.

369 00:57:20,015 -> 00:57:41,515 And so having the ability to approach a conversation with an employee and not just checking off the list of work-related things, but checking in on the person themselves and how, and how they're doing and how they're Managing all the things because you're not seeing the micro kitchen interaction.

370 00:57:41,515 -> 00:57:42,715 You're not seeing that person.

371 00:57:42,715 -> 00:57:46,715 There's no longer going to the micro kitchen engaging with other employees.

372 00:57:46,715 -> 00:57:47,615 Like they always do.

373 00:57:48,215 -> 00:57:57,115 So those missed opportunities of Engagement requires you to lean in and more to understand how employees are actually doing.

374 00:57:57,115 -> 00:57:57,415 Is that?

375 00:57:57,415 -> 00:58:05,515 So I think, I think managers have to be equipped differently in a distributed Workforce and understand.

376 00:58:05,615 -> 00:58:15,115 The importance of weaning into those intentional conversations drawing off of your employees, what's happening, and how to be proactive.

377 00:58:15,115 -> 00:58:26,115 And not just unblocking but having a conversation with your employee when you see and sense the signals sort of piling up where you can have an employee.

378 00:58:26,115 -> 00:58:29,215 That's always small example, right?

379 00:58:29,215 -> 00:58:35,515 For folks that are jumping into a zoom call right after this, but you can have an employee that you always know has brought good energy.

380 00:58:35,615 -> 00:58:45,515 To a meeting is always greeting folks, or having the small talk, and if that person you're noticing, is not doing that as often as a manager.

381 00:58:45,515 -> 00:58:52,915 Now, you have to pay attention to that and follow up and check on that employee versus, you know, just talking it up.

382 00:58:52,915 -> 00:58:56,115 As, you know, they're just not vocal anymore.

383 00:58:56,115 -> 00:58:58,215 They're just not leaving in like the way they used to.

384 00:58:58,515 -> 00:59:02,115 So, I think at a high level, I think that there needs to be investment middle managers.

385 00:59:02,115 -> 00:59:05,115 I think it goes from a training and policy.

386 00:59:05,615 -> 00:59:09,815 Active tooling perspective and is the work to be done, right?

387 00:59:09,815 -> 00:59:11,015 As we're all engaging in this.

388 00:59:11,015 -> 00:59:23,215 And now on the flip side, yes, there hasn't been many managers leading remote teams, but then there's also companies who have also been leading remote teams for a long time.

389 00:59:23,215 -> 00:59:25,015 And there's best practices out there.

390 00:59:25,215 -> 00:59:35,215 So if you're looking for like the playbooks and how to lead remote teams, there's ton of resources, you can go to get lab first as a see what they're doing on their side.

391 00:59:35,215 -> 00:59:35,515 Always.

392 00:59:35,615 -> 00:59:41,915 Your HR also has public playbooks as well on how to structure these meetings in these conversations.

393 00:59:42,115 -> 00:59:45,015 So there're resources out there but yes, no doubt.

394 00:59:45,415 -> 00:59:50,015 The rows of managers are evolving and us that are leading.

395 00:59:50,015 -> 00:59:53,515 These companies are thinking about this stuff are asking the question.

396 00:59:53,515 -> 00:59:56,015 How do I clipped that middle manager?

397 00:59:56,515 -> 01:00:03,215 Well, I love to ask just like a tactical question to you all, you know, Roberto.

398 01:00:03,215 -> 01:00:10,815 I think what you mentioned was that you can sense when folks maybe our disengaging a little bit and their signals.

399 01:00:11,915 -> 01:00:16,015 What are the things that each of you look for in your leadership team?

400 01:00:16,015 -> 01:00:22,915 Like how you know, we're what's a majority of our time remote, you're just seeing somebody in this little virtual box.

401 01:00:23,215 -> 01:00:25,715 So how are you picking up those cues?

402 01:00:26,615 -> 01:00:28,015 I would love to share, it's funny.

403 01:00:28,115 -> 01:00:40,915 That's I think a great area to dig deeper and all, maybe share some experiences and questions we used to unearth those both probably very meaningful and important feelings to Anchor into the context.

404 01:00:40,915 -> 01:00:47,315 I read this article, it was like from Ink or Forbes and it was from a fortune like ten CEO, and she's like, here's a top 10 questions.

405 01:00:47,315 -> 01:00:51,015 I ask all my Executives at a rather questions, like these are fantastic.

406 01:00:51,015 -> 01:00:55,315 And, so I copied them, and they pasted them into, we call it a goal, set and review.

407 01:00:55,315 -> 01:00:59,615 It's a just a weekly 121 between every team lead and the employee.

408 01:00:59,815 -> 01:01:00,915 And we have about 10 questions.

409 01:01:00,915 -> 01:01:05,115 We run through to dig deeper into like the real meaningful stuff of life.

410 01:01:05,115 -> 01:01:14,015 And so, for example, some of the questions we asked one of them is like, what's the best thing that happened to you this week either at work or outside of work.

411 01:01:14,115 -> 01:01:18,315 So, kind of opening it up, making it, making it safe for people to talk outside of work or in work.

412 01:01:18,715 -> 01:01:20,715 And I have had some amazing Revelations.

413 01:01:20,715 -> 01:01:28,315 I have had people like One account executive, Tom told me that after quite a long time with trying him and his wife finally were able to you know, get pregnant.

414 01:01:28,515 -> 01:01:34,715 Instead, they're going to have a new baby, the September, I had another girl Lauren choose from our customer success.

415 01:01:34,715 -> 01:01:41,715 Team, tell me about her, the trials and tribulations of an upcoming wedding and how was creating a lot of stress in her work life?

416 01:01:41,915 -> 01:01:45,515 And then afterwards, I was able to catch up and find out what find out about.

417 01:01:45,515 -> 01:01:49,115 What an amazing day that was another?

418 01:01:49,115 -> 01:01:54,015 I think even better, but subtle question is to ask people on a scale of 1 to 10.

419 01:01:54,015 -> 01:01:55,815 How happy are you, how happy are you?

420 01:01:55,815 -> 01:01:56,415 And why?

421 01:01:56,615 -> 01:01:59,415 Like a lot of times, we walk around a life where Okay, how are you doing?

422 01:01:59,415 -> 01:02:05,015 And somebody can say fine, but in their, in their reality, maybe they're struggling to pay rent, so maybe their dad, just died.

423 01:02:05,015 -> 01:02:18,715 But fine is the same answer across the board, but when you ask for a number out of 10, like they're going to give you a 3 or a 6, or a 9 and then you can dig deeper again it kind of creates this moment of safety to ask a follow-up question.

424 01:02:18,715 -> 01:02:20,415 Like hey you want to share more about that.

425 01:02:21,115 -> 01:02:26,915 Something else is really interesting around the asking how somebody is out of ten as I found people have different baselines.

426 01:02:26,915 -> 01:02:28,315 Some people are naturally a 7.

427 01:02:28,415 -> 01:02:34,715 210 week over week, some people are a 9 out of 10 and you can kind of in your own head, kind of watch that trend line go up or down.

428 01:02:35,015 -> 01:02:42,615 If somebody goes from like, say at 92 a 5 or 4 for a couple weeks, there's something really important in your life, that you should be digging deeper in on.

429 01:02:43,915 -> 01:02:48,815 And then, lastly, I think, you know, under this for the sake of transparency, just Global Leadership.

430 01:02:48,815 -> 01:02:53,215 We always ask the question, how can I be a better leader like if you like it?

431 01:02:53,215 -> 01:03:03,815 I think, in any communication, you have to open it up and make it truly two ways and in my experience, You won't get a lot of answers to that but when you do it's really heartfelt and there's these great learning moments.

432 01:03:03,815 -> 01:03:09,815 And again it's about creating this High trust relationships where people could communicate and go deeper and build long deep.

433 01:03:09,815 -> 01:03:12,515 Meaningful relationships at work.

434 01:03:12,615 -> 01:03:17,515 So those are a few of the questions we asked, but I love to hear from Rob's take on this as well.

435 01:03:19,615 -> 01:03:20,215 I think it's great.

436 01:03:20,215 -> 01:03:30,315 I will just add a short one, so we can cut you because I think you guys covered it extremely well, I think one thing that becomes really important to hit our thinking around.

437 01:03:30,315 -> 01:03:41,215 When you move into a more hybrid or distributed or remote type of environment is your managers kind of like and I think we're going to describe as like middle management.

438 01:03:41,215 -> 01:03:47,715 I would think about is like anybody do basically is a, you know, is from managing a direct team to managing man.

439 01:03:47,915 -> 01:04:15,315 Jurors for example, but maybe is not part of executive leadership or kind of like a direct report of the CEO, for example, like they don't just have an important role and kind of like translating top-down thinking or priorities down to the team but actually I think in a hybrid and remote World, their ability to Bubble Up relative sentiment and what's working and not working upward is actually far more important even than it was Prior you know in terms of different models.

440 01:04:15,315 -> 01:04:22,715 And the reason why is that it's kind of like A fairly simple one which is you know we used to all be in the office.

441 01:04:22,715 -> 01:04:29,015 I can walk around or you could walk around you kind of like pick up little signals on energy.

442 01:04:29,015 -> 01:04:30,715 Facial expressions, Etc.

443 01:04:30,715 -> 01:04:32,415 You grab someone for two minutes.

444 01:04:32,415 -> 01:04:40,315 Like the amount of people, I think people ground, so to speak that you can cover, you know, in a day when everybody's in the office is quite extensive, right?

445 01:04:42,015 -> 01:04:46,415 When everyone is not in the office, every day is actually a bit harder to clean that signal, right?

446 01:04:46,415 -> 01:04:49,715 And the folks that actually Your most likely to get clear.

447 01:04:49,715 -> 01:04:56,315 And true signal is a Frontline manager who may have built that relationship and a one-on-one and be able to sing to get that.

448 01:04:56,615 -> 01:05:14,115 But if you don't create a space where there's comfort and manager, raising that up and being like, hey, look, I am noticing a couple of things in my team, you know, that maybe other folks might be seeing as well, and then create the right Forum to be able to share that information to, hey, look, is that emblematic of some bigger issue, culturally or operationally?

449 01:05:14,115 -> 01:05:15,715 That we need to fix that.

450 01:05:15,715 -> 01:05:17,715 I think getting this right gets a lot harder.

451 01:05:17,915 -> 01:05:21,015 So tactical advice around.

452 01:05:21,015 -> 01:05:45,015 That is one, make an effort from the way you talked about culture and great culture to make managers feel like it's a safe space to Bubble Up concerns that they're hearing from front lines, you know, in terms of what's working or not working or how they're feeling to we use our monthly people manager forums, as I mentioned is a way of saying, hey look, we have a dedicated item on the agenda every month which is just like, what are we hearing?

453 01:05:45,515 -> 01:05:47,715 What's coming up from direct reports what our issues?

454 01:05:47,815 -> 01:05:49,315 Is how we're folks dealing?

455 01:05:49,315 -> 01:05:51,615 Are we seeing that in one place kind of in?

456 01:05:51,615 -> 01:05:55,915 Its just idiosyncratic to that place or is it widespread across all manager groups?

457 01:05:56,115 -> 01:06:07,115 But if you don't create that space for like that, really critical information, the bubble up, you can lose signal really fast, and not recognize an issue, or a cultural problem or something else.

458 01:06:07,115 -> 01:06:12,715 And so, you really have to empower managers to operate, kind of like two ways in that regard.

459 01:06:14,815 -> 01:06:16,415 It's really good.

460 01:06:16,415 -> 01:06:25,715 So being able to create those feedback loops and that safety, ultimately that, that safety for the middle management layer to be able to bubble that up.

461 01:06:26,415 -> 01:06:27,115 That's great.

462 01:06:27,115 -> 01:06:33,815 All right, we have got only 10 minutes, believe you're not in our panel time, and we still have some questions here from the audience.

463 01:06:33,815 -> 01:06:36,215 I would love to tackle one, that's being up-voted.

464 01:06:36,215 -> 01:06:42,615 Pretty high as from wisdom, how do you engage remote employees to stay ahead in the retention battle?

465 01:06:45,715 -> 01:06:46,915 Anyone feel free to jump in.

466 01:06:49,515 -> 01:06:53,115 It's a, okay, I can share some hybrid perspective on it.

467 01:06:53,115 -> 01:06:55,015 But why don't you take remote Roberto if you want to?

468 01:06:55,015 -> 01:06:56,615 I can talk a little bit more about the hybrid element.

469 01:06:56,615 -> 01:06:56,915 Rob.

470 01:06:56,915 -> 01:06:57,315 I wasn't.

471 01:06:57,415 -> 01:06:59,115 I was just going to just pass the ball to you.

472 01:06:59,115 -> 01:07:01,915 So you go ahead and jump in, all right?

473 01:07:01,915 -> 01:07:12,315 Well, so I will talk a little bit, maybe about from a hybrid perspective, which is probably where we spend more energy thinking about it and that I think they will be certain pieces of that, the better applicable to remote to, and you can talk more about it.

474 01:07:12,315 -> 01:07:17,215 But I think, you know, maybe this ties to into something that may be another.

475 01:07:17,315 -> 01:07:36,415 Folk Minds, if, if the whole focus of this conversation, the way we think about how work is evolving is related to flexibility, I certainly don't think the answer is kind of being overly rigid, you know in a non-intentional way in terms of like where and how people do their work.

476 01:07:36,815 -> 01:07:47,215 And one of the interesting things that we started to find is there be discussions from companies or announcements as hey, I want everybody in the office you know, on Tuesdays.

477 01:07:47,315 -> 01:07:50,915 Traditional everybody to, you know, to be in the office during these times.

478 01:07:50,915 -> 01:07:56,315 And, yeah, I think what I found so far, and he kind of shows up consistently, not just in our users.

479 01:07:56,315 -> 01:08:02,015 But in research that I have seen is people want to be treated like adults, you know?

480 01:08:02,015 -> 01:08:17,115 And if there's one thing that really happened during the pandemic, it's folks, proved pretty concretely that they can be incredibly effective without having to be in the office and so if you tell them, I need you back in the office and that doesn't sound like a real.

481 01:08:17,314 -> 01:08:20,314 Real reason or there's not like some intentionality around it.

482 01:08:20,415 -> 01:08:25,415 People cry foul pretty fast and given the opportunities around distributive work.

483 01:08:25,814 -> 01:08:31,215 One data point that I found really interesting that came out of LinkedIn was something like hitting gone from at one point.

484 01:08:31,215 -> 01:08:40,015 Two percent of the jobs posted on LinkedIn, had a remote eligible to something like 25% and if you just think about the math of that it really over simplified terms.

485 01:08:40,314 -> 01:08:47,115 It means that the average person has like 10x 20x, the number of opportunities available to them because of remote work.

486 01:08:47,314 -> 01:08:51,515 Used to be available before and so people just aren't going to be here for that.

487 01:08:51,715 -> 01:08:52,715 They're not right?

488 01:08:52,715 -> 01:09:04,015 And so the biggest piece of advice they give to companies is like communicate like the thinking behind why you want folks to do what they do and make sure there's some intentionality around it, right?

489 01:09:04,015 -> 01:09:11,615 And if you can give that flexibility at the team level or the department level to kind of figure out their own Norms based on what works well for them.

490 01:09:11,615 -> 01:09:17,115 And folks can operate within that instead of saying, hey, look blanket across the company, you know, I see.

491 01:09:17,314 -> 01:09:20,814 Yeah, I think it's good for people to be in the office three days a week and that works with my schedule.

492 01:09:20,814 -> 01:09:29,615 So everybody's going to do that, people say not for me, you know, I am going to go elsewhere, I think that happens really fast, and so I think that's one way to kind of stay ahead of it.

493 01:09:30,515 -> 01:09:41,015 And the other thing that's top of mind for me is like when I think this does really fast, you have remote and hybrid work cultures, is it shines a light on Mike relative quality of culture really quickly?

494 01:09:41,314 -> 01:09:47,115 Because in a world where I can be at my laptop in sign out of one flag account and sign into somebody else.

495 01:09:47,314 -> 01:09:50,115 Black accounts and effectively have switched companies, right?

496 01:09:50,115 -> 01:09:53,015 Like something around vision and Mission.

497 01:09:53,015 -> 01:09:54,715 And why do we do the work that we do?

498 01:09:54,715 -> 01:09:58,015 And the impact went to have on the world becomes really, really important.

499 01:09:58,015 -> 01:10:01,215 And so companies have to invest in that and Clarity.

500 01:10:01,215 -> 01:10:03,015 And like why are we here?

501 01:10:03,015 -> 01:10:04,515 And why is this important?

502 01:10:04,615 -> 01:10:07,015 And are we hiring people that are values aligned?

503 01:10:07,615 -> 01:10:09,415 Because otherwise, we're just gonna go, right?

504 01:10:09,415 -> 01:10:14,815 There's just too many opportunities out there and the whole strength of your culture and the differentiation around.

505 01:10:14,815 -> 01:10:16,915 That is one of the things that will keep people engaged.

506 01:10:20,715 -> 01:10:21,415 So good.

507 01:10:21,615 -> 01:10:22,615 Thank you rob.

508 01:10:23,115 -> 01:10:26,615 All right, we're going to answer another question here from Stephanie Jones.

509 01:10:26,615 -> 01:10:34,515 How do you support remote workers in setting up their physical office space to reduce physical pain symptoms?

510 01:10:34,515 -> 01:10:36,815 We are seeing increases of that, right?

511 01:10:36,815 -> 01:10:39,015 Lower back pain, neck pain, Etc.

512 01:10:41,115 -> 01:10:47,115 This is an interesting one we hosted in one of our event series here called changing how we work.

513 01:10:47,115 -> 01:10:53,315 We host it, Chris heard, who is a CEO of a company called first base.

514 01:10:53,715 -> 01:11:06,315 First base .h, I mean, first base hq.com, I think, is this, there is their website and what they basically do is like, they equipped the remote employee with their office fittings, right?

515 01:11:06,315 -> 01:11:09,615 So I think it's really important that companies.

516 01:11:10,015 -> 01:11:18,415 Not just hire folks who remotely but think about how do they equip them in their space to be a safe space?

517 01:11:18,515 -> 01:11:20,315 Like get the to office chair.

518 01:11:20,315 -> 01:11:20,915 Yes, it costs.

519 01:11:20,915 -> 01:11:23,215 A few hundred bucks, get the standing desk.

520 01:11:23,315 -> 01:11:25,215 Yes, it costs a few hundred bucks.

521 01:11:25,415 -> 01:11:28,715 Get the right keyboard, get the right Mouse, invest in those things.

522 01:11:28,715 -> 01:11:36,515 Give employees, The Hit List of the best products to make sure that they have the best setup, so they can do their best work.

523 01:11:37,315 -> 01:11:39,815 So I think it's one investing actual dollars.

524 01:11:39,915 -> 01:11:42,215 To help employees do that.

525 01:11:42,315 -> 01:11:45,915 And I think S I think that in this is an area to improve.

526 01:11:45,915 -> 01:12:14,015 I think it's Car Technology out there but there's got to be ways to actually educate also in train folks on the best practices on getting up, moving around, you know, the small tip there's in your Google calendar, there's something called I think Speedy mint meetings and it basically forces your meetings from Two minutes to 25 minutes from 60 Minutes to 50 minutes.

527 01:12:14,015 -> 01:12:20,215 So that always gives you five minutes for every 30 minutes back and it also gives you 10 minutes for every 60 Minutes back.

528 01:12:20,515 -> 01:12:22,615 And so, the question is, how do you use that?

529 01:12:22,715 -> 01:12:27,515 All right, take a break, go for the coffee, walk around, do those things.

530 01:12:27,515 -> 01:12:40,615 So I think it goes both ways, not just on the equipment having the right setup, but also the training that for a better way of working from home, That's great.

531 01:12:40,615 -> 01:12:41,715 Thanks, Roberto.

532 01:12:41,815 -> 01:12:45,115 Alright I am going to keep tackling these questions because we got five minutes left.

533 01:12:45,115 -> 01:12:48,615 Alright, so here's an interesting one.

534 01:12:49,715 -> 01:12:52,915 Do you find that on boarding and training remote?

535 01:12:52,915 -> 01:13:00,115 Employees are more challenging than in office employees, especially for employees right out of school?

536 01:13:02,715 -> 01:13:06,715 I would, I would say in my experience, absolutely.

537 01:13:08,415 -> 01:13:14,215 We because you're not face-to-face, it doesn't allow for those micro conversations.

538 01:13:14,215 -> 01:13:19,315 As micro-moments could pop up where people can chat between each other and allow you to rapidly fix an issue issues.

539 01:13:19,315 -> 01:13:20,615 Might kind of simmer below the surface.

540 01:13:22,215 -> 01:13:32,615 Something we did is we just took the time to like map out the entire onboarding experience starting with like the first job interview are actually part of me even before that is looking at our curb page on our website.

541 01:13:32,715 -> 01:13:37,415 In like mapping it from sort of 0 to 10, is a good experience, or a bad experience.

542 01:13:37,715 -> 01:13:40,715 And once that was all mapped out where able to pinpoint where we're strong and weak.

543 01:13:40,715 -> 01:13:49,815 So I was like, step one and step two, we created like a really specific repeatable onboarding Playbook, which is like is pretty darn granular.

544 01:13:49,815 -> 01:13:54,015 And some of the cool things we use like tools, like doughnut till I was serendipitous conversations.

545 01:13:54,015 -> 01:13:59,815 We have like the day one of Jenna's mapped out hour by hour for every single employee.

546 01:14:01,615 -> 01:14:02,515 In fact, the whole weeks.

547 01:14:02,615 -> 01:14:05,815 Opt hour by hour from sort of day 1 to day 7.

548 01:14:06,015 -> 01:14:08,315 So we have all these consistent repeatable processes.

549 01:14:08,315 -> 01:14:15,515 And then we also collect feedback on day 30 and a 60, or employees can fill out a survey like how good of a job did we do on our onboarding changes?

550 01:14:15,715 -> 01:14:19,215 Because if you don't measure it, you can't truly prove whether it's working or not.

551 01:14:19,415 -> 01:14:25,215 But those are kind of three steps we have taken mostly because we wanted to get ahead of like get ahead.

552 01:14:25,315 -> 01:14:27,215 We didn't want to bad onboarding experience.

553 01:14:27,215 -> 01:14:33,015 That I have heard some stories where we previously been doing a good job, and we also have you delivered a Job?

554 01:14:33,015 -> 01:14:41,915 And that's really frustrating to me if I can't deliver that consistently great experience so that was the trigger for those kind of three processes that we rolled out internally.

555 01:14:43,315 -> 01:14:44,215 That's great.

556 01:14:44,415 -> 01:14:44,715 All right.

557 01:14:44,715 -> 01:14:45,815 Just do two time.

558 01:14:46,215 -> 01:14:50,615 I don't think we could get to all the questions but I do want to ask a question of each of you.

559 01:14:51,415 -> 01:14:57,615 Of course, we're talking about predictions here and future, and so we I would love to hear from each of you.

560 01:14:58,215 -> 01:15:07,215 What is the one top prediction that you are excited about and you are prioritizing for your organization?

561 01:15:09,715 -> 01:15:14,715 Maybe there're two questions in there, but I would love to hear from each of you and I will start with you Rob.

562 01:15:18,815 -> 01:15:21,715 Top the top prediction that we're prioritizing organization.

563 01:15:22,015 -> 01:15:35,515 I think that the top prediction is that I think the majority of the world that is capable of working remotely will operate a hybrid environment time, not just next year, but into the future, right?

564 01:15:35,615 -> 01:15:42,615 And I think the biggest barrier around that is purely going to be the ability to make it that people can work in the right place at the right time.

565 01:15:42,815 -> 01:15:46,815 You know, that your home on the right days or in the office on the right days you can get the right people together.

566 01:15:46,915 -> 01:15:55,215 So we spent all of Energy from a product perspective, trying to make that as easy as possible, which coincidentally is the biggest investment I can make in some ways in our own company?

567 01:15:55,215 -> 01:16:01,815 You know, how we do this internally to make that really easy for folks, to be able to get together the office at the right time or out of the right time.

568 01:16:01,815 -> 01:16:07,215 And so in my mind it's that hybrid is the future from majority of folks.

569 01:16:07,215 -> 01:16:09,815 I would say and intentionality around that.

570 01:16:09,815 -> 01:16:11,315 I think it's just extremely Accord.

571 01:16:11,315 -> 01:16:13,015 That's what we're, that's what we're focused on.

572 01:16:13,115 -> 01:16:13,715 I am helping with.

573 01:16:15,415 -> 01:16:18,315 Thanks, I will head off to you Roberto Yeah, cool.

574 01:16:18,315 -> 01:16:33,115 I think it's in this future sort of like, thinking about what's happening like to think about a short-term or long-term, but I will stick to like, it just in between and I think that the in between is that there's going to be much more digital Nomads.

575 01:16:33,115 -> 01:16:41,815 There's going to be a lot of people that are just owning their careers and their part sizing life first, and then work.

576 01:16:42,515 -> 01:16:45,315 And I think that's a big shift that is going to happen.

577 01:16:45,315 -> 01:16:47,415 Is, you know what, I want to live this life, dear.

578 01:16:47,615 -> 01:17:06,915 For I work this way and there's a journey and it cooked in people to think differently about that, not just employees, but employers, making sure that people know the expectations, making sure that there's this outcome driven, you do with your time, with to need to go do this, is, what's what Excellence looks like at the job.

579 01:17:07,115 -> 01:17:10,515 Go be excellent and go live, an excellent life on your terms.

580 01:17:10,615 -> 01:17:17,415 And I think that it's a foundation of trust and that's a big shift that still going to have to happen in employment.

581 01:17:17,515 -> 01:17:33,415 In general, it's like trusting employees to do their job, you hired him to do the job, give them clear expectations and let them go surf every day if they want to in the morning as long as the job gets done, Love that Jason close up.

582 01:17:33,915 -> 01:17:37,015 Yeah, I think Roberto and Rob give fantastic answers.

583 01:17:37,015 -> 01:17:38,715 I gave a slightly quirky answer.

584 01:17:38,715 -> 01:17:44,515 I am fascinated by the future but I think because so many people are going into remote distributed hybrid environments.

585 01:17:44,515 -> 01:17:55,215 There's this really cool infrastructure change where transportation is going to get better new real estate and communities are going to grow but like whether its self-driving cars there's this really cool company called jobby.

586 01:17:55,215 -> 01:17:58,915 It's like this quadcopter that holds any between around for people.

587 01:17:58,915 -> 01:18:00,015 They're going to equip it with us.

588 01:18:00,215 -> 01:18:01,215 Flying model.

589 01:18:01,215 -> 01:18:11,915 So I think how we get around we literally show up on the world will change making commute times faster and more exciting, and I am really excited about that feature so yeah that's my quirky answer that question.

590 01:18:12,915 -> 01:18:14,315 Thank you so much.

591 01:18:14,315 -> 01:18:18,515 Each of you have shared some great insights resources and tips.

592 01:18:19,515 -> 01:18:24,015 We're very excited of how this next year will unfold.

593 01:18:24,215 -> 01:18:27,215 So, thank you, Roberto Rob and Jason.

594 01:18:27,415 -> 01:18:27,815 Thank you.

595 01:18:27,815 -> 01:18:39,215 Everybody here for showing up We are so happy to be able to have this conversation with you and continue the conversation around changing and evolving how it works.

596 01:18:39,215 -> 01:18:41,915 So, definitely check out our next event.

597 01:18:41,915 -> 01:18:47,415 It's going to be with Oyster Cult ramp and Roberto here, welcome.

598 01:18:47,915 -> 01:18:57,115 It's going to be around leading with compassion and you know, all ones a similar theme of just supporting our distributed Workforce, the managers, and employees.

599 01:18:57,115 -> 01:18:58,315 So it's going to be a great event.

600 01:18:58,315 -> 01:18:59,315 Hope to see you there.

601 01:18:59,615 -> 01:19:00,015 Thank.

602 01:19:00,215 -> 01:19:05,015 Everyone have a wonderful Tuesday and I will see you next week.

1 00:18:15,752 -> 00:18:18,152 Aloha, how are you?

2 00:18:18,552 -> 00:18:20,352 So great to have you all here?

3 00:18:20,352 -> 00:18:37,252 I see you tuning in from all over the country and even across the globe here from Puerto Rico, New Jersey, Seattle for a lottery, Danielle Valerie from Texas and YC, Vancouver Detroit Baltimore.

4 00:18:37,252 -> 00:18:42,752 Hello Kelly Moore from SoCal and Dana Schultz and Ontario Canada.

5 00:18:42,952 -> 00:18:44,452 Thank you for joining us today.

6 00:18:44,452 -> 00:18:51,752 I am Gina Marketing a welcome hope you enjoyed those jams as you were coming in to this event.

7 00:18:51,752 -> 00:18:55,652 I am so excited about this panel.

8 00:18:55,652 -> 00:18:57,052 We got a two-part event today.

9 00:18:57,052 -> 00:18:58,952 It's part panel.

10 00:18:58,952 -> 00:19:08,552 We're going to be talking about how you can lead distributed teams with compassion with empathy and some very tactical ways in doing that.

11 00:19:08,652 -> 00:19:14,852 And then the second part of our event will be drumroll for real.

12 00:19:14,952 -> 00:19:20,852 Real a feng shui virtual feng shui event, so we have got Suman from Marco experiences.

13 00:19:20,852 -> 00:19:30,852 Marina who is also in the green room I see you all and Rob Kim and Bobby here to be able to be part of this event.

14 00:19:31,052 -> 00:19:37,652 I have also we who is our event producer, so she's the one that's hitting the ones that too.

15 00:19:37,652 -> 00:19:42,052 So I always like to give kudos to our producer.

16 00:19:42,252 -> 00:19:57,152 So with that note, that there is A Q&A Tab, and at any given time, feel free to drop in your questions and upvote any of the questions that you are most interested in hearing answered.

17 00:19:57,152 -> 00:19:57,852 All right?

18 00:19:58,052 -> 00:20:08,252 So jumping into our panel topic today, you know, as we all are feeling this, you know, we're dealing with remote work.

19 00:20:08,352 -> 00:20:19,352 And on one side, there's an amazing upside of the quality of life, but there's also the challenge, Challenge of eroded boundaries between work and personal life.

20 00:20:19,652 -> 00:20:28,352 And, you know, there's this need right now, the craving that employees have what whether your remote weather, your hybrid, whatever your situation is that you're working.

21 00:20:29,152 -> 00:20:39,552 The common denominator is that employees are seeking that support and that connection that value, like I value you.

22 00:20:39,552 -> 00:20:47,252 And I value that you're here part of our organization at as you're navigating these Teas with a distributed workplace.

23 00:20:47,252 -> 00:20:55,952 There's some key ways in which we as leaders and managers and even individual contributors can show up and support one another.

24 00:20:56,152 -> 00:21:02,952 You know, there's this statistic here that shows employees who work for compassionate manager.

25 00:21:03,352 -> 00:21:07,152 Their 25% more engaged in their jobs.

26 00:21:07,852 -> 00:21:14,852 20% of them are more committed to the organization and 11% are less likely to burn.

27 00:21:14,952 -> 00:21:21,352 Burnout Katie's going to drop in chat the research there so you can double-click into that a little bit more.

28 00:21:21,552 -> 00:21:28,652 But you know the research shows it rights there that compassionate managers and leaders do make a big difference.

29 00:21:29,352 -> 00:21:36,152 So with that I would love to introduce our panel today.

30 00:21:36,552 -> 00:21:44,852 We have got Kim who is the head of employee experience with oyster Bobby, the regional director of people.

31 00:21:45,052 -> 00:21:49,452 Science with culture, amp and Roberto are co-founder and CEO of welcome.

32 00:21:49,452 -> 00:21:50,652 Please join me on stage.

33 00:21:54,852 -> 00:21:56,052 Hello.

34 00:21:57,052 -> 00:21:57,752 Hello?

35 00:21:58,152 -> 00:21:59,252 How's it go?

36 00:21:59,752 -> 00:22:02,652 Alright so hello Kim.

37 00:22:02,652 -> 00:22:03,652 Hello Bobby.

38 00:22:03,652 -> 00:22:10,052 I don't see it Roberto but I know there were some challenges he was having with his video but it's all good.

39 00:22:10,052 -> 00:22:10,652 Kim.

40 00:22:10,852 -> 00:22:17,752 Let us know what boy stur is about and what do you get to do every day with them?

41 00:22:19,252 -> 00:22:20,152 Well, hello.

42 00:22:20,152 -> 00:22:22,252 Nice to be here to see you all.

43 00:22:22,752 -> 00:22:25,852 I am with a company called oyster.

44 00:22:25,852 -> 00:22:30,752 We are Employment platform that helps companies to hire people anywhere in the world.

45 00:22:30,852 -> 00:22:36,452 So that you are not a cure not limited to the talent pool, that happens to be within a geographic radius of your office.

46 00:22:36,752 -> 00:22:44,552 Or if you don't have enough, it's like oyster, you can hire anyone anywhere in the world without the legal administrative, HR headache.

47 00:22:44,552 -> 00:22:58,552 That comes with anyone on this call who is part of an HRT, more people obscure those that it's very complicated to hire people outside of your, your space oyster is over 600 employees now, and we're going Now, over 70 countries.

48 00:22:59,052 -> 00:23:09,252 So we are an extremely globally, distributed team, and I get to spend my days building and trying to make sure that we have a consistent employee experience.

49 00:23:09,252 -> 00:23:23,352 No matter where you are in the world, no matter whether you have overlapping time zones with anyone else on your team, trying to ensure that everyone feels a sense of inclusion on belonging and has a really seamless and great experience being a part of the oyster team.

50 00:23:24,052 -> 00:23:26,352 And I am calling in from my home office.

51 00:23:26,352 -> 00:23:32,052 Which is About one square meter of the corner of my living room.

52 00:23:32,552 -> 00:23:35,852 So, welcome to my, welcome to my home.

53 00:23:36,952 -> 00:23:41,052 Thanks for letting us in love it.

54 00:23:41,352 -> 00:23:42,652 Bobby, how about you?

55 00:23:42,652 -> 00:23:43,852 Tell us a little bit about culture.

56 00:23:43,852 -> 00:23:45,752 Ab and what you get to do with them?

57 00:23:46,452 -> 00:23:47,952 Yeah, thank you first.

58 00:23:47,952 -> 00:23:50,752 Thank you for your enthusiasm and your excitement.

59 00:23:50,752 -> 00:23:56,452 You're getting a lot of love around your energy in the chat there and also Kim, a lot of love for oyster to.

60 00:23:56,452 -> 00:23:59,152 So, It's great to see as it was mentioned.

61 00:23:59,152 -> 00:24:00,552 My name is Bobby Malloy.

62 00:24:00,552 -> 00:24:03,952 My role at culture amp is as Regional director of people science.

63 00:24:03,952 -> 00:24:11,852 As Kim was saying, she helps cultivate an employee experience, and we are an employee experience platform that helps users.

64 00:24:11,852 -> 00:24:14,852 Like Kim cultivate that experience in your organization.

65 00:24:14,852 -> 00:24:21,352 So, we are a software platform sort of end to end in terms of experience.

66 00:24:21,352 -> 00:24:26,352 So from candidate and onboarding through engagement and performance.

67 00:24:26,852 -> 00:24:29,852 And development all the way through exit and alumni.

68 00:24:30,752 -> 00:24:42,452 We have you covered there and so in our role in people science we are a group of people with backgrounds and Industrial organizational psychology and organizational development.

69 00:24:42,552 -> 00:24:47,752 And we help you design tools in our platform in service of cultivating, your experience strategy.

70 00:24:48,152 -> 00:25:08,352 So whether that looks like actually designing those tools or helping you interpret, some of the data that you get back, when you send out employee surveys, or you go oh, through a performance management process or you have a development cycle for your employees, were there with you, to help you kind of craft that strategy and then ultimately take action.

71 00:25:08,352 -> 00:25:13,152 So ultimately, it's all in the service of improving the workplace.

72 00:25:13,352 -> 00:25:14,052 Happy to be here.

73 00:25:15,252 -> 00:25:15,852 Love it.

74 00:25:15,852 -> 00:25:17,052 Well, we're glad you're here.

75 00:25:17,552 -> 00:25:29,052 So, you know, we're talking about this research that I just pulled up on how employees who work for compassionate, managers are likely to be more engaged.

76 00:25:29,052 -> 00:25:32,652 They are more committed to an org, they're less likely to burn out.

77 00:25:32,752 -> 00:25:39,452 Now each of you are seeing the data or creating the experience to further encourage this.

78 00:25:39,452 -> 00:25:44,052 Now there's a lot of going on right now in the world, you know, you go on LinkedIn.

79 00:25:44,052 -> 00:25:47,752 There's a new Said that just got laid off and you're just like, ah, gosh.

80 00:25:47,752 -> 00:25:51,952 This is a very unstable uncomfortable time.

81 00:25:52,252 -> 00:26:06,552 And so how do you create engagement and motivation within a workplace particularly, if recently, somebody's gone through substantial layoffs, how can we do that as Leaders managers?

82 00:26:09,552 -> 00:26:17,052 I have you to start work about, we both like jumped in at the same time I will give it a start on a pass it on to you.

83 00:26:17,652 -> 00:26:49,552 I think the thing to remember about all of this as is that as much as we desperately need data and metrics and thus like people science that we're all here, we're all so culture, a I am a decade-long culture, a superfan, if we need, all of that data to help build the business case, Says, I am and build and an objective viewpoint on overall holistic Trends, but at the core of it, we're dealing with people, we're dealing with humans.

84 00:26:49,552 -> 00:26:54,152 And so taking this human Centric approach to realizing that everyone has stuff going on in their lives.

85 00:26:54,152 -> 00:27:09,452 Everyone has a life outside of work and that's something that and depend on McCrea, Lee brought to light in a way that maybe people were able to hide or create a line between their home lives and their work lives pre-pandemic in a way that we just haven't been able too lately.

86 00:27:09,452 -> 00:27:16,952 And so creating that level of Engagement is it's not about saying, well what do we need to do to increase our engagement score?

87 00:27:16,952 -> 00:27:30,952 It's what do we need to do to support the whole human that showing up to work whether that's showing up in a co-working space, showing up in a physical office showing up on a call with their toddler hanging off of them because their school had a closure like these things.

88 00:27:30,952 -> 00:27:38,852 All Impact how we can show up at work and how we show up at work is how we experience our engagement Network.

89 00:27:39,552 -> 00:27:51,152 If people feel supported, and they feel heard, and they feel like their full life experience, Eiffel lived experience can be represented in their workplace then that will translate into higher level of Engagement.

90 00:27:53,852 -> 00:28:05,852 I would say the example that you use of the outset was around layoffs and ultimately that's under the umbrella of something that we might consider to be a hard time.

91 00:28:06,852 -> 00:28:08,352 There're a layoffs there's the pandemic.

92 00:28:08,352 -> 00:28:14,152 There's Any number of examples that you could use but ultimately it is an example of change.

93 00:28:14,152 -> 00:28:25,752 And so when you're thinking about, how do we either lean in or lean out, think about the fact that whenever there is change, you should be leaning into helping to make sure that change goes smoothly.

94 00:28:25,952 -> 00:28:48,552 Now, you do that with number one, like open acknowledgement, so don't put your head in the sand and acknowledge when there is a layoff acknowledge when there are hard times going on in the world around us and With creating the space, to give people the grace to express how

those challenges might be affecting them but then also solicit feedback from your employees.

95 00:28:48,552 -> 00:28:52,552 So, get a sense for what's going, well during this change, what's not going.

96 00:28:52,552 -> 00:28:58,552 So well during this change so that you can focus your efforts on improving, the things that are not going.

97 00:28:58,552 -> 00:29:04,052 Well, I would say in terms of layoffs, think about it from three levels.

98 00:29:04,052 -> 00:29:22,052 Think about it from the organization level acknowledge you know you can Get feedback in aggregate across the organization, but it's probably a little bit demoralizing to communicate, a layoff to your employees and for your employees to hear that about their organization.

99 00:29:22,052 -> 00:29:30,952 And so you need to understand how they're feeling in order to tailor your Communications in ways that are going to get them remote abated and re-engaged.

100 00:29:31,352 -> 00:29:38,852 For managers, you know, really help employees understand why these decisions were made and how these decisions were made giving.

101 00:29:38,952 -> 00:29:40,052 See to the process.

102 00:29:40,052 -> 00:29:56,752 Can help people really feel like there was fairness and equity in the decisions that were made so that they remain motivated to continue working for you and then employees, you know, you might have something like survivor's guilt, which tends to be pretty common as a result of layoffs.

103 00:29:56,752 -> 00:30:15,052 And so if that's the case, acknowledge that to your mentor, to your manager, but also really acknowledge when you're overwhelmed or overworked because speaking up is what's going to get you, the That you need so that you're not oppressed by, you know, the lean way of working now that other people have been laid off.

104 00:30:16,952 -> 00:30:24,252 And I would just like to add one thing to that, which is this idea of acknowledging, the pain, the pain of it.

105 00:30:24,352 -> 00:30:34,252 And acknowledging, the hook, the difficulty of it, I am not saying that you should say post a selfie crying about how hard it was for you, to lay off your staff.

106 00:30:34,652 -> 00:30:41,052 But acknowledging, especially for the people who are still there that like this is hard, this is a hard thing for us to go through as a business.

107 00:30:41,052 -> 00:30:43,552 It's a hard thing for us to lose people who we love working with.

108 00:30:45,552 -> 00:30:59,652 This is the Why we had to make this decision and how we made this decision, and we just want to acknowledge that it's painful and it's difficult for all of us, and we want to move through this together, but we're not going to jump straight to action.

109 00:30:59,652 -> 00:31:02,752 We're not going to jump straight past your grief for your struggle or challenges.

110 00:31:02,752 -> 00:31:05,452 Here's the safe way that we can talk about this.

111 00:31:05,452 -> 00:31:25,352 Here's might think about providing counseling services or reminding people about the Mental Health Resources, you have available, you can't just gloss over You see that a lot from leaders during layoffs, if they want to jump straight to but it's all going to be okay because here's our strong team that we're left with and that doesn't acknowledge the emotional experience.

112 00:31:25,352 -> 00:31:28,452 That people are having as they're going through it.

113 00:31:30,352 -> 00:31:30,652 Wow.

114 00:31:30,652 -> 00:31:32,452 That's totally.

115 00:31:32,952 -> 00:31:33,252 Right.

116 00:31:33,252 -> 00:31:36,752 Right on a very human in approach.

117 00:31:37,552 -> 00:31:39,552 How do you see that actually happening?

118 00:31:39,552 -> 00:31:41,552 As far as the communication touchpoints?

119 00:31:41,552 -> 00:31:46,652 Like, there's the company level, there's the one-on-ones, there's the team seeing Inks.

120 00:31:46,652 -> 00:31:49,252 And there's may be other types of gatherings in between.

121 00:31:49,252 -> 00:31:54,852 So how do you, you know, in change management and these transitions?

122 00:31:54,852 -> 00:31:59,752 Like how, how do you communicate with transparency yet also have compassion?

123 00:32:00,052 -> 00:32:02,452 And what does that look like cascaded?

124 00:32:05,152 -> 00:32:05,852 You want to take it?

125 00:32:07,452 -> 00:32:09,052 I was going to let you speak first this time.

126 00:32:09,152 -> 00:32:10,252 Okay, great.

127 00:32:11,152 -> 00:32:18,652 So there's a couple different angles that you could take especially with communication and some of which might not be obvious.

128 00:32:18,652 -> 00:32:26,752 So with strict communication, yes of course, leaders top-down, org-wide Communications, that's important.

129 00:32:27,652 -> 00:32:33,752 What I tend to see across organizational data over, let us say the past like eight months or so.

130 00:32:35,252 -> 00:32:41,352 Communication is become one of the number-one drivers of Employee Engagement.

131 00:32:41,352 -> 00:32:55,052 And part of the reason is that people are using Communications, to understand what the future is for the organization, both in the near term and then over the long term, they want to know, coming out of a covid era.

132 00:32:55,052 -> 00:33:17,552 What's our plan, what's our vision and our mission and has that changed from before covid and or from, when I signed on for the organization, And with Communications and for organizations that have seen declines, they have audited their Communications, and they have realized that they have over index toward financial and other types of metrics.

133 00:33:17,952 -> 00:33:25,952 And in those Communications they have really tried their thinking was, let us communicate how our profits are the highest.

134 00:33:25,952 -> 00:33:33,952 You know, that they have been in five years or, you know, all of these great numbers, but they have not Incorporated.

135 00:33:34,152 -> 00:33:38,652 It sort of humanistic perspective to those Communications.

136 00:33:38,852 -> 00:33:44,852 So people are not necessarily seeing themselves represented in the success of the organization.

137 00:33:44,852 -> 00:33:48,052 And there is a little bit of a lack of acknowledgements.

138 00:33:48,052 -> 00:33:53,852 For those organizations that the burdens that have been placed upon people through the covid era.

139 00:33:53,852 -> 00:34:03,152 Now, coming out of it, that the employees have carried in order to make those metrics as good as they are.

140 00:34:04,052 -> 00:34:17,052 And so, the I think the misalignment and perception is that, hey, we're doing this really great thing by showing all these great numbers, but we're not actually acknowledging that it was sacrificed that helped contribute to those numbers.

141 00:34:17,152 -> 00:34:23,052 And so injecting those Communications with a more humanistic perspective, is, is one action?

142 00:34:23,652 -> 00:34:38,452 And the other is a little bit of a signal, not necessarily an overt communication, but even in your performance management process, if you have a self-reflective opportunity for employees, To sort of reflect on their experience over the past.

143 00:34:38,452 -> 00:34:39,752 Let us say six months.

144 00:34:40,351 -> 00:34:45,252 Having within that, a question about what are some challenges or blockers?

145 00:34:45,252 -> 00:34:48,052 That you faced either in work or out of work?

146 00:34:48,052 -> 00:35:03,852 That might have affected your job performance, allowing the Unseen especially in our remote work World, allowing the Unseen or the unheard to have a place for a manager, or a mentor to acknowledge that in a performance.

147 00:35:04,052 -> 00:35:17,952 Evaluation can be really powerful and I meant that is a signal, it's not an overt communication but it is a signal that the organization cares about, you know, how the world or how those contextual factors are affecting you.

148 00:35:20,252 -> 00:35:21,152 Absolutely.

149 00:35:21,252 -> 00:35:31,452 And I think there's a piece of communication to think about, which is that At the end of the day humans are inherently selfish, right?

150 00:35:31,452 -> 00:35:33,052 It's a survival mechanism.

151 00:35:33,052 -> 00:35:34,252 Have to think about ourselves.

152 00:35:34,252 -> 00:35:38,052 So any communication to make, think about how the person reading it is.

153 00:35:38,052 -> 00:35:39,952 Going to look at that and say, okay, but what about me?

154 00:35:40,252 -> 00:35:41,252 How does that impact me?

155 00:35:41,652 -> 00:35:42,752 How does that affect my job?

156 00:35:42,752 -> 00:35:45,752 How does that impact my career growth has that picked impacts my work?

157 00:35:45,952 -> 00:35:53,052 If you talk about a shift in the product roadmap whoever's working on that project or adjacent projects are going to think.

158 00:35:53,052 -> 00:35:54,452 What does that mean about my products?

159 00:35:54,452 -> 00:35:57,152 That mean about the thing that I work on your talent?

160 00:35:57,352 -> 00:35:59,152 Doesn't even wonder does that mean we have to hire different?

161 00:35:59,152 -> 00:36:13,752 People your sales team is going to think it's that completely change our sales cycle so thinking about how everything you communicate is going to be interpreted at least you know not by every single one of your employees that would be a very big task but think about the kind of different personas within your company.

162 00:36:13,752 -> 00:36:16,652 And how is this communication going to impact?

163 00:36:17,552 -> 00:36:20,352 The person who is a live-in, caregiver for their elderly parent?

164 00:36:20,352 -> 00:36:21,952 And how is it going to impact those employee?

165 00:36:21,952 -> 00:36:23,752 Who is about to go on, Parental leave?

166 00:36:23,852 -> 00:36:25,152 And how's it going to impact this employee?

167 00:36:25,152 -> 00:36:26,752 Who just joined the sales team?

168 00:36:27,652 -> 00:36:29,852 On the team that is now being restructured.

169 00:36:30,052 -> 00:36:32,852 Or, and like, thinking about, who is this going to impact the most?

170 00:36:32,852 -> 00:36:38,152 But then also people who are not directly involved with it, how might they interpret this communication?

171 00:36:38,152 -> 00:36:42,952 And how can I touch on as many levels of inclusion as possible?

172 00:36:45,252 -> 00:36:46,352 That's really great.

173 00:36:46,452 -> 00:36:53,352 I am seeing the question start to pop up, and we have got about 10 minutes till we have to transition over to the part two of today's event.

174 00:36:53,652 -> 00:36:56,252 So let us pull up marinas.

175 00:36:56,452 -> 00:37:04,452 Question servers question on to Stage here, Katie, okay, is compassion a learnable trait.

176 00:37:04,452 -> 00:37:08,152 If so, how do you prepare, new leaders or Future Leaders?

177 00:37:08,152 -> 00:37:09,652 To be compassionate.

178 00:37:09,652 -> 00:37:11,852 And I guess I have a question right above this.

179 00:37:11,852 -> 00:37:16,152 It's like, how do you define compassion is Different from empathy.

180 00:37:18,152 -> 00:37:19,852 And then you can answer this one as well.

181 00:37:20,552 -> 00:37:22,052 That is a good question.

182 00:37:22,052 -> 00:37:25,352 I don't, I am not a psych.

183 00:37:25,752 -> 00:37:27,552 I was not a psych major, I was a theater major.

184 00:37:28,552 -> 00:37:34,552 So in terms of defining compassion versus empathy, and we're like, where's the Venn diagram of intersection and the terminology?

185 00:37:34,752 -> 00:37:35,252 I don't know.

186 00:37:35,652 -> 00:37:42,352 But I think it all relates back to this idea of EQ or being able to put yourself in someone else's shoes.

187 00:37:42,552 -> 00:37:47,752 Think that is empathy that is compassionate is looking at someone else.

188 00:37:47,852 -> 00:37:56,952 And thinking about their experience, sometimes above your own, but sometimes in addition to your own looking at how is this person going to be impacted by what I say and do.

189 00:37:56,952 -> 00:38:00,152 And that is coachable.

190 00:38:00,152 -> 00:38:00,852 That is learnable.

191 00:38:00,852 -> 00:38:08,452 I think there are people who are inherently who have more of that in them inherently based on how they were raised or their brain chemistry, or whatever it is.

192 00:38:10,352 -> 00:38:16,252 But there are definitely people who see that as something that's like this is a skill, I need to learn and it's a foreign concept to me.

193 00:38:16,252 -> 00:38:24,752 Not because I don't believe in Fashion, but because emotional breath is not part of my natural skill.

194 00:38:24,752 -> 00:38:47,752 Set, depending on if you're looking at companies and neuro diversity, as a part of your, your inclusion thinking about, how can you include people who have varying levels of neuro diversity, that don't allow them to inherently connect with the emotions, the emotional response and you know, it's not just a neuro diversity.

195 00:38:47,952 -> 00:38:49,852 Also, as to how you were raised paying it?

196 00:38:49,852 -> 00:38:52,452 So what kind of experience you had in previous companies?

197 00:38:52,452 -> 00:38:56,952 It's what you are allowed to be and how you're allowed to show up in a previous workplace.

198 00:38:58,152 -> 00:39:05,052 There are people who believe compassion and empathy are just completely separate from your work life and that's something you might have in your personal life, but it worked.

199 00:39:05,052 -> 00:39:09,952 It's like all business and so really defining what that means at your company.

200 00:39:09,952 -> 00:39:12,352 What does it mean to be a compassionate leader?

201 00:39:12,352 -> 00:39:13,652 What does it mean to be human Centric?

202 00:39:13,652 -> 00:39:18,352 What does it mean to be empathetic, whatever language you used to define that part of your Culture?

203 00:39:19,352 -> 00:39:30,052 Anyone, regardless of their, their personal proclivity is towards empathy and compassion can learn how to participate in your culture because you have defined it really clearly.

204 00:39:30,052 -> 00:39:33,152 As we want to be, we talk about it.

205 00:39:33,152 -> 00:39:38,952 Always starts being human Centric, but it's not enough to say we're human Centric company of say this is what it means to be human Centric at or Easter.

206 00:39:39,352 -> 00:39:58,752 So whether you live your life in a way where you would describe yourself as being human Centric, you know what the expectations are here, and that's what you Teach people, you might not be able to teach them like how to be a compassionate person 24/7 in their lives, but you can tell them how to show up compassionately at work and teach them what that looks like.

207 00:40:00,952 -> 00:40:04,752 Well said, Bobby, did you have anything to add to that?

208 00:40:05,452 -> 00:40:17,452 I do think it was well said we typically consider we sort of my background is in sync in Psychology and emotions, and we consider compassion to be an emotional response.

209 00:40:17,752 -> 00:40:23,352 Whereas empathy is the feeling of another's, kind of emotions.

210 00:40:24,152 -> 00:40:31,252 When we have empathy, we can then have compassion and so compassion is an emotional response with a desire to help.

211 00:40:31,552 -> 00:40:46,252 And, so I think It was well said that we might not necessarily be able to teach people how to have an emotional response, but we can in train within them the behaviors.

212 00:40:46,352 -> 00:40:59,752 And also at an organizational level policy wide set, the expectation that people should be behaving in a way that demonstrates compassion doesn't necessarily mean, they have to know what it is to behave in that way.

213 00:41:00,052 -> 00:41:14,452 But when this happens you As a mentored respond in this way, you send them to this person or you provide them this

resource or you work with them to overcome their goal or to overcome the challenge to their goal.

214 00:41:15,252 -> 00:41:24,152 There are all kinds of like work-related within the scope of control of the organization behaviors that we can do that are compassionate.

215 00:41:24,352 -> 00:41:29,652 Even if you know we don't necessarily have to get to the point where we're just having an emotional skill.

216 00:41:29,652 -> 00:41:30,152 Training.

217 00:41:30,952 -> 00:41:33,452 That notwithstanding is also something new A do.

218 00:41:33,452 -> 00:41:36,552 But yeah, I think focusing on the behaviors is right.

219 00:41:38,052 -> 00:41:39,152 We have got another question.

220 00:41:39,152 -> 00:41:43,452 That's getting a vote voted right now, more and more.

221 00:41:43,752 -> 00:41:51,552 I see companies measuring commitment, instead of Engagement curious, as to your thoughts on this alternative approach.

222 00:41:53,252 -> 00:41:56,052 Would you mind if I jump in here first?

223 00:41:56,552 -> 00:42:08,252 So that's a great question and actually, so I culture amp our engagement index the way that we measure engagement includes commitment as one of three components.

224 00:42:08,552 -> 00:42:13,652 So we measure engagement with five items two of which are around commitment.

225 00:42:13,852 -> 00:42:22,952 Now, that's important because in this, in this conceptualization, which is consistent, with all of the research and scientific literature on engagement.

226 00:42:25,652 -> 00:42:30,252 Commitment is one part of what it means for an employee to be engaged.

227 00:42:30,252 -> 00:42:33,352 They cannot be fully engaged unless they're committed.

228 00:42:33,352 -> 00:42:38,252 But there are also other things that indicate an employee is engaged.

229 00:42:38,252 -> 00:42:43,252 And commitment is necessary, but not completely sufficient.

230 00:42:43,252 -> 00:42:52,652 And so if you think about just measuring commitment, there are a hosts of reasons why someone might be committed Beyond Simple Beyond them.

231 00:42:53,052 -> 00:42:54,152 We enjoy their job.

232 00:42:54,152 -> 00:42:57,952 I might be committed here because I have nowhere else to go.

233 00:42:58,152 -> 00:43:01,352 We saw this pretty strongly at the beginning of the covid.

234 00:43:01,352 -> 00:43:15,652 Pandemic commitment increased because other organizations were laying people off or downsizing and people became they sheltered in place was I think the popular phrasing at that point.

235 00:43:15,652 -> 00:43:22,852 And so there are all these external factors, and they're all these sort of contaminating factors that might contribute to why someone has committed.

236 00:43:23,252 -> 00:43:27,252 But it doesn't necessarily mean that they actually want to do a good job for you.

237 00:43:27,752 -> 00:43:43,552 So we continue to measure engagement because it considers commitment along with the emotional, Affinity or investment that people have for your company, or your organization are they proud to work there, are they motivated to go above and beyond and to the extent that they're engaged, they would tend to do.

238 00:43:43,552 -> 00:43:46,552 So, would they recommend you as a great place to work?

239 00:43:46,552 -> 00:43:50,152 Those are the kinds of things that would indicate that someone is committed to you.

240 00:43:50,152 -> 00:43:52,752 They want to be with you for the long term.

241 00:43:53,052 -> 00:43:56,552 And while they're there, they will want to do good work.

242 00:43:57,552 -> 00:44:01,452 Those three questions I think are really key which would you mind it?

243 00:44:01,452 -> 00:44:13,452 Would it be okay if you drop that in chat for us because those are very clear questions that we could be asking or you know serving out to gauge that commitment.

244 00:44:13,652 -> 00:44:14,352 All right.

245 00:44:14,352 -> 00:44:15,052 Thank you, Bobbi.

246 00:44:15,052 -> 00:44:20,852 We actually have a couple minutes left, and so I do want to get through at least another question here.

247 00:44:21,852 -> 00:44:25,152 Let us go with the anonymous question.

248 00:44:25,152 -> 00:44:27,252 I have read that engagement.

249 00:44:27,452 -> 00:44:29,152 Is the bare minimum.

250 00:44:29,152 -> 00:44:31,052 You should expect from your employees.

251 00:44:31,552 -> 00:44:36,252 Disengaged employees equals reduced ARR with this in mind.

252 00:44:36,252 -> 00:44:39,852 What are some benchmarks for an Engaged Workforce?

253 00:44:45,152 -> 00:44:46,652 I am not, I am not exactly sure.

254 00:44:46,652 -> 00:44:59,352 What we talked about engagement is the bare minimum, you should expect from your employees, and not sure exactly what that is, referring to, maybe Bobby if you want to take this and it's benchmarks for an Engaged Workforce.

255 00:44:59,352 -> 00:45:05,252 We look at things like our culture and thank you, Sherman scores, across a bunch of different categories.

256 00:45:05,252 -> 00:45:21,252 In addition to the primary engagement score as well as things like attrition and retention and There's a lot of factors that we look at around our Workforce but in terms of Engagement specifically, yeah.

257 00:45:22,852 -> 00:45:23,552 Three seconds.

258 00:45:28,352 -> 00:45:34,252 I don't have a great answer for the beginning part around engagement, as being the bare minimum, you should expect from your employees.

259 00:45:34,252 -> 00:45:47,552 When I think, Potentially, I mean, so if you think about what we used to measure engagement, it's whether your employees are proud to work there, they would recommend you, they're committed to you, I almost would reverse it and say, I think engagement is the bare minimum.

260 00:45:47,552 -> 00:45:52,152 You should expect from your employer that they should be engaging.

261 00:45:52,152 -> 00:45:58,452 You it's at least insofar as you believe that having an Engaged Workforce as a competitive Advantage.

262 00:45:58,552 -> 00:46:20,752 So if you want to be an employee or employer of choice, we go through this work because in we want to act upon aspects of our culture and Experience that drive that in emotional investment, that commitment from your employees, to get all the downstream benefits that we know the increased AR are the reduced turnover, the higher job, performance and productivity.

263 00:46:22,452 -> 00:46:23,052 Thank you.

264 00:46:23,252 -> 00:46:33,552 All right, I am going to squeeze in one question because this one's a good one, but keep it as fast as you can Kim and Bobby its release a hunter with a fully remote team.

265 00:46:33,552 -> 00:46:37,952 How do you cultivate team culture and facilitate staff?

266 00:46:37,952 -> 00:46:44,452 Getting to know each other outside of work focused meetings What does be a short answer?

267 00:46:46,152 -> 00:46:54,452 I think you have to recognize that the team culture is going to happen whether you're paying attention to it or not and that everything you do cultivates, your team culture.

268 00:46:54,452 -> 00:46:59,352 So, it's how you run your meetings is how you assign work, it's how you promote, its how you terminate.

269 00:46:59,652 -> 00:47:06,252 It's like that is all culture is not just Gathering Together outside of work focused in meetings.

270 00:47:06,552 -> 00:47:09,552 So your team culture is part of your work, Focus meetings as well.

271 00:47:09,552 -> 00:47:10,752 You can't separate the two.

272 00:47:10,752 -> 00:47:12,552 I think that's first thing that people.

273 00:47:12,952 -> 00:47:17,752 Tends to where they pretend to kind of separate.

274 00:47:18,252 -> 00:47:42,052 But in terms of people getting to know each other outside of work, Focus meetings, I think well one of the things we do is Affinity groups on slack and those groups we have a pets group and a parent's group and a we just have we have a new channel called social yell where the Only Rule that you have to type in all caps and it's great for just like shouting because we don't really encourage shouting in all caps in the rest of our Slack.

275 00:47:42,752 -> 00:48:03,052 But creating slack channels and creating opportunities for people to find their people, whether those people are near them or not, and then building in and a suggested mechanisms and letting people take it their way, we suggested something called Loom pen, pals.

276 00:48:03,352 -> 00:48:25,952 It's like you can connect with somebody on the other side of the world and you just send Loom videos back and forth to each other like Uncle pen pals, I am doing things like doughnut, social check, Enzyme just like brand name-dropping now, but people are the other thing to realize is the last thing I will say, is that people are going to experience the social side of Team culture, which I think is what you're talking about here.

277 00:48:25,952 -> 00:48:31,752 Lisa, they're going to want to experience that in different ways depending on how they like to show up at work.

278 00:48:31,752 -> 00:48:33,052 How introverted or extroverted?

279 00:48:33,052 -> 00:48:40,852 They are how passionate they are about their Hobbies, how much time they have to devote to kind of social things, outside of the regular work day.

280 00:48:41,252 -> 00:48:54,452 And so not Adding any sort of expectation that every single employee must engage with X number of social chats, otherwise our team culture, sex and kind of removing those expectations and realizing that for some people.

281 00:48:54,752 -> 00:48:55,652 They feel totally.

282 00:48:55,652 -> 00:49:00,252 I am one of these people feeling totally Satisfied by the five minutes of social engagement.

283 00:49:00,252 -> 00:49:05,352 We do at the beginning of our team meetings, where we do a 5-minute social kind of check in with each other.

284 00:49:05,352 -> 00:49:12,552 At the beginning of our meetings, my brain is so busy with two little kids and full-time job and everything else going on in my life.

285 00:49:12,652 -> 00:49:16,752 I feel like I don't at this stage in my life and career, maybe it will be different six months from now.

286 00:49:16,952 -> 00:49:24,752 Like I don't personally feel the need to create extra social opportunities in my workday or outside of my working hours.

287 00:49:24,752 -> 00:49:25,352 Forget about it.

288 00:49:25,352 -> 00:49:29,852 I am like in full-time kid mode but I have like where I am in my life.

289 00:49:29,852 -> 00:49:33,252 I have this kind of cultivation outside of work largely.

290 00:49:33,652 -> 00:49:35,552 So I find ways to do it within my work.

291 00:49:35,752 -> 00:49:39,552 Other people on our team are really looking for that, social connection and are very active.

292 00:49:39,552 -> 00:49:47,252 In our pets channels and are meeting up when Traveling to take their pets on walks with other co-workers.

293 00:49:47,652 -> 00:49:54,052 And so just, you really have to be flexible and inclusive of a lot of different styles of socializing.

294 00:49:54,752 -> 00:49:55,452 Love it.

295 00:49:55,652 -> 00:49:56,552 Not a short answer.

296 00:49:56,952 -> 00:49:58,652 Thank you, Bobby.

297 00:50:00,352 -> 00:50:01,152 I agree.

298 00:50:01,552 -> 00:50:09,952 I won't belabor the point by going too much more in-depth but I do think that changing the nature of what that looks like.

299 00:50:10,052 -> 00:50:18,352 Depending on understanding that you have different audiences and abilities to be engaged with some of those outside of work meeting.

300 00:50:18,352 -> 00:50:25,252 Social engagements is one of the best things that you can do to get more people involved in outside of work, meeting social engagements.

301 00:50:25,252 -> 00:50:30,952 So, at the beginning of covid, you know, that the virtual happy hours or something with All the Rage.

302 00:50:31,852 -> 00:51:13,852 But recognizing the fact that people who are at home, caregivers, working all day, trying to juggle both things, don't also have the, you know, the next hour or two after to spend, you know, doing a happy hour but recognizing that sometimes in those instances, when those informal connections are made and so standardizing, I think is a great idea, the fact that you're asking the question means that you're hoping to Sigh what that virtual culture looks like and standardizing it ensures that it's not left up to those like really informal, you know, informal Gatherings that some people can and can't make more consistently than others.

303 00:51:14,152 -> 00:51:32,352 For we're actually a lot of like the to take an extreme example where like you know, performance evaluations happen or promotions or made, you know when people are just find that they like each other because they shared a beer together means that I am going to Put you up for that promotion, or I am going to tell you about a career opportunity.

304 00:51:32,352 -> 00:51:40,652 I just saw in a different slack Channel but then not communicate that out more structured or more standardized in a one-on-one or a team meeting.

305 00:51:42,552 -> 00:51:43,252 That's great.

306 00:51:43,252 -> 00:51:44,452 Wow, thank you.

307 00:51:44,552 -> 00:51:46,052 There's so many notes.

308 00:51:46,052 -> 00:51:52,352 The recording of This will be shared to everybody, so we're probably going to rewind this and watch some of these Key Parts.

309 00:51:52,352 -> 00:51:53,852 But Kim Bobby.

310 00:51:54,052 -> 00:52:03,552 Thank you so much for sharing your insights with us, your presence alone, just radiates sunshine, and it radiates so much love.

311 00:52:03,552 -> 00:52:05,652 So I am grateful for it.

312 00:52:05,652 -> 00:52:09,652 And I feel that our attendees here today are also grateful.

313 00:52:10,052 -> 00:52:11,052 So, thank you so much.

314 00:52:11,052 -> 00:52:17,452 And with that corn Transition into our feng shui experience.

315 00:52:17,752 -> 00:52:28,552 So I would like to introduce Suman who is the CEO and co-founder of Marco experiences to the stage and tell us a little bit about Marco.

316 00:52:28,552 -> 00:52:31,552 And you know what, we're going to go into today.

317 00:52:32,252 -> 00:52:36,152 Well, I think it's pretty timely with Lisa's question just now actually.

318 00:52:36,152 -> 00:52:40,052 And their recent discussion which is an amazing discussion.

319 00:52:40,052 -> 00:52:42,152 So appreciate you facilitating that.

320 00:52:42,552 -> 00:52:45,152 Yeah, so I am assuming I am the CEO and co-founder of Marco.

321 00:52:45,952 -> 00:52:59,052 The problem we're solving is, it was just discussed, which is that the way we work and live, his kind of fundamentally changed, and while we have more flexibility, there's Now new challenges, which is how do I attract and retain the best talent.

322 00:52:59,052 -> 00:53:00,152 How do I create?

323 00:53:00,452 -> 00:53:07,652 Obviously culture is very complicated, but perhaps some of that, social fabric, fabric, around culture, and connection, and that's kind of the problem, we're solving.

324 00:53:07,652 -> 00:53:12,152 So we do that through experiences virtual in-person multi-layered.

325 00:53:12,352 -> 00:53:16,352 It's, and then we help proactively kind of plan that partner with companies for that.

326 00:53:16,352 -> 00:53:25,552 We have our product that helps manage kind of employee sentiment and also understanding the ROI of your investment in kind of Employee Engagement or a portion of Employee Engagement.

327 00:53:26,052 -> 00:53:30,152 And so we have our amazing host for the Fung shui experience, but that's kind of what we're solving.

328 00:53:31,052 -> 00:53:33,352 Appreciate you guys having us and feel free to reach out.

329 00:53:33,352 -> 00:53:49,852 If you have questions around how to build kind of employee experience and that connectivity in a proactive, it kind of structured way, we have a Marketplace that you can kind of Used to book events, but we also have what we call Mark of memberships which is a more kind of embedded offering where we partner with amazing companies.

330 00:53:49,852 -> 00:53:54,452 They're trying to solve this pretty complicated problem here but appreciate you having us.

331 00:53:54,652 -> 00:54:00,552 And with that the main event which is Marina and this beautiful fun, shui experience that were in great.

332 00:54:00,552 -> 00:54:07,552 Spirits are going to embark on awesome, thanks Suman, Marina, you look forward to learning from you.

333 00:54:18,552 -> 00:54:23,352 Hello everyone, welcome to my office.

334 00:54:23,352 -> 00:54:26,252 I am so delighted to see you all here today.

335 00:54:26,652 -> 00:54:28,152 Thank you so much for joining us.

336 00:54:28,752 -> 00:54:31,252 I wanted to ask you all before.

337 00:54:31,252 -> 00:54:38,152 I tell you all about the wonderful world of funk shui, how many of you have heard of Fung shui?

338 00:54:38,152 -> 00:54:38,852 Right?

339 00:54:38,952 -> 00:54:42,652 How many of you and just put it in the chat?

340 00:54:42,752 -> 00:54:43,352 Tell me.

341 00:54:43,352 -> 00:54:46,252 Yes or now if you have heard a function way.

342 00:54:47,852 -> 00:54:48,652 I love that.

343 00:54:48,652 -> 00:54:50,752 So Shelly saying yes Danielle.

344 00:54:50,752 -> 00:54:54,652 Yeah, so many people have, and I am So Lisa.

345 00:54:54,652 -> 00:54:56,252 Yes Mindy.

346 00:54:56,252 -> 00:54:57,652 Okay, perfect.

347 00:54:58,652 -> 00:55:04,852 So I will tell those of you who might not be familiar with it a little bit about what it is.

348 00:55:05,052 -> 00:55:14,552 But I am also going to tell you how I got into function y right, didn't just wake up one day and say, hmm shui.

349 00:55:14,852 -> 00:55:16,952 What I did was it's a little bit.

350 00:55:17,052 -> 00:55:18,852 Long story but it makes sense.

351 00:55:19,252 -> 00:55:28,952 So I worked in the New York City Art world for many years, and I started my own company that helps artists navigate the art world.

352 00:55:29,252 -> 00:55:34,452 And when I started this company, I ended up working out of my kitchen.

353 00:55:34,752 -> 00:55:42,352 I was in this tiny, New York City apartment, and we had a little Nook in the kitchen where I could work.

354 00:55:42,352 -> 00:55:45,052 And here's a picture of the meat in the kitchen.

355 00:55:45,052 -> 00:55:46,852 You see the room divider behind me?

356 00:55:46,952 -> 00:55:49,052 Behind that is like the stove.

357 00:55:50,152 -> 00:55:55,652 It was a true, you know, from the ground up in the kitchen moment.

358 00:55:56,352 -> 00:56:16,852 And when I did this, I Googled Fung shui, I wanted to have everything set up as nicely as possible, and once I really do deep into it, and set it up in a way where I was really activating as much good energy.

359 00:56:17,152 -> 00:56:35,252 Fung shui as possible, my business went full time, I got featured in major Publications and since then, I have been helping so many people work with the principles of feng shui to help them, take their business to the next level.

360 00:56:35,552 -> 00:56:59,652 And while this may not be fully, you know, conventional here in places like Asia, there are major corporations that higher Hire Consultants to double-check and actually guide them on the layout of their offices on the layout, for their Executives and their homes and everything.

361 00:57:00,352 -> 00:57:10,752 So, I wanted to ask you right now, if you could put in the chat, where are you guys working from right now?

362 00:57:11,252 -> 00:57:26,352 And as you could see right, as you could see, I am Not in my kitchen office anymore because the business worked and now I have a beautiful, big office and my desk is on the other side of the room.

363 00:57:26,552 -> 00:57:26,852 Okay.

364 00:57:26,852 -> 00:57:35,952 So we have Tara says, she's working from the kitchen table been there, done that Jenna says, in my or Gina, sorry, my home office.

365 00:57:36,252 -> 00:57:37,952 Katie says my kitchen.

366 00:57:39,852 -> 00:57:43,852 Let us see one too, many dogs and husbands and here too.

367 00:57:44,552 -> 00:57:50,952 You know, dogs are actually wonderful for Feng shui because they hang out where the energy is good.

368 00:57:50,952 -> 00:57:56,152 So if you have got dogs hanging out near you this is a good thing.

369 00:57:56,152 -> 00:58:01,052 So we have someone working in their corporate office, which is wonderful.

370 00:58:01,052 -> 00:58:08,852 So if you say the office in San Francisco right by the bay gorgeous, I bet it's beautiful and Kenny says my office.

371 00:58:08,852 -> 00:58:10,052 Chair has a loose screw.

372 00:58:10,052 -> 00:58:13,552 So I have been a victim to a living room and dining room table.

373 00:58:14,052 -> 00:58:14,852 Okay.

374 00:58:14,952 -> 00:58:15,252 All right.

375 00:58:15,252 -> 00:58:16,852 So we have some off.

376 00:58:17,052 -> 00:58:21,552 Says, in some sort of unconventional work from home situations, like Emily.

377 00:58:21,552 -> 00:58:30,552 She's sharing an office / bedroom with her work from home co-workers, who are her husband and her dog, isn't it?

378 00:58:30,552 -> 00:58:33,352 Funny how much our dogs are?

379 00:58:33,352 -> 00:58:34,752 Just totally working.

380 00:58:34,752 -> 00:58:36,452 Alongside us nowadays.

381 00:58:37,252 -> 00:58:39,452 Also tell me what kind of dog you have?

382 00:58:39,452 -> 00:58:46,652 If you have a dog because I absolutely, I am trying to get my dog to hop on here but I have a little pomeranian dog.

383 00:58:46,652 -> 00:58:47,852 Who I would love to say hi to you.

384 00:58:47,852 -> 00:58:50,452 Well and caps.

385 00:58:50,452 -> 00:58:52,052 Yes! Jessica you have a cat.

386 00:58:52,852 -> 00:58:53,252 Okay.

387 00:58:53,252 -> 00:58:53,552 Gosh.

388 00:58:53,552 -> 00:58:55,252 It's a miniature schnauzer.

389 00:58:55,252 -> 00:58:56,152 I love this.

390 00:58:56,252 -> 00:59:09,752 Okay, so when you are working with Feng Shui, so many of you have heard a lot about this, there are three types of luck when it comes to function way, okay?

391 00:59:10,352 -> 00:59:15,452 And the types of lock are as follows, there's the lock that you're born with.

392 00:59:15,452 -> 00:59:22,152 So in our Kind of society, we think of maybe like our Karma or astrology.

393 00:59:22,452 -> 00:59:30,152 So, that's the luck that you're born with, and we can say that the lock that were born with because we live pretty much in the lap of luxury.

394 00:59:30,752 -> 00:59:34,652 I would say compare comparatively, it's pretty good.

395 00:59:34,952 -> 00:59:43,652 And then we have the lock that we create with our hard work and all of you I am sure are working very diligently.

396 00:59:43,852 -> 00:59:48,052 So you can say that you have a lot of luck that you bring in with your hard work.

397 00:59:48,552 -> 00:59:52,952 Now the third type of Lock and mind you, all of these are divided evenly.

398 00:59:52,952 -> 00:59:59,152 So it's 1/3 the luck, you're born with 1/3 the luck that you create with your hard work.

399 00:59:59,152 -> 01:00:03,952 And then 1/3 the luck that feng shui brings you.

400 01:00:03,952 -> 01:00:09,552 So the luck that your environment brings you, the flow of energy and your environment.

401 01:00:09,552 -> 01:00:16,752 And so today I am going to share with you three small quick things that you can do too.

402 01:00:17,252 -> 01:00:21,852 Uplevel your space, right?

403 01:00:22,452 -> 01:00:24,752 So let me get into it.

404 01:00:25,652 -> 01:00:28,052 Number one, okay?

405 01:00:28,352 -> 01:00:30,552 Is the power position.

406 01:00:30,552 -> 01:00:33,052 So where you are sitting, okay?

407 01:00:33,352 -> 01:00:39,352 So how many of you are sitting facing the wall where you are?

408 01:00:39,352 -> 01:00:43,952 So if you're sitting facing the wall, put a number one in the chat.

409 01:00:44,952 -> 01:00:46,852 Okay, Sonic Christian lore.

410 01:00:46,852 -> 01:00:49,052 Dana Caitlin.

411 01:00:49,152 -> 01:00:49,452 Okay.

412 01:00:49,452 -> 01:00:53,652 So many people are sitting facing the wall and you know what?

413 01:00:53,652 -> 01:00:57,452 When I first started I was also sitting facing the wall.

414 01:00:58,152 -> 01:01:07,252 I am going to tell you this really quick trick here and it's actually going to help with your engagement and your company, right?

415 01:01:07,252 -> 01:01:11,052 And it really helps with Employee Engagement because it helps you focus.

416 01:01:11,252 -> 01:01:14,452 And that is sitting in the power position.

417 01:01:15,352 -> 01:01:24,152 So when you are sitting in the power position, what happens is you feel more powerful, you feel more focused.

418 01:01:24,252 -> 01:01:26,752 So you're asking me Marina, what is this power position?

419 01:01:26,752 -> 01:01:29,152 You're talking about, how do we get there?

420 01:01:29,652 -> 01:01:44,552 So there is might have some illustrations pop up on the screen for you but basically when you are sitting not facing the wall and you have the door in sight so you're not sitting.

421 01:01:44,652 -> 01:02:02,652 Right in front of the door, we're going to have some not right, power positions but when you are sitting with the facing a wall or where you see the door, right, you're not directly in front of the door, but you see and it's not to the site side.

422 01:02:02,652 -> 01:02:08,652 So Lori says, dead center of the room that's actually wonderful as long as you can see the door.

423 01:02:08,952 -> 01:02:16,752 And the reason for this is a little bit psychological but it's also very powerful when it comes to function way.

424 01:02:17,452 -> 01:02:23,052 So punctual actually goes back, many, many centuries, thousands of years actually.

425 01:02:23,352 -> 01:02:32,452 And originally, it was to find the right land, formations to bury Emperor's and China, a little Macabre.

426 01:02:32,452 -> 01:02:44,452 But today, it has evolved into amplifying, the lock, right in your life, in your relationships, and your health, and your business.

427 01:02:44,852 -> 01:02:54,752 And so when you are thinking about your space, think of yourself as the royalty in your home, okay?

428 01:02:55,252 -> 01:03:03,852 So if you are the Royal person in your home, whether you're the king, the queen Emperor, the empress or whatever, right?

429 01:03:03,952 -> 01:03:05,652 When you are doing that.

430 01:03:06,852 -> 01:03:16,652 You are in a power position and that Royal person would never sit in a way so that they do not see the door.

431 01:03:17,152 -> 01:03:20,452 What a king ever sit with their back to the door.

432 01:03:20,652 -> 01:03:28,452 If you think about it in movies, villains always sit with their back to the door and what happens to them, right?

433 01:03:28,452 -> 01:03:29,052 Okay.

434 01:03:29,152 -> 01:03:36,452 So we have someone's who's sitting facing so pakalana says she's facing the window.

435 01:03:36,552 -> 01:03:37,652 A door behind me.

436 01:03:38,052 -> 01:03:44,152 So I know it's beautiful to look at the window and it's actually great lighting to sit facing out the window.

437 01:03:44,552 -> 01:03:57,652 But, you know, when you're in Zoom but you really, when you are sitting there and you see the door, you, you are fully focused because let me show you what happens when you're not in a power position.

438 01:03:57,652 -> 01:04:18,952 So if we show you these illustrations, where you're sitting with your back to the door, what happens is you are on high alert and there is You know, your lizard brain your amygdala and no matter how safe you feel in your space, you are going to feel that in your subconscious.

439 01:04:18,952 -> 01:04:26,552 You're going to have these processes that are taking away your focus because they're going to be asking, hey, who's going to walk in?

440 01:04:26,552 -> 01:04:32,852 What if somebody walks into the door and it has nothing to do with how safe you feel in the space.

441 01:04:32,852 -> 01:04:38,852 It's truly something that is very Much instinctive and primitive and us.

442 01:04:39,052 -> 01:04:49,652 So when you sit with the Dorn site, it's so much better for you and when if you're interested and you know, I do these Marco experiences.

443 01:04:50,452 -> 01:04:56,752 When I do these Marco experiences, they're a little bit more intimate, right?

444 01:04:56,752 -> 01:04:59,452 We have, I could see where you're sitting.

445 01:04:59,452 -> 01:05:01,552 I could see your camera on.

446 01:05:01,852 -> 01:05:10,252 If you choose to show me that and in these Marco experiences, not only do I tell you, you know, all of these things.

447 01:05:10,252 -> 01:05:15,952 I also tell you what, your luckiest direction is for sitting and facing.

448 01:05:15,952 -> 01:05:26,852 And in the past, I have done this to one of my clients, my one-on-one punctuated clients, and she just got a new her.

449 01:05:26,852 -> 01:05:33,852 She worked for a real-estate company firm, and she was a realtor, and they just got a new office.

450 01:05:33,852 -> 01:05:35,652 And she asked me, Marina, where do I?

451 01:05:35,652 -> 01:05:36,252 Sit I can.

452 01:05:36,652 -> 01:05:44,852 And nice eat and not only did I pick a good seat for her so that she's in a power position.

453 01:05:44,952 -> 01:06:01,852 She was also facing one of her, lucky directions, and instantly, literally like the next day, somebody walked in off the street, and she made a huge million-dollar-plus sale in cash, instantly, right?

454 01:06:02,452 -> 01:06:05,852 Because that is how this stuff works.

455 01:06:05,852 -> 01:06:10,552 So if you're Interested to know what your true power position is.

456 01:06:10,852 -> 01:06:22,052 It would be really good if you booked it Marco experience, because then I could look at your space and tell you specifically where to sit and how to face.

457 01:06:22,452 -> 01:06:30,252 So, and I see, company says, window on wall closet, opposite wall, and the doors in a corner.

458 01:06:30,252 -> 01:06:34,152 So, if you face the window, you are definitely with your back to the door.

459 01:06:34,552 -> 01:06:42,252 Yes, there is a Way, no matter how small your space is, my kitchen area, was Tiny.

460 01:06:43,052 -> 01:07:00,152 And I actually had maybe one want to say like two feet ahead of me because I insisted on sitting with my back to the wall and facing the entrance and seeing the entrance.

461 01:07:01,052 -> 01:07:13,752 So if you remember that promo shot in the very beginning where I have my diploma, Has with me that was in my kitchen office and I thought you could never tell because it was so nicely set up.

462 01:07:14,952 -> 01:07:17,552 It was like the previous promo shot.

463 01:07:17,752 -> 01:07:28,552 But anyway, so, before we go on, I just want to say it's also really important for you to have a chair that gives you support.

464 01:07:28,852 -> 01:07:39,252 So if you have a chair that has a higher back, the higher, the chair back the better, it is because A, if you are the royalty, you need a throne.

465 01:07:39,552 -> 01:07:46,852 So somebody earlier said that they had they were victim into the living room or the dining room.

466 01:07:46,852 -> 01:07:49,752 I can't remember because they had a screw loose on their chair.

467 01:07:50,152 -> 01:08:01,152 Make sure that your furniture is not wobbly and not loose because that gives you really, really good support, okay?

468 01:08:01,352 -> 01:08:05,652 And Kim is asking, are any tips on counter-acting bad feng shui?

469 01:08:05,652 -> 01:08:12,152 If For example, you can't change the location of your desk or get a new chair.

470 01:08:12,552 -> 01:08:15,452 So yes and actually that's the third tips.

471 01:08:15,452 -> 01:08:27,952 I am going to go to it but generally speaking when you work with a practitioner what they can do is they can sort of fix this situation for you by carefully.

472 01:08:27,952 -> 01:08:35,452 Placing a mirror so that you do see the entrance from your desk, you just have to be very careful when you place this mirror.

473 01:08:36,452 -> 01:08:40,051 Cause you don't want to bounce the money energy back out.

474 01:08:40,051 -> 01:08:44,152 So that brings me to my next tip which is me replacement right here.

475 01:08:44,551 -> 01:08:51,952 So this I thought was so important to share with you Sonia.

476 01:08:51,952 -> 01:08:52,551 I love that.

477 01:08:52,551 -> 01:08:57,051 You say that you have to hide all the wires and that's why you face the wall.

478 01:08:58,452 -> 01:08:59,352 Here's the thing.

479 01:08:59,352 -> 01:09:06,252 When you were sitting with your back to the wall, first of all, you can put the wires in a box or something like that.

480 01:09:06,452 -> 01:09:12,452 When you're sitting with your back to the wall and you see your whole space in front of you, you will feel so much more powerful.

481 01:09:12,452 -> 01:09:16,952 You will feel so much more open and more motivated to doing your work.

482 01:09:16,952 -> 01:09:18,152 So give it a whirl.

483 01:09:18,652 -> 01:09:26,652 So back to me replacement, I thought this was super important to share with you because I actually had someone who hired me.

484 01:09:26,652 -> 01:09:32,952 They couldn't find a job for like a year and it was terrible in the moment that I walk into their space.

485 01:09:33,152 -> 01:09:36,252 I see a long hallway and at the end of the hallway, there's a mirror.

486 01:09:36,352 -> 01:09:41,452 And that mirror, what it was doing, it was reflecting all the energy back out the front door.

487 01:09:41,652 -> 01:09:53,051 So mirrors, actually double the energy, and they double the, the they double and direct the energy.

488 01:09:53,051 -> 01:10:00,552 So, here we have some illustrations of how you should Place mirror, so that they're not reflecting the door.

489 01:10:00,552 -> 01:10:15,052 And so you see those two on top, it's really good to have a mirror in your dining room because it actually doubles the energy of food and people and abundance, right?

490 01:10:15,052 -> 01:10:19,552 And in your workspace if you have a mirror that's adjacent to the door.

491 01:10:19,552 -> 01:10:24,952 So, if the mirrors shares a wall with the door, right?

492 01:10:26,252 -> 01:10:36,252 It's actually really good for you because it will double the energy that comes in and it also doubles the energy you have, right?

493 01:10:37,052 -> 01:10:39,452 So why am I asking me here?

494 01:10:39,652 -> 01:10:40,252 Can a mirror?

495 01:10:40,252 -> 01:10:42,052 Reflect window?

496 01:10:42,952 -> 01:10:44,552 Yes, it can.

497 01:10:44,652 -> 01:10:49,752 You just want to make sure that it's not fully in front of the window?

498 01:10:49,752 -> 01:10:57,052 It's a little bit off to the side so it's not fully lined up with the window but it's not the end of the world.

499 01:10:57,152 -> 01:11:10,652 If it is most important thing is that it doesn't reflect the front door not opposite a doorway that it's not at the end of Long hallway and it's not reflecting a toilet.

500 01:11:11,052 -> 01:11:11,652 Okay.

501 01:11:11,652 -> 01:11:13,152 So a lot of us have a mirror.

502 01:11:13,152 -> 01:11:14,652 Right outside, the bathroom.

503 01:11:14,952 -> 01:11:18,152 You don't need that mirror.

504 01:11:18,152 -> 01:11:18,952 There move it.

505 01:11:18,952 -> 01:11:22,652 So it doesn't reflect the door.

506 01:11:23,652 -> 01:11:27,752 So and I have so many good questions in the chat that I really want to answer.

507 01:11:27,752 -> 01:11:35,152 Maybe we can open up a lounge after and I can get to it and use of the saying, how about facing?

508 01:11:35,752 -> 01:11:36,052 Yes.

509 01:11:36,052 -> 01:11:36,352 We will get.

510 01:11:36,452 -> 01:11:39,352 Get to those questions later, they're so good.

511 01:11:39,852 -> 01:11:50,152 So when I do a Marco experience because you can have your camera on, I can really guide you when it comes to the mirror placement.

512 01:11:50,252 -> 01:12:03,752 So if you are really, really curious about how you're sitting or what your mirror placement as that is one way that I can help you really pinpoint this right now.

513 01:12:03,752 -> 01:12:12,952 The final thing that I want to share with you today is called a salt cure and before we bring it up on the screen, or okay, we will make it up on the screen.

514 01:12:13,652 -> 01:12:15,552 I want to tell you what this is for.

515 01:12:15,952 -> 01:12:29,152 So when I practice Fung shui, I practice classical Chinese Fung shui and you're actually going to see if you Google Fung shui, there's a very generalized layout of every space.

516 01:12:29,152 -> 01:12:36,052 It's called a bagua and it's incorrect because it's too General, right?

517 01:12:36,552 -> 01:12:48,852 So when you place a salt cure, it's something that classical Chinese feng shui practitioners often do because they take away the negative energy in a room.

518 01:12:48,852 -> 01:12:53,552 How many of you walked into a room and felt like it was icky, right?

519 01:12:53,552 -> 01:12:59,152 Just put a 1 in the chat if you felt into a room or space in your like oh okay.

520 01:12:59,152 -> 01:13:01,052 So many people are missing one good.

521 01:13:01,552 -> 01:13:12,452 So what you do is you put together this glass, Jar with Nolan with a wide neck and this would be a salt cure.

522 01:13:12,452 -> 01:13:21,752 So, look at this illustration here, you're going to fill it up about 70% with salt right?

523 01:13:21,752 -> 01:13:28,652 And has to be just salt, not, you know, Jane's, crazy salt mix, right with all the other stuff in it.

524 01:13:28,852 -> 01:13:30,452 So fill it up with salt.

525 01:13:30,552 -> 01:13:36,352 Put 6 coins in a circle around it, then put it on 90%.

526 01:13:37,352 -> 01:13:51,752 Put fill it up, 90% with water so it doesn't touch the top against a little bit open and you want to put it on a platform that you can just toss out later because what this salt cure is going to do, it's going to crystallize.

527 01:13:51,752 -> 01:13:56,552 How many of you remember the science project without the coins, right?

528 01:13:56,552 -> 01:14:01,252 Like how many of you remember doing something like this and science class?

529 01:14:01,252 -> 01:14:02,452 Yes, Amanda.

530 01:14:02,452 -> 01:14:10,652 I knew somebody would because I sure did so You do this, you're going to leave this in a corner of the room.

531 01:14:10,652 -> 01:14:11,452 You're going to let it breathe.

532 01:14:11,452 -> 01:14:19,452 You can put it on top of the bookshelf, so it's out of you and you're going to let it crystallized and make sure it's like on a magazine or something.

533 01:14:19,452 -> 01:14:25,652 So that it, you know, when the salt crusts up, you could just take the whole magazine and throw it out.

534 01:14:25,652 -> 01:14:43,352 As a matter of fact, you have just put a plastic paper bag, over your hand, grab it and toss it out because it will have so much negative energy in it, then it will suck out from the room and it will actually make the room feel better.

535 01:14:43,652 -> 01:14:58,152 I have done this in, you know, full disclosure, I have friends who were bickering and I said to my friend, I was like, you need to put a salt cure in your bedroom just right now.

536 01:14:58,152 -> 01:15:03,252 And so she did this and her husband stop bickering, which was great.

537 01:15:03,352 -> 01:15:10,452 So how often do you have to do this natyam I would say do this at the very minimum, right?

538 01:15:10,452 -> 01:15:15,652 I mean, if you're going to be really intense about it, you could do it every month or whenever you feel weird.

539 01:15:16,052 -> 01:15:20,952 I would say just do it once when you move into a place, right?

540 01:15:20,952 -> 01:15:32,252 Or you could even do it once a year, but the energy and Funk shui, it, changes annually, monthly daily hourly, right?

541 01:15:32,452 -> 01:15:36,252 The salt cure takes a really long time to cry.

542 01:15:36,352 -> 01:15:39,252 Sometimes Crystallized it will crystallize into days.

543 01:15:39,252 -> 01:15:44,252 Sometimes it will take two weeks, depends on how much energy is in there.

544 01:15:44,952 -> 01:15:57,552 So make sure most important thing is that you keep the lid off and you do not touch it when you toss it out and ym is asking, do you need to do the salt cure?

545 01:15:57,552 -> 01:15:58,252 Peru more?

546 01:15:58,252 -> 01:15:58,652 Is it okay?

547 01:15:58,652 -> 01:16:00,852 For the whole home, right?

548 01:16:00,952 -> 01:16:02,952 It depends on the layout of your home.

549 01:16:04,052 -> 01:16:14,352 If just to be fully safe, Do it for the rooms where you spend the most time and especially in the center of the home this year.

550 01:16:14,352 -> 01:16:27,752 Especially if you have like an open floor plan in the center of your home is fully open because the energy those here in the center is not so good, it's actually more energy.

551 01:16:27,752 -> 01:16:32,052 So it's kind of interesting that there's a war happening this year, like a big one.

552 01:16:32,952 -> 01:16:36,452 But anyway, we don't need to get into that right now.

553 01:16:36,652 -> 01:16:38,752 So, thank you all so much for joining me.

554 01:16:38,752 -> 01:16:45,352 And remember, you can always book your Marco experience with me if you just click that link.

555 01:16:45,352 -> 01:16:51,452 I would be so delighted to work with you guys more intimately and to see where you're working from.

556 01:16:51,452 -> 01:16:54,152 So, thank you so much, Marina.

557 01:16:54,152 -> 01:16:55,752 Thank you so much.

558 01:16:55,752 -> 01:17:04,152 We are a little bit over time now, but there are still some folks hanging out, and we're planning on opening up a lounge with Marina.

559 01:17:04,152 -> 01:17:10,352 So if you want to ask your Questions with her then that's your chance, stick around.

560 01:17:10,352 -> 01:17:12,152 And we will get that room opened.

561 01:17:12,152 -> 01:17:18,252 In the meantime, thank you again for joining our two-part event.

562 01:17:18,352 -> 01:17:21,752 We hope you enjoyed it, the recording will be sent out to you.

563 01:17:21,752 -> 01:17:26,252 So feel free to check that out and, you know, you're on welcome.

564 01:17:26,252 -> 01:17:31,952 If you enjoyed this experience in any way you can click on the tab above, get a demo.

565 01:17:31,952 -> 01:17:32,852 Check it out.

566 01:17:32,952 -> 01:17:35,252 We have also got our next event.

567 01:17:35,352 -> 01:17:38,652 Next Thursday with Torch and bonus, Lee.

568 01:17:38,952 -> 01:17:42,752 And we're gonna be talking about the power of strong workplace relationships.

569 01:17:43,052 -> 01:17:51,552 So lot more there, it's going to be a great panel, have a wonderful rest of your day and week and I will catch you next week.

570 01:17:52,752 -> 01:17:53,252 See ya.

1 00:16:32,603 -> 00:16:33,403 Hello.

2 00:16:34,703 -> 00:16:36,603 Oh, is my camera glitching?

3 00:16:50,703 -> 00:16:51,803 Hi, everyone.

4 00:16:52,503 -> 00:16:53,403 Am I showing up?

5 00:16:53,403 -> 00:16:57,103 Alright, I know I had some camera glitches there earlier, give me a Lindsay.

6 00:16:57,103 -> 00:16:58,003 Thank you.

7 00:16:58,303 -> 00:16:59,003 Hello.

8 00:16:59,003 -> 00:17:01,303 I am Gina had a marketing and welcome.

9 00:17:01,303 -> 00:17:03,803 We are so excited about today's event.

10 00:17:03,803 -> 00:17:04,903 Thank you, Thomas.

11 00:17:04,903 -> 00:17:08,303 I love the thumbs UPS, appreciate it.

12 00:17:08,502 -> 00:17:12,203 And it looks like we have got folks tuning in from all over.

13 00:17:12,203 -> 00:17:19,502 I am actually here in Honolulu Hawaii and it is 7 AM in the morning.

14 00:17:19,703 -> 00:17:21,303 So It's nice to see.

15 00:17:21,303 -> 00:17:29,703 We got folks in Toronto, Thomas you're at NYC Morgan, Seattle, Houston, Oregon all over.

16 00:17:30,003 -> 00:17:31,703 Aloha everyone.

17 00:17:31,803 -> 00:17:33,903 It's lovely to have you here.

18 00:17:33,903 -> 00:17:38,303 And our topic today is a really special one.

19 00:17:38,303 -> 00:17:45,103 It's about the power of purpose and how you can foster a greater sense of purpose with your employee.

20 00:17:45,103 -> 00:17:48,503 So I am really excited about our guest today.

21 00:17:48,503 -> 00:17:52,803 Her name is Olivia, He is the VP of partner, success, with d.

22 00:17:52,903 -> 00:17:58,203 Before I bring her up, we wanted to do a quick little housekeeping check.

23 00:17:58,303 -> 00:18:15,103 So note that we have a Q&A Tab and at any given moment, feel free to drop your questions in that Tab and towards the end of this event will probably pull in some of those questions and answer them for you with Olivia here.

24 00:18:15,203 -> 00:18:20,703 There's also a help tab, so if you're trying to navigate the platform you're here on, welcome to Day.

25 00:18:20,903 -> 00:18:24,203 And if you have questions, feel free to drop them in there.

26 00:18:25,003 -> 00:18:28,703 Now, let us kick off with a quick poll.

27 00:18:30,203 -> 00:18:38,403 Have you participated in any giving activities, virtual volunteering donations?

28 00:18:38,603 -> 00:18:48,003 Both or not yet, feel free to start dropping in your votes there, and we will quickly be able to see oh, okay, both.

29 00:18:48,503 -> 00:18:59,803 Alright, so some of you have participated in Virtual volunteering and donations, refining trend-wise, we're hearing that more folks in the last couple.

30 00:19:00,103 -> 00:19:06,803 Years have actually been doing donations over virtual volunteering Olivia will give us more points on that to come.

31 00:19:06,803 -> 00:19:29,703 So with that, you know, today's Workforce is looking for that common greater purpose and according to Deloitte 67 percent of employees, look for socially responsible companies and companies who meet that need are seeing at least a 40 percent Spike.

32 00:19:30,003 -> 00:19:30,903 In retention.

33 00:19:31,203 -> 00:19:38,303 So I am asking the question, we're all asking the questions, how can we build a community that helps our employees gain?

34 00:19:38,303 -> 00:19:40,003 This greater sense of purpose.

35 00:19:40,303 -> 00:19:42,803 Meaning belonging fulfillment at work.

36 00:19:42,803 -> 00:19:49,003 So with that, I love to bring to the stage Olivia VP of partner success at deed.

37 00:19:49,003 -> 00:19:50,403 Hello.

38 00:19:50,603 -> 00:19:51,403 Hello.

39 00:19:51,403 -> 00:19:52,203 Hi Jenna.

40 00:19:52,203 -> 00:19:54,003 Thank you so much for having me.

41 00:19:54,503 -> 00:19:55,603 Absolutely.

42 00:19:55,603 -> 00:19:57,403 It's great to see you.

43 00:19:57,803 -> 00:19:59,803 And where are you tuning in from?

44 00:20:00,503 -> 00:20:02,803 I am in Park City Utah.

45 00:20:02,803 -> 00:20:07,103 So not quite as tropical as Hawaii.

46 00:20:07,203 -> 00:20:08,803 But pretty dang good.

47 00:20:08,803 -> 00:20:12,403 We got the mountains and some good Sunshine, so not complaining.

48 00:20:12,903 -> 00:20:14,003 That's awesome.

49 00:20:14,103 -> 00:20:16,003 You taught is beautiful.

50 00:20:16,003 -> 00:20:19,603 So is it and it's good for you there?

51 00:20:19,903 -> 00:20:33,303 I promised I would try to bring my coworker so hopefully that's Just a good kickoff wheat.

52 00:20:33,303 -> 00:20:34,703 7 AM morning.

53 00:20:35,803 -> 00:20:36,303 Thank you.

54 00:20:36,303 -> 00:20:38,603 What's your co-workers name is?

55 00:20:38,603 -> 00:20:39,703 Name is daily.

56 00:20:40,003 -> 00:20:46,803 So daily you think he's gonna behave himself during our conversation but if not we will just see what he has to say.

57 00:20:48,703 -> 00:21:02,403 Awesome, well, he's welcome to participate and if he's got a question, feel free to bring him on any given point, and we well yeah, I like xandria we id'd we have Frou-frou dog, and cat.

58 00:21:02,403 -> 00:21:03,603 Really, any animal.

59 00:21:03,603 -> 00:21:06,403 It's the role that if they're in the room, they have to be on the video.

60 00:21:06,403 -> 00:21:10,303 So we love it to love that.

61 00:21:10,703 -> 00:21:19,103 Alright, so Olivia, we saw this, the stats that came through a lot of folks participated in donations.

62 00:21:19,103 -> 00:21:28,603 And there's some, a good amount of folks that also did both virtual volunteering and donations, just talking quickly about what you're seeing with the trends.

63 00:21:28,603 -> 00:21:33,803 And, you know, you had mentioned to me that donations are a lot more.

64 00:21:34,503 -> 00:21:36,703 Those are taking place more than virtual volunteering.

65 00:21:36,703 -> 00:21:38,003 Can you speak to that a little bit?

66 00:21:38,303 -> 00:21:51,403 Yeah, I mean obviously we have all lived it the past two years have been insane for so many reasons, but in the giving an impact Community, it's certainly been interesting to see.

67 00:21:51,403 -> 00:21:59,203 I mean, obviously at the very beginning and even into the past couple months, folks really have moved away from volunteering.

68 00:21:59,903 -> 00:22:15,603 Just certainly hard for nonprofits, like soup kitchens or like tutoring programs are doing a lot of things in person, but it has opened up the opportunity for more virtual volunteering and some more skills-based volunteering, which is super cool and exciting.

69 00:22:15,803 -> 00:22:22,903 And then the other though, like really big push that we have seen is just through donations and so much generosity over the past couple of years.

70 00:22:23,603 -> 00:22:29,303 I mean, starting with covid but you know, most recently we have seen a lot of help going towards Ukraine.

71 00:22:29,803 -> 00:22:42,403 And like most recently, some things with gun violence and so people kind of putting their money where their mouth is over the past couple years because they weren't able to do it in person or hands on Gotcha, that's really interesting.

72 00:22:42,603 -> 00:22:51,603 So I am going to take us back a few notches and elevation up here because we are talking about social impact Corporate social responsibility.

73 00:22:51,903 -> 00:22:56,603 And, you know, there are some stats that we just read off that, obviously, make it important.

74 00:22:56,603 -> 00:23:03,903 But I would love to hear from your perspective, considering the changes are taking place with work remote hybrid.

75 00:23:03,903 -> 00:23:05,103 All of these things?

76 00:23:05,903 -> 00:23:25,903 Why is social impact so important for companies to be considering Yeah, such a good question and I feel like we could just talk about that all day, but I think for me, there's kind of and for deed, there's like two different parts that we think about one is like really on the impact component.

77 00:23:25,903 -> 00:23:28,403 And I have seen some folks and some folks that I know from the nonprofit.

78 00:23:28,403 -> 00:23:40,403 So they know this even better is like when you have Collective impact, you can do so much more good and that goes for volunteering or donations, when you like getting more brains in the room, more ideas floating around.

79 00:23:40,403 -> 00:23:40,803 Around.

80 00:23:40,803 -> 00:23:44,903 If like you need to help a non-profit with a marketing campaign, like that's always going to be better.

81 00:23:44,903 -> 00:23:50,603 And then obviously with donations, the more people that you have contributing, the more matching, you have four more companies.

82 00:23:51,403 -> 00:23:58,903 The more you're able to do so it's just like better for your local community and our communities at large.

83 00:23:59,003 -> 00:24:08,003 But then the other side that we have seen, which like companies like Deloitte have awesome stats around, it is really around retention recruitment.

84 00:24:08,003 -> 00:24:10,003 Fulfillment at work.

85 00:24:10,603 -> 00:24:26,403 Like being able to keep people in their jobs, I think especially with like the millennial generation and then gen Z is now entering the workforce, and we have seen those Generations caring about this even more especially when it comes to their job.

86 00:24:26,403 -> 00:24:31,603 So they're like, you know, we don't want to work for a company that doesn't stand for the similar things that we stand for.

87 00:24:32,203 -> 00:24:36,003 And, so, in that way, it's really important to like, HR teams.

88 00:24:36,003 -> 00:24:42,703 People team to really, make sure that impact is built into what the He's doing mmm.

89 00:24:43,403 -> 00:24:56,603 And as far as trends that you're seeing of do's and do Nots as companies start to get more intentional about pulling social impact into their business strategies.

90 00:24:57,503 -> 00:24:59,403 What are some dues do?

91 00:24:59,403 -> 00:25:01,203 Not yeah.

92 00:25:01,403 -> 00:25:02,003 Good.

93 00:25:02,003 -> 00:25:02,903 Good question.

94 00:25:04,303 -> 00:25:10,003 So, well, first of all, maybe I can give to like a little bit of a little brief about deed because I think that will help you.

95 00:25:10,003 -> 00:25:10,203 Yes.

96 00:25:10,503 -> 00:25:12,303 Why we hear about this?

97 00:25:12,303 -> 00:25:14,703 And because this is what we're doing on a day-to-day basis.

98 00:25:14,703 -> 00:25:17,703 So deed is a social impact platform.

99 00:25:17,703 -> 00:25:24,003 We connect nonprofits companies and employees and really help them do good.

100 00:25:24,503 -> 00:25:29,203 And then, when once, and while all that goat is happening, we track all of it.

101 00:25:29,203 -> 00:25:32,103 So on the admin side, you can see all the good that's happening.

102 00:25:32,303 -> 00:25:40,103 And so we get to work with all the teams that are driving that to come up with really cool, creative ideas for how to launch that, how to push it out.

103 00:25:40,303 -> 00:25:42,603 How to get people more engaged.

104 00:25:42,903 -> 00:25:52,303 And so that's kind of why we see some of these Trends and where things are going and know a little bit more about like the best practices in this impact community.

105 00:25:53,803 -> 00:26:04,103 And I would say, we talked about kind of like that shift to donations, but I think that in a broader sense is just about being agile, you know, three years ago.

106 00:26:04,103 -> 00:26:10,203 You potentially could have had a program that was like, we're 40% in person volunteering.

107 00:26:10,403 -> 00:26:12,303 Virtual and 40% donations.

108 00:26:12,603 -> 00:26:29,903 And you know once the pandemic happened that would have totally gotten blown up, and so we always talk about like how can you be super proactive and say like these are the things that our company really cares about and stands for but then also build into your program like how can I be reactive?

109 00:26:29,903 -> 00:26:36,403 Because you can never plan, you know, disaster relief or like I mentioned gun control.

110 00:26:36,403 -> 00:26:48,103 Lots of folks are talking about that, you know, hurricanes Earthquakes like those you know, God forbid moment that have to happen and so being able to build kind of that agility into it.

111 00:26:48,403 -> 00:26:50,403 I think is super important.

112 00:26:51,703 -> 00:27:06,403 And then in terms of like where we kind of see things going, they talk like we talked a lot about employees having voice and choice but also companies being able to be super intentional with we're like they're matching dollars or going.

113 00:27:06,403 -> 00:27:09,303 So something that I think has been super cool.

114 00:27:09,303 -> 00:27:09,903 Is that?

115 00:27:10,403 -> 00:27:19,003 Companies are kind of like narrowing down on the nonprofits and organizations that they want to support because it's something that like really aligns to their business.

116 00:27:19,003 -> 00:27:23,903 So like banks, for example, I have seen them do a lot of cool stuff with financial literacy.

117 00:27:24,603 -> 00:27:32,103 We work with Airbnb who such an incredible company, and they do so much with impact, but because they're in housing, they can do a lot with refugees.

118 00:27:32,303 -> 00:27:38,103 And with like after disaster relief, they are always there to help another company sonder.

119 00:27:38,103 -> 00:27:39,303 It does the same thing.

120 00:27:40,303 -> 00:27:46,503 Like Adidas is another one of our wonderful companies, and they like work very specifically with sports-related nonprofit.

121 00:27:46,503 -> 00:27:55,503 And so, in terms of like a trend, I feel like just getting a little bit deeper and more intentional with like what you as a company really cares about.

122 00:27:55,903 -> 00:28:03,303 I think is what we're going to see things going, but also allowing your employees to feel like their voices heard to.

123 00:28:03,303 -> 00:28:09,903 So, potentially you have like an open program for General matching, but you give to X2 sports-related nonprofits.

124 00:28:09,903 -> 00:28:11,303 If your A sport.

125 00:28:11,503 -> 00:28:12,503 Ah, gotcha.

126 00:28:13,203 -> 00:28:14,103 Interesting.

127 00:28:14,803 -> 00:28:24,903 So the strategy you basically want to provide opportunity, multiple opportunities of how an employee can participate and get involved.

128 00:28:25,403 -> 00:28:26,203 Yeah, 100%.

129 00:28:26,203 -> 00:28:33,503 I mean, I think if you're able the, the wonderful thing that I love about deed is that were able to work with all types of companies.

130 00:28:33,503 -> 00:28:39,603 So super small and then also really, really big Fortune 50 companies.

131 00:28:39,803 -> 00:29:04,803 And so it's going to look a little bit different, like the smaller companies just might not have as many resources but there's a lot of ways that you can still direct and support your employees and giving but 100% I think you said it better than I ever could like giving lots of opportunities for your employees to give back and then like particularly highlighting the stuff that you have as a company care about, I think is an awesome way to pair the two.

132 00:29:06,103 -> 00:29:10,703 So let us pull that thread a little bit for Shins.

133 00:29:10,703 -> 00:29:21,003 That may just be starting to figure out what is the right nonprofit to be a part of, you know, where do we donate to?

134 00:29:21,603 -> 00:29:23,103 What is a good starting point?

135 00:29:23,903 -> 00:29:31,403 How do they you have talked about super powers before helping, you know, organizations identify what that looks like?

136 00:29:31,403 -> 00:29:33,103 Could you speak to a little bit about that?

137 00:29:33,403 -> 00:29:34,403 Yes, 100%.

138 00:29:34,403 -> 00:29:44,903 So that I would say is like one of our favorite things to help companies do is it so exciting when a program is just Starting it feels like the world is your oyster but it also I think can be pretty intimidating.

139 00:29:44,903 -> 00:29:47,803 It's like we could literally do anything so what do we do?

140 00:29:49,103 -> 00:30:01,003 And so yes, we talked a lot about this idea of the superpower and it's basically like what does your company do better than anybody else or really different from anybody else?

141 00:30:01,203 -> 00:30:05,003 And how can you harness it to for good?

142 00:30:05,903 -> 00:30:09,303 And so we usually talk about like three different steps for it.

143 00:30:09,503 -> 00:30:23,803 One And this is generally for companies who are just starting out, but also could be if you're looking to Pivot a little bit more or even just to like realign your social impact mission and vision and how that's playing out.

144 00:30:24,503 -> 00:30:30,403 So the first thing would just be like thinking about your company's social impact Mission, like, what are you trying to change?

145 00:30:30,403 -> 00:30:32,703 What do you really care about as a company?

146 00:30:33,303 -> 00:30:39,503 And we went about this before, but, like, obviously, extra bonus points if it's also what a lot of your employees care about.

147 00:30:39,603 -> 00:30:46,503 That's why I think, Like the bank example is really cool, is obviously folks who are very entrenched in this like Financial world.

148 00:30:46,503 -> 00:30:55,303 And so financial literacy, I have seen be a really cool cause because a lot of those folks really care about that and are super knowledgeable.

149 00:30:55,303 -> 00:31:09,403 So like understanding what your social impact mission is obviously ensuring all the execs are bought in bonus, if all the employees are super Baden and this kind of like anchors, what your superpower is for?

150 00:31:09,503 -> 00:31:10,103 Like what are you trying to?

151 00:31:10,303 -> 00:31:11,203 Change what you try to do?

152 00:31:12,503 -> 00:31:16,803 And then the next one would be identifying your company's actual superpower.

153 00:31:16,903 -> 00:31:30,103 So I actually already gave some examples, you know, with companies that we have worked with, but Deeds, I think is more around our platform and, you know, our platform connects people.

154 00:31:30,103 -> 00:31:35,903 So we connect nonprofits company's employees and so that platform allows people to do good.

155 00:31:35,903 -> 00:31:46,603 And, so I would say our platform is our super power, but for different people, you know, A Consulting Group like their people would be their superpower and that, you know, they can help nonprofits, do all sorts of different things.

156 00:31:47,103 -> 00:31:57,003 So it could be your people, your product, really anything, and so you want to identify that and so once you have it designs defied, your kind of like Mission and then your superpower.

157 00:31:57,203 -> 00:32:06,603 Then it's really putting it into action, which is obviously the hard part, but it's really collaborating across the board employees Executives.

158 00:32:06,603 -> 00:32:10,103 Pulling in employee resource groups, your local community.

159 00:32:11,303 -> 00:32:15,503 So that they, you know, so that you can leverage your superpower in service of your mission.

160 00:32:15,503 -> 00:32:18,503 So hopefully that helps a little bit in terms of like a 1-2-3.

161 00:32:18,503 -> 00:32:27,403 If there's anybody who's just starting out or you're chatting with somebody who's just starting out, we like think a lot about your superpower and how you can use that for good.

162 00:32:28,903 -> 00:32:29,603 That's good.

163 00:32:30,503 -> 00:32:34,403 Yeah, so we got a note here from makinin.

164 00:32:34,403 -> 00:32:42,003 We also love seeing the trend of new startups, and companies, building an impact from day, one really baking this into their model.

165 00:32:42,603 -> 00:32:50,403 I think that's also key and, you know, talking about you and I were talking about this in the Green Room a little bit ago, right before the event.

166 00:32:51,003 -> 00:33:10,203 But as far as looking at the employee journey in total, obviously we know the first 30, 60 90 days of really He for any new hire to fully get integrated with the culture and it would make sense to introduce the social impact causes and how to participate all that in those days.

167 00:33:10,203 -> 00:33:14,703 But where would you advise to get employees?

168 00:33:15,103 -> 00:33:18,403 Really involved of corporate responsibility.

169 00:33:18,903 -> 00:33:19,703 Such a good question.

170 00:33:19,703 -> 00:33:22,103 So I would say there're two places.

171 00:33:22,103 -> 00:33:34,603 I mean one, I have seen people do it in the interview process like, you know, you can just add, depending on maybe It's like a man manager question or even like appear interview which I think folks usually do that.

172 00:33:34,603 -> 00:33:35,003 It's something.

173 00:33:35,003 -> 00:33:39,103 Just like what's your favorite cause like is there any nonprofits that you're working with?

174 00:33:39,103 -> 00:33:44,903 Like we particularly focus on education like is that something that you care about?

175 00:33:44,903 -> 00:34:05,603 Like you can truly bake it in and that way if nothing else just so that the folks know that's something that you really, really care about but that, in terms of like when they're actually hired on, we have seen a lot of our companies, they Have like a slide about deed a slide about the IMPACT program, a slide about the policies during the onboarding process.

176 00:34:05,603 -> 00:34:15,003 So you know all companies do it a little bit differently but most companies do have an onboarding process, and they just have that as part of it and you introduce everything.

177 00:34:15,703 -> 00:34:20,503 Some folks you know have like a seminar for all new hires that week or that month.

178 00:34:20,703 -> 00:34:26,003 And so we have seen people like do those presentations then and then I really loved it too.

179 00:34:26,503 -> 00:34:37,003 I did we call it new higher credit but It could look different and every client or company, but they give new hires \$25 to spend on Deed from.

180 00:34:37,003 -> 00:34:37,803 That's cool.

181 00:34:38,103 -> 00:34:38,603 Yeah.

182 00:34:38,703 -> 00:34:43,003 And so that's awesome because it also was like here's the platform we use.

183 00:34:43,003 -> 00:34:44,103 Here's what we care about.

184 00:34:44,103 -> 00:34:45,103 Here's our policies.

185 00:34:45,103 -> 00:34:47,303 This is what it looks like and now go use it.

186 00:34:47,303 -> 00:34:51,303 And so then it allows the personal log on to deed spend that credit they know.

187 00:34:51,303 -> 00:34:58,503 The company is truly investing in that, and then they get to send some money to their favorite nonprofit.

188 00:34:58,503 -> 00:35:01,003 So, It's definitely a win-win that's good.

189 00:35:01,003 -> 00:35:09,603 So I am even as early as the interview process, you're introducing the company's involvement and then especially that onboarding process.

190 00:35:09,803 -> 00:35:17,803 What about for employees that have been with the company for one year plus, how do you get them engaged?

191 00:35:18,103 -> 00:35:26,103 Yeah, really, really good question but I think that is really one like the bottoms-up approach is super important.

192 00:35:26,803 -> 00:35:28,303 I mean, and that's kind of buzzword.

193 00:35:28,303 -> 00:35:30,203 I feel like it Point, but I have seen lots of folks.

194 00:35:30,203 -> 00:35:38,103 Do like listening tours, where they go around and say, hey what have you really enjoyed that we have done with social impact, could be pre or post pandemic?

195 00:35:38,103 -> 00:35:39,803 Like what do you feel like is missing?

196 00:35:39,903 -> 00:35:40,303 Are there?

197 00:35:40,303 -> 00:35:44,103 Some nonprofit say you'd love to nominate how our different things working.

198 00:35:44,103 -> 00:35:51,503 So I think just like making people feel like their part of the process in the decision-making and then also just like identifying communities.

199 00:35:51,503 -> 00:35:53,903 That would be really excited to participate.

200 00:35:53,903 -> 00:35:58,003 So we often times see, ER, G's employee resources resource groups.

201 00:35:58,003 -> 00:36:09,403 It's sometimes called A little bit different at different companies, but those groups often times really focus in on specific causes like speaking as a woman I can say like women at deed.

202 00:36:09,403 -> 00:36:18,003 That's like a group that we would probably focus on supporting women-led nonprofits or nonprofits supporting women in different communities.

203 00:36:18,803 -> 00:36:23,803 And so you can really lean into kind of those like cause specific organizations.

204 00:36:24,703 -> 00:36:56,103 We have seen lots of different things, you know, depending on how dispersed your Is having like, Regional ambassadors, who were super pumped about giving back and, like, the culture of giving at your company and so having, you know, almost like satellite or like remote groups that are specified for giving or talk about giving her to help like lead, local activations is also, I think a great way for folks who might have been involved for a while and maybe like haven't done anything during the pandemic or like looking to get more involved.

205 00:36:57,203 -> 00:36:58,703 But yeah, lots of like different.

206 00:36:58,803 -> 00:36:59,403 Fun ideas.

207 00:36:59,403 -> 00:37:01,803 I am sure some of those will come up more later too.

208 00:37:02,803 -> 00:37:03,703 That's great.

209 00:37:03,903 -> 00:37:07,803 And if anybody has questions, feel free to drop them in Q&A.

210 00:37:08,103 -> 00:37:11,103 And we will I am we're looking at that as well.

211 00:37:11,403 -> 00:37:30,503 So, one of the things, Olivia, you mentioned was leadership and you'd say the top down the bottom up approach, But ultimately, we all know that it needs to start from the top and so that executive buy-in, like how can you speak to a little bit about what?

212 00:37:30,503 -> 00:37:32,003 You know what you have seen?

213 00:37:32,903 -> 00:37:36,803 With leaders that are involved leadership, that's not involved.

214 00:37:37,203 -> 00:37:48,203 What if there's a company out there right now where the leaders may not be fully involved in aware and there's an employee that wants to get the leadership more involved.

215 00:37:48,403 -> 00:37:49,703 So there're different scenarios here.

216 00:37:49,703 -> 00:37:50,803 But can you speak to that?

217 00:37:50,803 -> 00:37:53,703 Significance of the leadership teams of all?

218 00:37:53,703 -> 00:37:54,103 Yeah.

219 00:37:54,503 -> 00:37:57,103 100%, it's such a, such a good point.

220 00:37:57,103 -> 00:38:14,903 And so, so important like I mean, Jenna, you mentioned, like, it just is not going to stick fully if it's if the leadership is not bought in and so that's why you know, we talked before like voice and choice which is more Bottoms Up and grassroots but it is really important for the leadership to really be bought in on the call causes that.

221 00:38:14,903 -> 00:38:22,903 The company is supporting and so yeah I can't like underscore that enough, that it's really important for the leaders to be bought in.

222 00:38:22,903 -> 00:38:32,003 I think that more and more like it very many does seem to be the rhetoric and you know like ESG has become much more kind of like top of mine.

223 00:38:32,003 -> 00:38:41,703 And, so I think that folks really are moving in that direction and it and hopefully, it won't be super difficult to convince any leaders who aren't yet bought in.

224 00:38:42,603 -> 00:38:47,703 But I have just seen really effective uses of leadership bodden.

225 00:38:47,703 -> 00:39:06,603 So, you know you have all hands maybe once a week once a month and to have the leaders talking about the programming and the causes and the nonprofits and the impact during those team meetings is really, really an Active and it certainly shows how much they care and are bada in.

226 00:39:08,303 -> 00:39:20,303 I have also seen like really cool things where they will like, send an email and say I am going to this opportunity or like I will be attending this virtual opportunity and I would love for you to join of kind of this, like, Collective impact.

227 00:39:20,303 -> 00:39:31,203 And it also gives you face time to spend with an executive which can never hurt and so stuff like that, you know, and even, it's not just like the top executive.

228 00:39:31,203 -> 00:39:42,703 It's also like managers and So then with like your team meetings to have it is again baked in as like an agenda point to say you know these this is our policy reminder to use your vtl like stuff.

229 00:39:42,703 -> 00:39:44,203 Like that is really important.

230 00:39:46,203 -> 00:39:58,603 And then I think that last part of the question I am just like if they're not yet bought in like reach out to our team, we have so many business use cases of like why it's really important to invest here?

231 00:39:58,903 -> 00:40:10,403 I think obviously like the big ones that a lot of people care about is Like the retention and the Recruitment, and the Fulfillment statistics, but there's even more than that.

232 00:40:10,403 -> 00:40:12,903 So they're certainly like lots of stuff.

233 00:40:12,903 -> 00:40:25,903 We can hopefully arm you with, to convince anybody who's not, but in yet, Laura just mentioned that they have done volunteer with me events with execs that have gone over pretty well.

234 00:40:26,103 -> 00:40:45,403 That's an interesting idea to do events and have them have the executives, probably Express their passion, and belief around a certain cause I think that over communication is really key from the leadership perspective, totally.

235 00:40:45,403 -> 00:40:48,903 And I think it like it reminds me some Early to PTO.

236 00:40:48,903 -> 00:40:56,703 Like I think it's really means a lot when an executive says, Hey I am going on PTO and I here's my out of office.

237 00:40:56,703 -> 00:41:02,103 I am not going to be reached and it really like sets the example of how important that is and that you want to feel refresh.

238 00:41:02,103 -> 00:41:10,703 And it's the same thing for volunteering is like, hey, I am going to take two hours this afternoon, and I am going to be here and here's like a photo of me doing it.

239 00:41:10,803 -> 00:41:15,503 And I am a proponent of all of our employees doing this so it's really just like leading, by example.

240 00:41:16,503 -> 00:41:17,103 That's good.

241 00:41:17,903 -> 00:41:28,003 I would think that storytelling is also a key vehicle to support engagement of employees.

242 00:41:29,403 -> 00:41:34,403 This isn't something we talked about as a question, but I am curious Olivia from your perspective.

243 00:41:34,503 -> 00:41:41,103 Any input on companies, you have seen that do storytelling really well around their social impact.

244 00:41:41,603 -> 00:41:43,303 That's such a good question.

245 00:41:44,103 -> 00:41:49,303 And yes, I mean I and I think Knowing like very specific stories.

246 00:41:49,303 -> 00:42:03,403 And I think this Loops all the way back to the very beginning of what we're talking about with intentionality and potentially, like, Drilling in on one or two causes that you as a company like, it feels very authentic that you would support this particular cause or this particular nonprofit or group of nonprofits.

247 00:42:03,803 -> 00:42:16,003 Then I think you become so much more familiar and you have like these actual stories of nonprofits and volunteers and donors that have been working together over weeks.

248 00:42:16,203 -> 00:42:20,303 Sir years like that might have had a really incredible experience.

249 00:42:20,303 -> 00:42:27,303 One afternoon with a team or with an executive like you can create more of those like deeper relationships.

250 00:42:28,003 -> 00:42:32,903 So I think that's like another reason to kind of dig in a little bit on some of these causes.

251 00:42:33,803 -> 00:42:43,703 But it also reminds me of something we have talked about, which is just how important it is for social impact teams to work, so closely with other teams.

252 00:42:43,703 -> 00:42:56,103 So, like a comms team is a Perfect example is like you want to be super abreast of what comms is working on and what and you want them to know exactly what you're working on.

253 00:42:56,103 -> 00:43:07,203 Because like you mentioned, like both internally and externally it's so important how you talk about this and how you really like make people feel included and excited and that impact is happening.

254 00:43:08,603 -> 00:43:13,103 And so the more you can share like those individual Stories, the kind of like Collective impact stories.

255 00:43:13,103 -> 00:43:18,503 We just had an amazing partner who they're like, Around sustainability and climate change.

256 00:43:18,503 -> 00:43:30,503 And they had this really cool like walk challenge that we were a part of to and so that was just like it wasn't even like direct volunteering but definitely falls under the impact bucket.

257 00:43:30,903 -> 00:43:31,803 And it was super cool.

258 00:43:31,803 -> 00:43:33,103 Like how they kept all of us.

259 00:43:33,103 -> 00:43:36,203 Abreast of like, how many steps did we have?

260 00:43:36,203 -> 00:43:38,703 We met how many trees then have been planted?

261 00:43:38,703 -> 00:43:40,603 Like how many steps do we have to go?

262 00:43:41,303 -> 00:43:45,903 And so definitely, like working super close to with your comms and marketing team on.

263 00:43:46,103 -> 00:43:51,903 How to message that and kind of like, spread the good that y'all are doing, That's great.

264 00:43:52,303 -> 00:43:53,303 Thanks, thanks Olivia.

265 00:43:53,303 -> 00:43:57,303 I know you got some questions that I am seeing pop up in the Q&A.

266 00:43:57,503 -> 00:44:04,703 Before we transition to Q&A, I have one last question here, you know, companies even more.

267 00:44:04,703 -> 00:44:11,403 So, today are being urged to share, not only what they stand for, but what they stand up for.

268 00:44:12,203 -> 00:44:15,103 So that's in this case of diversity, equity, and inclusion.

269 00:44:15,403 -> 00:44:17,403 A company social impact strategy.

270 00:44:17,403 -> 00:44:21,103 Also, needs to be part of that core Strategy.

271 00:44:21,103 -> 00:44:28,403 But how can companies do this respectfully and authentically with all the other things going on?

272 00:44:28,903 -> 00:44:30,003 What do you advise?

273 00:44:30,203 -> 00:44:32,903 Yeah, yeah it's really hard.

274 00:44:32,903 -> 00:44:37,303 Let us just say that first and definitely something that like every single company is thinking about.

275 00:44:37,303 -> 00:44:48,203 And I feel like even in the past year, there's been like many, many things that I am sure companies who is a kind of struggled with how to talk about and support or not support.

276 00:44:48,703 -> 00:44:50,503 Another really good reason why you need to work.

277 00:44:50,603 -> 00:45:01,603 Super closely with comms super closely with the people team, the HR team, and then obviously have execs interested in part of the conversation because those are likely the people that are kind of stakeholders there.

278 00:45:01,803 -> 00:45:20,503 But I think, when we talk to our partners, about trying to figure out, like, where or how to come out on certain issues or questions, it's more like just what feels the most authentic to you as a company and that can sometimes be kind of hard to get at, but a lot of our clients that we have worked with that, like do it in the best.

279 00:45:20,703 -> 00:45:30,003 Way it's a lot about communicating correctly, but then also like, leaving that space for folks who might not agree in the exact same way.

280 00:45:30,103 -> 00:45:31,903 So either be heard or to feel supported.

281 00:45:31,903 -> 00:45:37,803 So we have given this example a couple times but it's like you know the 1X matching to whatever nonprofits.

282 00:45:37,803 -> 00:45:56,403 They choose within you know a certain we have a lot of folks who like won't do political or religious, obviously like hate groups are always blocked but that you do allow people to give somewhere that they would Like voice and choice, but then you're like doubling down on donations towards organizations that you really care about.

283 00:45:58,603 -> 00:46:10,703 So that's one thing and then I think we mentioned this too, but like being really clear like what are the Evergreen causes that you care about and like those things likely won't really change.

284 00:46:10,703 -> 00:46:28,003 But then building in the place to be more, reactive to disaster relief or different things that happen because then I think, We tend to communicate that like this is our policy like we designate 80% of our resources towards these certain things.

285 00:46:28,003 -> 00:46:33,303 We know are going to happen and then the rest is like for things that might pop up.

286 00:46:33,303 -> 00:46:37,903 And so we have seen that to be really effective because then employees just like understand what's going on.

287 00:46:37,903 -> 00:46:45,203 Like they're like you know, they can't respond to everything because you only have 20% of resources allocated to disaster relief, or whatever it might be.

288 00:46:45,203 -> 00:46:50,403 So just being like very upfront and then the companies know the best.

289 00:46:50,603 -> 00:46:56,003 Like what is your company culture and community and like what's going to resonate the most with them?

290 00:46:56,503 -> 00:46:58,303 So again just like a big plug to work.

291 00:46:58,303 -> 00:47:06,603 So closely with the comms team, the marketing team, the people team to make sure that you're communicating it in the right way.

292 00:47:08,203 -> 00:47:09,003 That's so good.

293 00:47:09,003 -> 00:47:17,603 I love the clarity of the percentage breakdowns and being really clear with your employees.

294 00:47:17,903 -> 00:47:22,603 This is, you know where we're, we're participating and how you can participate.

295 00:47:22,603 -> 00:47:25,303 I think that Clarity is really helpful.

296 00:47:25,703 -> 00:47:26,103 Yeah.

297 00:47:26,203 -> 00:47:27,003 I totally agree.

298 00:47:27,003 -> 00:47:33,103 And we see that we have an amazing support team and I feel like they really lean into that.

299 00:47:33,103 -> 00:47:45,603 Like, you know, just simply saying like this is the That our platform is working on, like if you have questions or like working by, if you have questions on that like we're happy to talk you through it.

300 00:47:45,603 -> 00:47:47,303 But like here's all the information.

301 00:47:47,703 -> 00:47:54,203 And usually I mean, people usually are very reasonable, and they're like oh I understand because this is the policy that's been set up.

302 00:47:54,203 -> 00:48:07,003 I think we're where they're sometimes confusion like is when there's ambiguity, but it's really, you know, I get it because these are really like difficult conversations and decisions to make, but I think like as clear as you.

303 00:48:07,103 -> 00:48:19,103 Can be unlike your plan and your policies, and your process, the more that employees are like, oh yeah, I get that like that's reasonable, that's good and Ingrid just mention, it's easier to say no, as well, the clear you are.

304 00:48:19,203 -> 00:48:39,003 So it gets me thinking, you know, it's really key to have an owner that's really driving this initiative and driving the cross-departmental alignment and communication all that With the customers that you work with, what, what are you seeing as that common stakeholder owner?

305 00:48:39,003 -> 00:48:42,503 Like, what is their title, who generally owns it?

306 00:48:42,503 -> 00:48:44,503 Where do they sit in organization?

307 00:48:44,903 -> 00:48:48,803 Yes, that's such a good question and it does it vary for sure.

308 00:48:48,903 -> 00:49:01,703 So, I would say, like, the most common title we see is like head of social impact director of social impact, depending on how big the company is and how much they have invested in social impact.

309 00:49:02,103 -> 00:49:02,703 They will often times.

310 00:49:02,803 -> 00:49:22,603 Like potentially a couple folks part of that team like somebody that might be focused more on volunteering, someone that might be focused on disaster relief, for example, or donations like somebody who's more on the policy side of things like, making sure the volunteer time off policy is set and write and like the donations policy.

311 00:49:24,503 -> 00:49:26,703 So, like different people format in different ways.

312 00:49:26,703 -> 00:49:32,703 Sometimes there's like an engagement specialist that job is so fun and like gets to come up with different ideas on.

313 00:49:32,803 -> 00:49:40,103 Unlike how to engage folks, in that company's impact and then it also sits in different places.

314 00:49:40,103 -> 00:49:45,703 I have seen it likes it, I think the most common and to me makes the most sense is under people team.

315 00:49:45,703 -> 00:49:52,103 So like HR people just because it really is like such a benefit to the employee into the company.

316 00:49:52,603 -> 00:49:55,003 So that's probably where I have seen it the most.

317 00:49:55,003 -> 00:50:04,803 But I have also seen it fall like under like policy teams and comms teams just because like, depending again on the type The financial institutions is a good one.

318 00:50:04,803 -> 00:50:10,703 Like they have to do so much reporting that it might make sense for that to be like under more of a policy or a comms umbrella.

319 00:50:12,703 -> 00:50:14,403 That's helpful, great.

320 00:50:14,503 -> 00:50:17,003 All right, let us transition into some of this Q&A.

321 00:50:17,503 -> 00:50:19,303 We have got a question here.

322 00:50:19,403 -> 00:50:21,403 Jessica is our producer in the green room.

323 00:50:21,403 -> 00:50:26,903 Thank you so much for pressing, the keys here, because you bring the question to the stage.

324 00:50:27,603 -> 00:50:32,703 How, and when do you introduce these communities and keep them relevant as employees settle in?

325 00:50:32,703 -> 00:50:36,903 So, you touch this a little bit earlier Olivia, what are your thoughts?

326 00:50:37,603 -> 00:50:37,903 Yes.

327 00:50:37,903 -> 00:50:38,803 Really good question.

328 00:50:38,803 -> 00:50:53,703 So when I think of this question and happy to go in a different direction but I think of like employee resource groups or potentially like Regional Ambassador groups, and so we can start talking about ER, G's and can take it in whatever direction is most helpful.

329 00:50:54,803 -> 00:51:04,603 But again, this kind of seems like a theme so important to wear it with the people team in the HR team because they're often times the one's kind of standing up the ERG groups.

330 00:51:05,603 -> 00:51:14,203 But as we also mentioned earlier like the earlier you can incorporate impact into ER GS the better because then it kind of becomes part of their ethos.

331 00:51:14,603 -> 00:51:20,103 We have worked with some companies that the ERG is and actually on deed we have like special ERG pages.

332 00:51:20,703 -> 00:51:35,303 And on that page, you put like your logo and a lot of companies have like super funny or do you logos and then also a description and so some people will have like mission statements for their ERG, and they will build impact into that.

333 00:51:35,403 -> 00:51:36,403 Mission statement.

334 00:51:36,403 -> 00:51:56,203 And, so I love that because it automatically creates a space where that is something that's like intended to be something that they think about and do and talk about that would be like, my biggest advice would be like early and often like try to bake it into the mission statement if you can.

335 00:51:57,203 -> 00:52:02,003 And then second part I am just making sure I answered all the parts of it.

336 00:52:04,203 -> 00:52:06,603 It might be in the answered part 02.

337 00:52:06,603 -> 00:52:07,603 Keep them relevant.

338 00:52:07,703 -> 00:52:12,603 So then I think the relevancy part is kind of again going back to like the listening tour in the surveys.

339 00:52:12,603 -> 00:52:20,903 Like once that your G is going and has they're like impact part of the mission statement and is like rocking and rolling.

340 00:52:21,503 -> 00:52:26,503 Usually they don't need to like too much driving behind them.

341 00:52:26,503 -> 00:52:33,303 Because, like I said, it's like people who really identify with that, cause with those nonprofits, and they can kind of like, do it themselves.

342 00:52:33,503 -> 00:52:47,903 Elves, but if it's not moving so much like kind of finding out why like, hey we have given you the resources, you have a budget of, you know, 25,000 dollars to go matching, how you want, you know, you have the time you have the VTO policies.

343 00:52:47,903 -> 00:52:49,503 Like what, how, what's missing?

344 00:52:49,503 -> 00:52:53,003 How can we support you to drive that impact within your ear G?

345 00:52:54,003 -> 00:52:59,203 So hopefully that's a little bit helpful in terms of how args work I have .

346 00:52:59,203 -> 00:53:03,403 Like seen people use them to do really cool.

347 00:53:03,503 -> 00:53:03,903 Stuff.

348 00:53:03,903 -> 00:53:12,203 And even do like full presentations again at all hands, that specifically about the impact that the ERG made in communities.

349 00:53:12,603 -> 00:53:30,103 And so, that's like a way to kind of bring everything together that we have talked about of, like, highlighting the work that the ERG is doing, specifically focused on impact in there, cause area, which is just really cool and I think pretty inspiring for other people to be like, oh, I want to do that with my ear G with like the nonprofit's that we care about.

350 00:53:31,303 -> 00:53:32,103 So good.

351 00:53:33,003 -> 00:53:34,603 Are we have another question here?

352 00:53:36,103 -> 00:53:45,903 What advice do you have for rapidly growing organizations trying to structure their current charitable giving programs and who are key stakeholders to get in the room?

353 00:53:47,203 -> 00:53:59,903 Awesome, I think we're just pulling now from other conversations we have had but I, you can pull from kind of that super power structure of like, you know, feeling like a little bit intimidated of not knowing where to start.

354 00:54:00,603 -> 00:54:05,703 But as I think MacKinnon mentioned like early and often like get it super built in.

355 00:54:06,003 -> 00:54:17,003 To your company's ethos and the employees and as you're hiring, and then think about like what is the thing that we want to change or help solve, you know, what is our super power?

356 00:54:17,003 -> 00:54:19,203 And then how are we going to actually tangibly?

357 00:54:19,203 -> 00:54:19,903 Do it?

358 00:54:20,803 -> 00:54:25,403 And then, in terms of stakeholders are moving, talked about this a lot too, but exacts leadership.

359 00:54:25,403 -> 00:54:35,703 So, so important to have them on board, the like comms team marketing, team people in HR team and then I would say like those, ER, G's for sure.

360 00:54:35,803 -> 00:54:41,003 Sure and usually ERG is had like a leader or some type of like boards that you could work with.

361 00:54:41,303 -> 00:54:54,003 I mentioned these like Regional ambassadors, but we do have some companies who are super Global, and so they need to make sure that a lot of there they will have like a big employee population in India and so that's going to be like a very different kind of giving culture.

362 00:54:54,203 -> 00:55:03,803 Then we might see in the US or the UK and so that Regional Ambassador is so helpful to be able to say to like help set up local opportunities.

363 00:55:03,803 -> 00:55:13,203 But also communicate back and say like This is what we need as like, a team in India, that might be different from what the team is doing and Australia, or the UK or the US.

364 00:55:13,703 -> 00:55:17,903 Wow, that's another layer to factor in is the regionality?

365 00:55:18,203 -> 00:55:19,603 That's, that's huge.

366 00:55:19,603 -> 00:55:24,203 And, and identifying the local communities to be part of per region across the globe.

367 00:55:24,203 -> 00:55:25,003 That's good.

368 00:55:25,803 -> 00:55:26,203 All right.

369 00:55:26,203 -> 00:55:28,603 We have got our third question here.

370 00:55:30,003 -> 00:55:34,803 What advice do you have on wedding organizations to partner with?

371 00:55:34,903 -> 00:55:41,903 We want to make sure we align with their values and Mission as well, but this can be hard to find without conversation.

372 00:55:42,903 -> 00:55:48,303 Good, classic and question and something we work on with our clients all the time.

373 00:55:48,903 -> 00:55:50,703 I will personally give a little plug.

374 00:55:50,703 -> 00:55:55,403 So at deed, we have a non-profit, success team, and so they work very closely.

375 00:55:55,403 -> 00:55:56,703 We have a partner success team.

376 00:55:56,703 -> 00:55:59,603 That works, that is like our clients point of contact.

377 00:55:59,703 -> 00:56:04,303 Then our team is also working directly with the nonprofit success team.

378 00:56:04,503 -> 00:56:13,103 And these are folks that have worked at non-profits worked at wedding organizations and like really, really understand the landscape and what you're looking for there.

379 00:56:13,703 -> 00:56:19,503 So with our clients, that is an easier question to answer because they get to work directly with our nonprofit success team.

380 00:56:19,703 -> 00:56:23,003 And that team helps them like give recommendations.

381 00:56:23,003 -> 00:56:24,403 They have already done a lot of the vetting.

382 00:56:24,403 -> 00:56:26,403 They might be able to connect them if they can.

383 00:56:28,003 -> 00:56:37,703 But if you're kind of doing it on your own, I think there's like a lot of different things that you can do especially now in the wonderful age of the internet.

384 00:56:37,803 -> 00:56:51,803 I mean, obviously there's like the Baseline which is like checking on guidestar and network for good and places to make sure they're like in good standing with the IRS that's like Baseline and there's other equivalents in other places.

385 00:56:52,503 -> 00:56:55,703 But then we do like a lot of research on social media.

386 00:56:55,703 -> 00:56:59,603 Like a lot of times now, nonprofits have Facebook, they have Instagram.

387 00:57:00,003 -> 00:57:02,203 Like are they active, are they doing things?

388 00:57:02,203 -> 00:57:03,803 Like, are they being transparent?

389 00:57:03,803 -> 00:57:06,103 Are they putting out different statements on things?

390 00:57:06,603 -> 00:57:20,303 You can like glean, a decent amount of information there and then a lot of times, you know, nonprofits need and want our help especially companies just because they know that it is, the collective impact piece.

391 00:57:20,403 -> 00:57:25,503 So I would definitely not hesitate in reaching out and just asking to have a conversation with them.

392 00:57:26,303 -> 00:57:27,103 It would be like, good debt.

393 00:57:27,103 -> 00:57:29,703 Probably have a couple questions that you asked all nonprofits.

394 00:57:29,803 -> 00:57:34,403 Just so you have like an across the board questions that you ask for folks.

395 00:57:35,603 -> 00:57:45,203 But yeah, those I think would be my recommendations is like, you know, check the, the validated sources that you already have access to like, look at their present you again.

396 00:57:45,203 -> 00:57:47,103 He said, Network for good.

397 00:57:47,203 -> 00:57:49,503 Now we're forgetting guidestar ones that we use a lot.

398 00:57:49,503 -> 00:57:51,703 But yeah, those are just places that you can like type in there.

399 00:57:51,703 -> 00:57:57,603 Ein, get some information, some financial information, so that's like a good place to start.

400 00:57:57,703 -> 00:58:07,803 Look at their social media, look at their website, like some nonprofits haven't updated their website in a really, really long time, which could because of lack of resources, which is even more, so why you should help them.

401 00:58:08,803 -> 00:58:14,403 But, you know, that could be something that you want to look into or ask about like maybe their defunct or not doing that much.

402 00:58:15,103 -> 00:58:29,403 And then the last one would just be, you know try to get on the phone with them or at the very least like send some questions over email because they want our support, and so they should be super open and transparent about what they're up to and what the funds go to.

403 00:58:30,403 -> 00:58:40,203 Our team just as like an incredible job and looking like, at what percentage of funds are going, we're like how much are they paying their stuff based on the donations that come in?

404 00:58:40,203 -> 00:58:51,803 So, lots of different things that you can look at, but our nonprofit success seemed, like I said, I will give them a little plug, they are just incredible, and they do a lot of this for our clients and with our clients and partnership.

405 00:58:53,703 -> 00:58:54,603 That's awesome.

406 00:58:55,303 -> 00:58:56,003 Wow.

407 00:58:56,003 -> 00:59:20,003 So many golden insights Olivia that you dropped for us during this time and it looks like we have wrapped all the questions if anyone has a last-minute question, feel free to drop that in, but other than that, Olivia, would you have any parting words of advice or anything for our guest today?

408 00:59:21,303 -> 00:59:23,303 Yes, I think.

409 00:59:24,303 -> 00:59:36,703 I think the biggest one which we already talked about is just making sure that you are building in that space to be reactive because, you know, it's a crazy world that we live in and so many different things are moving and changing.

410 00:59:36,703 -> 00:59:39,303 And so, it's really important to have those core pillars of.

411 00:59:39,303 -> 00:59:41,503 Like, this is what we care about in, this is what we stand for.

412 00:59:41,803 -> 00:59:51,103 But then also, knowing that so many things are moving and changing that, you want to have that elasticity to be able to react to it because that's going to be really important to your employees.

413 00:59:51,103 -> 00:59:52,003 So that's one thing.

414 00:59:52,103 -> 01:00:01,103 And then the other thing I think Ink which hopefully we mention and gave some examples of but like engagement Employee Engagement, especially around giving should be fun.

415 01:00:01,203 -> 01:00:06,103 Like there's so many fun things that you can do like, employee resource groups.

416 01:00:06,203 -> 01:00:10,803 Have done the coolest things and it's stuff that like, they really, really, really care about.

417 01:00:11,203 -> 01:00:14,203 I think my favorite thing and it doesn't have to be employee resource groups.

418 01:00:14,203 -> 01:00:19,003 It could be like companies, and they got an insane percentage of Engagement.

419 01:00:19,003 -> 01:00:26,703 Like I want to say higher than 80% of Engagement was like a I think Challenge and you could do it with exact switch.

420 01:00:26,703 -> 01:00:36,703 I have seen done where like, you know, six execs record themselves singing to a different song and then that is paired with, like, they're nonprofit of choice.

421 01:00:36,703 -> 01:00:40,703 And so, you play it during an all hands or like a happy hour.

422 01:00:40,903 -> 01:00:45,803 And then to vote for that video, or for that, exact, and that nonprofit, you donate to them.

423 01:00:45,903 -> 01:00:52,403 And so then you can see, you know, you have those six nonprofits and whoever whatever nonprofit raises, the most money, like that exact one.

424 01:00:52,603 -> 01:01:02,703 And so, you could do that Also, by teams like I have seen that like, the marketing team versus the Eng team first, the Congo cetera, and so they will do like a group link saying core lip sync or like do it.

425 01:01:03,603 -> 01:01:09,203 I have also seen the same thing done with a pet fashion show, so, you know, daily were part of that.

426 01:01:09,303 -> 01:01:16,703 So you can make it really fun, and then they're like supporting a Humane Society or something like that, so you can make it really fun.

427 01:01:17,303 -> 01:01:19,403 And I have seen that be really effective.

428 01:01:19,403 -> 01:01:23,303 In terms of just employees, getting excited and feeling motivated and connected.

429 01:01:23,503 -> 01:01:26,203 Their companies but also to their colleagues.

430 01:01:27,603 -> 01:01:30,003 Those are awesome points.

431 01:01:30,003 -> 01:01:32,003 Thank you so much.

432 01:01:32,003 -> 01:01:37,003 I think each of us are going to take something away from this and be able to apply it very quickly.

433 01:01:37,303 -> 01:01:38,903 So, thank you, Olivia.

434 01:01:38,903 -> 01:01:41,603 Really appreciate your time today.

435 01:01:41,903 -> 01:01:50,003 And we're going to have a follow-up email with the recording of this event along with a link for people to get more information about deed.

436 01:01:50,303 -> 01:01:56,303 And so, if anyone's got questions, feel free to hit up Olivia, I am just putting it out there.

437 01:01:56,303 -> 01:01:58,603 You hit us up at Then as well.

438 01:01:59,703 -> 01:02:00,603 And so with that.

439 01:02:00,603 -> 01:02:01,903 Thank you, Olivia.

440 01:02:01,903 -> 01:02:09,203 And we have a couple of events coming up this month already.

441 01:02:09,203 -> 01:02:15,603 It's like, you know, after Fourth of July week, we have got three weeks left in the month, and we have got a really awesome event coming up.

442 01:02:15,603 -> 01:02:27,203 July 21st, it's called changing how we work, and it's with the CEO co-founder of oyster, Tony, and then Chris founder, CEO of First Base.

443 01:02:27,403 -> 01:02:29,803 And our very own Co Roberto welcome.

444 01:02:29,903 -> 01:02:45,103 And you know, we're going to be talking about just some of the insights on the power of working remote and how they're leading their District distributed teams while still empowering Employee Engagement and collaboration.

445 01:02:45,303 -> 01:02:47,703 So feel free to check that out.

446 01:02:47,703 -> 01:02:49,703 And you know, of course you're here on.

447 01:02:49,703 -> 01:02:50,403 Welcome.

448 01:02:50,503 -> 01:02:53,303 And this is an employee event platform.

449 01:02:53,503 -> 01:02:56,903 That is uniquely designed for.

450 01:02:57,403 -> 01:03:10,003 Port across the entire employee Journey from on boardings to doing those fun events that Olivia just mentioned where you can have the lip sync competitions and all that around social impact and so much more.

451 01:03:10,203 -> 01:03:12,203 So feel free to check us out.

452 01:03:12,303 -> 01:03:18,103 Get some more information by clicking on that tab above and with that, we're wrapping up.

453 01:03:18,203 -> 01:03:20,903 So, thank you so much for being here.

454 01:03:20,903 -> 01:03:23,603 It's always a pleasure to spend time with you all.

455 01:03:23,603 -> 01:03:26,903 I wish I could see all of your faces but I do see your names.

456 01:03:26,903 -> 01:03:33,803 I see your engagement chat and have a wonderful rest of your day and week until next time we will catch you later.

1 00:16:44,060 -> 00:16:51,960 Hello, so great to see you all for some of you on the East Coast, it is way later than where I am at.

2 00:16:51,960 -> 00:16:52,960 I am in Hawaii right now.

3 00:16:52,960 -> 00:16:59,060 So it's 8:00 in the morning, but it's great to see some of you tuning in from Argentina.

4 00:16:59,060 -> 00:17:06,560 Hello, Sophia Gwen from Toronto, Atlanta La Bay Area, San Diego, San Francisco.

5 00:17:06,560 -> 00:17:07,359 Doug, why?

6 00:17:07,560 -> 00:17:18,660 Wow, we have got Global representation here and it's Cool to be together all across the world all across different time zones.

7 00:17:18,760 -> 00:17:20,760 So, thank you so much for tuning in.

8 00:17:20,760 -> 00:17:27,960 We have got a power panel today and the topic is going to be fire.

9 00:17:27,960 -> 00:17:33,960 It's all about developing strong relationships in the workplace, you know?

10 00:17:35,160 -> 00:17:41,260 Actually before I jump in note that there is Q&A because people have submitted their this is a Hot Topic.

11 00:17:41,260 -> 00:17:50,560 So we have had folks submit questions in advance, upvote your most burning questions and feel free to drop questions because we're going to answer them as we go.

12 00:17:50,860 -> 00:17:54,660 So I want to start with this pole and I have got Katie.

13 00:17:54,760 -> 00:17:55,260 Thank you.

14 00:17:55,260 -> 00:18:00,460 She's in the Green Room, our event producer lead, can you pull up that pole for us?

15 00:18:00,860 -> 00:18:02,560 And let us just take this quick.

16 00:18:02,560 -> 00:18:02,960 Pull.

17 00:18:03,560 -> 00:18:11,360 What's the workplace relationship that has had the most significant and positive impact on you?

18 00:18:12,460 -> 00:18:13,360 Is it a mentor?

19 00:18:13,760 -> 00:18:20,760 A coach, a manager appear a direct report or other feel free to drop in your votes.

20 00:18:22,260 -> 00:18:23,160 Interesting.

21 00:18:23,160 -> 00:18:26,660 Okay, so we're seeing manager as highest wow.

22 00:18:26,860 -> 00:18:30,660 That is probably one of the most significant relationships.

23 00:18:30,660 -> 00:18:34,760 We're going to unpack that email a bit more, and then we got peer and Mentor.

24 00:18:35,860 -> 00:18:36,660 Very cool.

25 00:18:36,660 -> 00:18:37,260 Okay.

26 00:18:37,360 -> 00:18:49,360 Thank you for placing those votes recently Gallop had just released this study of the increasing importance of having the best friend at work.

27 00:18:49,560 -> 00:18:52,460 And I don't know if that's necessarily your manager, or maybe it's more of a Here.

28 00:18:52,660 -> 00:18:55,260 But take a look at that Nifty overlay there.

29 00:18:55,660 -> 00:19:05,360 You can see the statistics and you know, the statistics are mentioning and you can see, you know, year over a year how much having the best friend at work?

30 00:19:05,360 -> 00:19:18,660 Can truly tie back to retention and happiness at work and it's essential for social emotional support and ultimately supporting strong business outcomes.

31 00:19:18,960 -> 00:19:21,860 And, so I want to unpack this a little bit more with our amazing.

32 00:19:21,960 -> 00:19:23,160 Amazing panel.

33 00:19:23,660 -> 00:19:36,460 If we can enter bring them up on to the stage here we have got a me who's the VP of people success that torch Elizabeth who's the head of Behavioral Science insights at torch and Vicki.

34 00:19:36,560 -> 00:19:41,560 The VP of people Ops at bonus Lee, will you join me on stage?

35 00:19:41,560 -> 00:19:42,960 Hello.

36 00:19:44,760 -> 00:19:47,960 Anyway, Harry great, to be here to view.

37 00:19:48,060 -> 00:19:51,260 Where are you tuning in from and what time is it?

38 00:19:52,260 -> 00:19:52,860 Just curious.

39 00:19:52,860 -> 00:19:53,360 We will start with you.

40 00:19:53,360 -> 00:19:57,960 Vicki, I am in Colorado, and it is lunchtime.

41 00:19:57,960 -> 00:19:59,760 Noon, noon o'clock.

42 00:20:00,160 -> 00:20:02,660 Nice have a UAV.

43 00:20:03,460 -> 00:20:06,360 Also, coming to you from Mountain Time Zone.

44 00:20:06,460 -> 00:20:12,160 It's not very common that we have to, from Mountain Time Zone, but I am in Park City Utah.

45 00:20:13,960 -> 00:20:14,760 Great.

46 00:20:15,660 -> 00:20:16,960 And I am in the Bay area.

47 00:20:16,960 -> 00:20:20,260 So I saw a lot of folks who are also in the Bay Area.

48 00:20:20,260 -> 00:20:27,060 Hello, but I am on SO West Coast time so it's just a little after 11 year awesome and Elizabeth.

49 00:20:27,060 -> 00:20:35,160 I am going to pause on you could you tell us a little bit about yourself and about torch, and then we will go backwards to go to a me then Vicki?

50 00:20:35,760 -> 00:20:37,060 Yeah, absolutely.

51 00:20:37,260 -> 00:20:39,560 So I am the head of behavioural science.

52 00:20:39,560 -> 00:20:44,060 Insights that torch and torch is we really Torch?

53 00:20:44,060 -> 00:20:48,860 We feel growth through the power of relationships and feel professional growth.

54 00:20:49,160 -> 00:20:53,960 So we do mentoring coaching, and we have a Collaborative Learning platform.

55 00:20:54,960 -> 00:20:58,660 And what I do in my role, my background is a little non-traditional.

56 00:20:59,360 -> 00:21:06,260 I worked as a journalist for many years and then found the field of Behavioral Science and became an applied behavioral scientist.

57 00:21:06,260 -> 00:21:21,860 But I think what really ties all of my interests together is this curiosity about why people do what they do and really want to understand human motivation and kind of how we learn how we grow and how we really kind of can reach our full potential as people.

58 00:21:22,660 -> 00:21:42,060 So what I do at torch is I work with, lots of different teams are Behavioral Science team, our marketing team our sales team to really understand what are we learning from our platform about how people learn to grow and change over time and hopefully share things that really helped all of us do that better in our professional lives.

59 00:21:44,760 -> 00:21:45,160 Love it.

60 00:21:45,160 -> 00:21:45,860 Thank you.

61 00:21:46,560 -> 00:21:47,260 Amy.

62 00:21:48,160 -> 00:21:50,360 Maybe tell us a little about what you do with torch.

63 00:21:50,760 -> 00:21:51,160 Yes.

64 00:21:51,160 -> 00:21:54,060 Also hear from Team torch.

65 00:21:54,160 -> 00:22:12,760 I lead our people success team at torch and people success is essentially another word for our people or human resources team, but it was really important to me as I came into this role to signal that we are here too.

66 00:22:13,660 -> 00:22:16,660 Ali fuel, people's happiness, and success at work.

67 00:22:17,060 -> 00:22:33,460 So, we actually use in part of why I work so closely with the amazing Elizabeth is, we use a lot of the science behind happiness and success at work, to organize our team and to really help people to bring their best selves to work so that they can do their best work.

68 00:22:33,460 -> 00:22:43,360 So I am really excited about this topic because relationships and connection are such a huge part of our engagement and happiness at work.

69 00:22:45,260 -> 00:22:46,860 Thanks, Amy Vicky.

70 00:22:47,660 -> 00:22:49,060 So my name is Vicky young.

71 00:22:49,060 -> 00:22:51,560 I am the VP of operations at bonus Lee.

72 00:22:51,560 -> 00:23:05,860 Also, another word for HR and it's also interesting is my first time working in a company that sells a product primarily to HR people, to that talks about engagement and how recognition can enhance culture.

73 00:23:06,260 -> 00:23:08,460 So definitely it's a bit meta.

74 00:23:08,460 -> 00:23:13,760 I think, working at places probably like, torching bonus lie, where we do a lot of research, we share a lot of information.

75 00:23:13,960 -> 00:23:20,360 We also have to make sure that we're living that inside our company so a lot of fun to be able to do that and to do work.

76 00:23:20,360 -> 00:23:23,260 I think (differently) than how we fizz it happens.

77 00:23:26,060 -> 00:23:27,060 That's great.

78 00:23:27,060 -> 00:23:37,260 So I want to kick off with just a very real question right now, you know, we're in this time of a lot of change uncertainty.

79 00:23:37,260 -> 00:23:41,460 Downturn is what it can feel like so.

80 00:23:41,460 -> 00:24:04,360 So then why is building strong work relationships business critical during times like this, Yeah, I mean, I would say building strong workplace relationships is always really important but it is especially important now, and we can get into a little bit as far as what the research says on this.

81 00:24:04,360 -> 00:24:10,160 Even though I think one of the reasons why this topic is so powerful is because we all kind of intuitively.

82 00:24:10,160 -> 00:24:11,560 Also know, this is true.

83 00:24:11,960 -> 00:24:15,360 We know that when we have strong relationships at work, right?

84 00:24:15,360 -> 00:24:20,360 We're just happier people we do better but in terms of what some of the Nina sighs.

85 00:24:20,560 -> 00:24:24,260 Let us start with kind of to Big Business outcomes.

86 00:24:24,260 -> 00:24:28,260 That folks are looking at one is performance and the other is retention.

87 00:24:29,260 -> 00:24:39,260 So, we know from, there's some great research from this research, Consortium called, connected Commons, and they have looked at the relationship skills of their.

88 00:24:39,260 -> 00:24:41,660 They have looked at kind of what is critical to Performance.

89 00:24:41,660 -> 00:24:49,360 And they found that relationship skills are really cored to individual performance team, performance and organizational performance.

90 00:24:49,760 -> 00:25:01,360 And specifically what they have found is that somebody's ability to generate energy and enthusiasm within their network is the largest predictor of being a high performer at work.

91 00:25:01,660 -> 00:25:03,660 And they found that leaders do this.

92 00:25:03,660 -> 00:25:21,160 Basically, in three ways, one is by building a foundation of trust, the other is helping others, find a sense of purpose in their work and the third is really creating energy and daily interactions and I can go into any Those in a little bit more detail.

93 00:25:21,460 -> 00:25:34,060 But I really thought that was super interesting that this is, you know, when we think about high performer and what a high performer, looks like that ability to generate energy enthusiasm within their network is so huge.

94 00:25:35,160 -> 00:25:36,760 And you know what?

95 00:25:36,760 -> 00:26:01,260 They have also found in other research and this was based on interviews, conducted with 160 liters across 20, different organizations kind of talked about the connection between Ation ships and retention and said that the willingness to stay in an organization is really impacted dramatically by the quality of relationships and somebody's Network.

96 00:26:01,860 -> 00:26:09,160 So, according to these researchers, and I will quote them here because I think it's really powerful, and they found in their research.

97 00:26:09,160 -> 00:26:19,360 Is that thriving at work is often as much or more about the relationships and quality of interactions with others as the type or Pace of work?

98 00:26:19,660 -> 00:26:19,760 Eight.

99 00:26:19,760 -> 00:26:35,060 So, and I think this gets at this kind of myth that a lot of us, hold around, hold around work which is that, you know, we have this idea of what a dream job looks like and like, oh, I really want to, you know, work on this particular topic and that's what's going to make me happy.

100 00:26:35,760 -> 00:26:40,860 And sure that's important to your Wellness, you know, and kind of well-being and happiness at work.

101 00:26:40,960 -> 00:26:43,560 But even more important is the relationships.

102 00:26:43,560 -> 00:26:49,360 You have and so many of you responded, you know, to that opening question, how important a manager relation?

103 00:26:49,560 -> 00:26:50,460 Essentia Paz, right?

104 00:26:50,460 -> 00:26:55,660 Like you could be working on the topic that you think is so interesting and important to you.

105 00:26:55,860 -> 00:27:02,460 But if your relationship with your manager isn't where you'd like it to be, you're probably not going to care very much about that.

106 00:27:02,460 -> 00:27:20,460 Super interesting topic that you're working on the one final thing that I will say here before I turn it over to Amy who I know, has some other great information about this is they did a study, researchers did a study where they looked at connectivity across 40,000 people.

107 00:27:20,460 -> 00:27:40,460 And they looked at voluntary turnover, and they found that when they looked at employees who had been there for less than one year when they looked at kind of what predicted them leaving, it wasn't the number of ties they had to other people but what did predict it was?

108 00:27:40,460 -> 00:27:44,860 How many other people in the organization sought them out for help and advice?

109 00:27:44,860 -> 00:28:02,560 So it's not necessarily oh I have this huge Network and that's the thing that It matters what matters even more was are other people saying or other people trying to bring this person in for help and advice, which is this really interesting indicator of trust, right?

110 00:28:02,560 -> 00:28:08,760 And of kind of wanting to keep somebody around, pull them into your teams or groups.

111 00:28:08,960 -> 00:28:17,160 So, I will let a me to take it from here and share a little bit more about what we know about why relationships are so business-critical.

112 00:28:18,660 -> 00:28:18,960 Yeah.

113 00:28:18,960 -> 00:28:24,560 Thanks, Elizabeth and such powerful data, and I am already seeing lots of people asking for links to the studies.

114 00:28:25,460 -> 00:28:31,760 You know, I think one thing I would just add to that is how this need is kind of universal need.

115 00:28:31,760 -> 00:28:33,360 That's probably always been there.

116 00:28:33,360 -> 00:28:43,560 But we have seen it really spike in the last couple of years with you know a move to a lot of people moving to a hybrid work situation.

117 00:28:43,560 -> 00:28:46,760 A lot of just challenging things happening in the world.

118 00:28:46,760 -> 00:29:06,660 A lot of people soul-searching and Thinking about the purpose and the work that they do and in some, some research that LinkedIn and glint did at the end of 2020, that really struck me is looking at what drives whether or not people think that they have a great culture at their company.

119 00:29:07,160 -> 00:29:28,360 And looking at the top drivers of a great culture, we actually saw that belonging increase to the number two, most important thing that drives They're not peopled love their culture and, you know, we have always known that belonging is important but that actually went up four spots in terms of impact, which is a pretty significant shift.

120 00:29:28,360 -> 00:29:36,460 You don't often see that data shift as significantly usually stays pretty stable and you know it makes a lot of sense.

121 00:29:36,460 -> 00:29:54,360 What people want to feel like I have so much going on in the world and in my life and where I am spending so much of my waking hours, I want to feel like I belong here and I will say to That the only thing that we ranked higher in terms of the impact on a great culture is opportunities to learn and grow.

122 00:29:54,660 -> 00:30:04,460 And I think that's just both of those like number one and number two are so critical to relationships are so critical to people's ability to feel like they belong.

123 00:30:04,560 -> 00:30:22,760 And we also know that relationships have an outsized impact on whether or not people feel like they can grow at an organization you more so than a training course or formal programs having someone that invests in you and that you trust And that can help you navigate and in many cases that might be a manager.

124 00:30:22,960 -> 00:30:30,260 So, those are again things that have always been important, but that have really increased in importance that people are looking to more and more.

125 00:30:30,260 -> 00:30:45,160 As you know, the world of work is changing dramatically and it gets really interesting when you try to think about how to create and facilitate belonging and what often is feels like a two-dimensional screen for many people.

126 00:30:45,160 -> 00:30:52,360 So I am looking forward to talking about that, that more So rich.

127 00:30:52,460 -> 00:31:01,460 I feel like I am processing all of those data points and thank you for Brian for sharing some of that research in the chat Vicki.

128 00:31:02,460 -> 00:31:05,560 Yeah, I would plus one, everything.

129 00:31:05,560 -> 00:31:09,460 Elizabeth and Amy are saying, I think, you know, just specially the last two years.

130 00:31:09,460 -> 00:31:10,660 We were spending a lot more time.

131 00:31:10,660 -> 00:31:12,660 Evaluating what we want to spend our time on?

132 00:31:13,160 -> 00:31:21,760 And also I think going from a lot of office work to suddenly remote, for many people has been drastically different.

133 00:31:21,860 -> 00:31:24,360 And how are we making those connections?

134 00:31:25,760 -> 00:31:30,660 And I have noticed how when there is a lack of connection, you do see that attrition, you see the burnout?

135 00:31:30,660 -> 00:31:32,160 You see the feeling of being alone.

136 00:31:32,360 -> 00:31:37,760 Own when you're in the office you can kind of vent over the same type of thing.

137 00:31:37,760 -> 00:31:42,060 They can talk to each other, and so we actually our company had our in two years.

138 00:31:42,060 -> 00:31:49,160 Our first get to human get together in person at the end of July and the energy coming out of that was just so different.

139 00:31:49,660 -> 00:31:55,360 And even before that, I think to the Elizabeth or eating might have mentioned this earlier, this is always been the case, right?

140 00:31:55,360 -> 00:31:58,960 You have those connections with each other has always been important.

141 00:31:59,160 -> 00:32:07,660 Anytime I see teams, especially cross-functionally, when they're not Working well together if you start putting them together to so that they get to know each other as human beings.

142 00:32:07,660 -> 00:32:08,660 So it's not about work, right?

143 00:32:08,660 -> 00:32:14,360 Like we literally took the team, bowling, put them on different teams, had them, you know, we put in by games and stuff.

144 00:32:14,360 -> 00:32:20,060 So the team that scored the most points or do the most whatever's got kind of prizes, right?

145 00:32:20,260 -> 00:32:21,360 And it changed the dynamic.

146 00:32:21,360 -> 00:32:23,960 When they headed back into the office, to actually do the work stuff.

147 00:32:24,960 -> 00:32:34,860 So there's a lot of, I think more empathy building, when you create those relationships, and a lot of more trust-building, when you create those relationships, That's huge.

148 00:32:35,460 -> 00:32:54,260 So, you know, managers came up high in the pole and obviously, there's an opportunity and that relationship manager to employee even across department leaders to employee how if we're leader manager here, what can we do to help create?

149 00:32:54,360 -> 00:33:12,560 And facilitate that environment that does build healthy team relationships Yeah, I think being a manager is really hard, especially right now and it's not often something that you're kind of taught.

150 00:33:12,560 -> 00:33:18,460 Think most people are really thrown into it before they even get any training and there's a lot you could do.

151 00:33:18,460 -> 00:33:25,160 So there's the building, I think of psychological safety and trust with the individual and then creating that on the team too.

152 00:33:25,460 -> 00:33:27,860 So how are you creating space to actually make mistakes?

153 00:33:27,860 -> 00:33:29,960 We talk about a lot of this all the time.

154 00:33:29,960 -> 00:33:34,060 How you're supposed to do these things but How do you actually do?

155 00:33:34,060 -> 00:33:37,160 It is a lot more difficult and sometimes not as clear.

156 00:33:37,560 -> 00:33:44,560 And so being able to create Clarity for the team, helped create expectations, right?

157 00:33:44,560 -> 00:33:52,660 A talking about the places where you have messed up or even how you react when someone messes up and especially under stress lately.

158 00:33:53,560 -> 00:34:04,060 So, it's a lot about, you know, you show up as a leader you and your people manager showing up you talk and just I think talking about it often times, we're trying To almost spin things.

159 00:34:04,060 -> 00:34:08,360 A little too much and I think if we just show a little bit more of our human side and be a little bit more vulnerable.

160 00:34:08,360 -> 00:34:13,360 As people managers, it goes a long way saying, you know, I care.

161 00:34:15,560 -> 00:34:21,860 I do have a question about psychological safety since you brought that up is there.

162 00:34:22,060 -> 00:34:29,159 Things we can do is managers today to encourage and create an environment of psychological safety.

163 00:34:30,460 -> 00:34:37,159 Yeah, I would say the biggest thing is consistency in how you and oftentimes how you react to things they need to.

164 00:34:37,159 -> 00:34:42,659 Like, our brains are wired to go and look for everything that is wrong in our environment, right?

165 00:34:42,659 -> 00:34:46,360 It's kind of natural, it's just in our brain.

166 00:34:46,360 -> 00:34:50,060 So our amygdala goes off and were like, oh my God, is that rustling in the trees?

167 00:34:50,260 -> 00:34:52,159 Going to be this giant thing that's going to eat me.

168 00:34:52,460 -> 00:34:55,560 And now in the workplace is it is this going to hurt me somehow?

169 00:34:55,860 -> 00:34:57,660 And it's not so much physical anymore, right?

170 00:34:57,660 -> 00:35:11,560 But psychological, so, I think creating as much space for reducing that anxiety so like hey if something is you make a mistake I will bring it up in this way with you.

171 00:35:12,360 -> 00:35:25,460 So that way they know what's coming or if it's you know this is what I expect like how much vacation time for you to take so that way they're not even worried about like oh it should I even ask for this or not, right?

172 00:35:25,460 -> 00:35:28,960 I think it's just calling out those things and saying this is how I work.

173 00:35:29,060 -> 00:35:30,060 Here's what I look like on.

174 00:35:30,160 -> 00:35:30,860 Distress.

175 00:35:30,960 -> 00:35:31,960 Here's what will happen.

176 00:35:31,960 -> 00:35:34,360 If something goes wrong, this is how I am going to support you.

177 00:35:34,360 -> 00:35:40,060 So, so just really kind of opening up that box of this is how I am going to support you.

178 00:35:40,160 -> 00:35:46,160 This is how you can exploit, you can expect me to do, how you can expect me to react and just reduces that kind of magdala.

179 00:35:46,160 -> 00:35:51,960 Feeling of like, oh, I don't know what's coming next, you do because I am going to help, hopefully clarify and tell you what's coming next.

180 00:35:52,360 -> 00:35:53,860 I think that creates a lot of safety.

181 00:35:55,160 -> 00:36:02,160 The other piece is really I hate giving you're trying not to be judgmental when someone's telling you something.

182 00:36:02,260 -> 00:36:10,860 So that way, they can know that they can bring things to you, that you are going to partner with them, to talk through, whatever it is, that they're going through, whether that is personal or not.

183 00:36:10,860 -> 00:36:15,760 And sometimes, you know, we're not therapists or most of us are not there because people managers.

184 00:36:15,760 -> 00:36:22,160 So there's a line there for sure, but it goes a long way to even just listen and empathize with like, okay.

185 00:36:22,160 -> 00:36:29,860 Yeah, your kid can't go to daycare right now because there's a covid outbreak and you probably We are so distracted.

186 00:36:29,860 -> 00:36:32,960 So let us talk about what we can do to help you kind of threw that piece.

187 00:36:35,660 -> 00:36:36,460 It's huge.

188 00:36:37,460 -> 00:36:46,960 Amy Elizabeth, is you have anything to say, regarding psychological safety, or even the previous question about, how managers can create an environment of relationship building?

189 00:36:48,160 -> 00:36:51,960 Yeah, it I think that so many good points.

190 00:36:51,960 -> 00:36:54,060 Thanks so much for sharing video.

191 00:36:54,060 -> 00:37:02,660 I think that the one thing I would add on the psychological safety front is also showing vulnerability yourself as a manager or a leader.

192 00:37:02,660 -> 00:37:19,560 I think that can also go a long way and I think you know, so often we as managers and leaders think like we're supposed to sort of appear to have it all together, and we're supposed to have all of the answers, and we don't you know we don't want to bring up a topic and You know, exactly how to respond.

193 00:37:19,560 -> 00:37:26,460 And it's just this sort of myth of management and Leadership that is what our people want from us.

194 00:37:26,460 -> 00:37:35,060 When in fact, so much of relationships and human connection comes down to our shared Humanity, which is that we are fragile.

195 00:37:35,160 -> 00:37:41,760 You know, people who have struggles and aspirations, and things that we're dealing with as well.

196 00:37:41,760 -> 00:37:47,860 And so, you know, I think as much as possible creating space, you know, too.

197 00:37:47,960 -> 00:38:23,160 To be able to, to not only hear from the employee but also to share, when it's been a hard time or I have got to take off early, to go be with my kids or, you know, some of that I think makes it safe because often what I hear and what I see is that we as, as managers and leaders can feel like we are open to people giving us all of the feedback and all of the information, and we might even ask the question, but if we never see leaders role, Modeling it in then the sort of subtext is.

198 00:38:23,160 -> 00:38:26,360 It's not safe to share that here.

199 00:38:27,060 -> 00:38:34,960 So that's one thing that has been a big learning for me, personally, is just the power of sharing.

200 00:38:34,960 -> 00:38:38,460 You know, that two-way dialogue a couple other just quick things.

201 00:38:38,460 -> 00:38:52,060 I will add that kind of just piggyback on what Vicky was sharing as well is that you know there's just one of my kind of Monitors this to try to, you know, create meaning in the things we're already doing.

202 00:38:52,060 -> 00:39:02,460 So like one-on-ones are often just kind of fire-fighting to do's and it's so easy to get in that trap, but really making sure that you are once a month.

203 00:39:02,460 -> 00:39:10,660 Creating space for that like deeper conversation and it's all like the power of great questions is always something.

204 00:39:10,660 -> 00:39:14,960 You know, like having those teed up, I think is so important because you can always do the small talk.

205 00:39:14,960 -> 00:39:17,860 You can always do the firefighting but it's the like really going deep.

206 00:39:17,960 -> 00:39:26,760 Are one really powerful question that, especially after the pandemic, I found had a huge impact was asking, how are you doing?

207 00:39:26,960 -> 00:39:49,260 And then stopping and saying, no, really how are you doing and pausing and being quiet and letting people share and that's where some of those other challenges that you know, just people can't shut off as soon as they turn on their computer can come up but then also asking meaningful questions that like get to our aspirations in the Workplace things.

208 00:39:49,260 -> 00:39:50,460 One of my favorite questions is.

209 00:39:50,460 -> 00:39:52,760 When do you think this is the best job for you?

210 00:39:52,760 -> 00:39:54,560 And when do you think it's not?

211 00:39:55,360 -> 00:40:00,260 That can just open up a world of like here is where I am so energized.

212 00:40:00,260 -> 00:40:14,760 And here's this thing that just drains me and makes me feel like I am not doing my best work and that the, the data that gives you a lot as a manager allows you to then, you know, really start to, to cater to what is unique for this individual.

213 00:40:14,760 -> 00:40:17,860 And by the way, very often, those answers could be very different for every person.

214 00:40:17,860 -> 00:40:18,660 Not the team.

215 00:40:18,660 -> 00:40:24,660 So you know I think so often what we want is to not just be one other person on the team.

216 00:40:24,660 -> 00:40:42,260 One number, we want to be seen as humans and so as much as you can, facilitate questions that really get to that deeper connection than I think, you know, a lot of things start to naturally happen in your so much more empowered as a manager to really have a positive impact on your people.

217 00:40:44,160 -> 00:40:47,160 Yeah, I love everything that you both have said.

218 00:40:47,260 -> 00:40:53,760 I think just to add to this kind of question of, you know, how to create psychological safety.

219 00:40:53,760 -> 00:40:58,060 I think building on Amy's point about powerful questions.

220 00:40:58,860 -> 00:41:06,360 You know, one of the things that we also know really works is this process of active listening and part of that process is asking questions.

221 00:41:06,360 -> 00:41:09,660 But part of it is repeating back.

222 00:41:09,660 -> 00:41:10,260 What you think?

223 00:41:10,260 -> 00:41:13,760 You have heard to someone just kind of pausing and saying okay.

224 00:41:13,960 -> 00:41:25,860 This is this what you're saying, which is an incredibly powerful tool for to Amy's Point making people really feel heard and seen and creating that sense of safety.

225 00:41:25,860 -> 00:41:31,860 Because you can really feel assured that somebody's listening to you, they understand where you're coming from.

226 00:41:32,060 -> 00:41:34,860 And if you don't, if you don't get it right, then, there's that.

227 00:41:34,860 -> 00:41:35,260 Powerful.

228 00:41:35,260 -> 00:41:37,760 Question of, can you help me understand what I am missing?

229 00:41:37,860 -> 00:41:43,760 Right, and I think that too, and we think about how do you, you know, kind of create those.

230 00:41:43,860 -> 00:41:51,160 Conditions of psychological safety can be really powerful and also can help teach you as a manager, right?

231 00:41:51,160 -> 00:42:00,860 Like what you might be missing or what you're what, you're not totally understanding about the person in front of you and reveal some of the assumptions that you might have in those interactions.

232 00:42:00,960 -> 00:42:04,060 So I think it's kind of win-win in that sense.

233 00:42:06,160 -> 00:42:06,960 So good.

234 00:42:07,360 -> 00:42:14,960 I see an up voted question under Q&A Katie, if you can pull that first question up, I think it's related.

235 00:42:14,960 -> 00:42:23,860 But now from the employees perspective, the question is, how do I develop a good relationship with a new manager remotely?

236 00:42:24,260 -> 00:42:32,460 So now then remote brings on another layer and this is from the employee perspective manage, you know, trying to build the relationship with their manager.

237 00:42:33,360 -> 00:42:35,060 What are your thoughts to this question?

238 00:42:39,660 -> 00:42:48,760 Most of my team is actually remote, and I think This goes back to the I often find we ask these questions or will go to HR and ask these questions.

239 00:42:48,760 -> 00:42:51,060 And like, we will have you asked your manager?

240 00:42:51,060 -> 00:42:53,860 I have you ask the employee yet, and I am like, no.

241 00:42:53,960 -> 00:42:54,660 Not yet.

242 00:42:55,260 -> 00:42:55,660 Go talk.

243 00:42:55,660 -> 00:42:56,760 Go talk about it.

244 00:42:56,760 -> 00:42:58,360 There's no right or wrong answer here.

245 00:42:58,360 -> 00:43:00,260 And I think it's like, hey manager.

246 00:43:00,460 -> 00:43:02,860 I would love to develop a relationship with you.

247 00:43:03,260 -> 00:43:05,160 This is typically how I have done it.

248 00:43:05,160 -> 00:43:05,760 I am curious.

249 00:43:05,760 -> 00:43:14,760 Like what can we do together to, to do better there and, and I think it's Lucky that in.

250 00:43:15,160 -> 00:43:17,460 And this might say something about my hiring practices.

251 00:43:17,460 -> 00:43:21,660 I have to look into that, but most of my team is very relationships, based on strengths finder.

252 00:43:22,060 -> 00:43:29,860 So naturally we will, we have conversations, we know, kind of what generates connections on our team and so, we will do more of that.

253 00:43:30,960 -> 00:43:40,760 I make my one-on-ones extra-long now because the conversations I would typically have maybe just randomly in the hallway or because our desks are next to each other, don't happen anymore.

254 00:43:41,060 -> 00:43:46,360 So I am going to make sure that happens, and we even have just It's a monthly hangout that we keep on the calendar.

255 00:43:46,360 -> 00:43:57,460 We can have lunch together and just talk about just, you know, sit around and talk but I think, you know if you have got a new manager, and they haven't done any of those things yet, it's bringing it up with them.

256 00:43:57,460 -> 00:44:03,060 You know, saying, hey, if and if there's a problem already like, it's making me feel a little bit isolated.

257 00:44:03,060 -> 00:44:07,060 I don't feel connected, is there stuff we could do that.

258 00:44:07,060 -> 00:44:15,860 I think that can at least generate more conversation and then idea building from not just you, but then two to the two of you Iran, how to do that better?

259 00:44:15,860 -> 00:44:20,560 Or if you have got colleagues that you can already trust, always great to run things by people.

260 00:44:20,560 -> 00:44:25,560 I don't think we crowdsource enough information and that can be super useful.

261 00:44:25,560 -> 00:44:28,960 So, first things first, I think to start the conversation and see where it goes.

262 00:44:30,860 -> 00:44:32,060 Yeah, I love that.

263 00:44:32,060 -> 00:44:33,560 I know it's funny.

264 00:44:33,560 -> 00:44:35,360 I always really big on.

265 00:44:35,360 -> 00:44:40,560 We need our managers to like start this conversation because it can be so intimidating.

266 00:44:40,560 -> 00:44:46,760 As you know, you come into this organization and you're trying to do these things and like, and you don't know what's.

267 00:44:46,760 -> 00:44:47,560 Okay, and what's not, okay.

268 00:44:47,560 -> 00:44:50,260 And so I have like four questions.

269 00:44:50,260 -> 00:45:03,060 I ask any time, I have a new employee start on my team and all of them have been remote for me, for the last probably six or seven years, because I work remotely for a while, and I was just reading through them and thinking whether I should share them or not.

270 00:45:03,060 -> 00:45:08,460 And I actually think you could flip them is If your manager doesn't ask these that you could actually flip them, and they could still be productive.

271 00:45:08,460 -> 00:45:09,760 So I will just share them really quickly.

272 00:45:10,460 -> 00:45:31,460 So, first one on one, I have with a new employee, I first asked about their family and like, what's important to them and what I try to just you know, get a little bit of like they're their life like who are the people you're working for or most important relationship smoothie and your life and then you know also just kind of asked about like, what times were Work for you.

273 00:45:31,460 -> 00:45:32,960 What's like the ideal?

274 00:45:32,960 -> 00:45:41,960 You know, ideal Cadence because everybody, I seem to work with these days is pretty worried about work-life balance and like, trying to draw boundaries, especially if they're working remotely for the first time.

275 00:45:41,960 -> 00:45:46,460 So we will kind of talk about some of that personal stuff, then I will say fast-forward to a year in the future.

276 00:45:46,660 -> 00:45:49,160 You're thinking, I love this job.

277 00:45:49,160 -> 00:45:50,260 I am so happy.

278 00:45:50,560 -> 00:45:51,860 I feel so successful.

279 00:45:51,860 -> 00:45:52,560 I am really happy.

280 00:45:52,560 -> 00:45:56,960 I made this move like what are the conditions that made you make you feel that way?

281 00:45:57,560 -> 00:46:06,160 So often when people join a company they have this like you know, really A sort of like true north and big picture of what they see, and they want to be with this company for a long time.

282 00:46:06,160 -> 00:46:08,160 So I try to kind of get some of that out.

283 00:46:08,560 -> 00:46:10,160 Then I asked, what are you most excited about?

284 00:46:10,160 -> 00:46:11,760 And what are you most nervous about?

285 00:46:11,760 -> 00:46:18,960 And the nervous one is really helpful to me, because then I can like nowhere, I need to lean in more and support them.

286 00:46:19,760 -> 00:46:26,360 And then I will ask like, what are the qualities of the best manager for you and what doesn't work?

287 00:46:27,360 -> 00:46:30,760 But yeah, I was just thinking I share that because I think there's some of those questions you could ask.

288 00:46:30,860 -> 00:46:38,760 About, like, if I am the employee and the manager, you could say fast-forward a year in the future and you're so happy that you hired me, like, what has happened?

289 00:46:38,760 -> 00:46:40,060 What does that look like?

290 00:46:40,060 -> 00:46:43,160 Or you know, what are you manager?

291 00:46:43,160 -> 00:46:45,060 Most excited about with me starting.

292 00:46:45,060 -> 00:46:46,560 What are you nervous about?

293 00:46:46,860 -> 00:46:48,860 What are the things that are top of mind for you?

294 00:46:48,860 -> 00:46:56,460 So I can help you support them, but I always find that I need like 90 minutes for that first conversation because we get into a lot of (Rich) dialogue.

295 00:46:57,760 -> 00:46:59,960 Could you drop those questions in chat?

296 00:47:00,760 -> 00:47:03,560 Oh yeah.

297 00:47:04,260 -> 00:47:05,560 It's a Polish them a little bit there.

298 00:47:06,060 -> 00:47:06,560 Yep.

299 00:47:08,160 -> 00:47:11,760 I would also say just to kind of build on this theme of question.

300 00:47:11,760 -> 00:47:21,660 Asking one thing that's really interesting about this, is that there's actually quite a lot of evidence about why question asking works so well, to build relationships.

301 00:47:21,660 -> 00:47:24,060 So, I don't know if folks are familiar with.

302 00:47:24,060 -> 00:47:42,360 There was a New York Times article several years ago, 36 questions to fall in love, and it was based on This research by psychologist or there, Aaron who developed questions to help create Kind of intimacy and like relationship closeness in a lab, right?

303 00:47:42,360 -> 00:47:53,260 And the idea being that questions, really helped create this environment of mutual vulnerability and that, that's what really makes people feel closer to each other.

304 00:47:53,960 -> 00:47:57,660 So you know, it makes sense that across different context.

305 00:47:57,660 -> 00:48:00,660 When we're asking people questions, I share a little bit about myself.

306 00:48:00,860 -> 00:48:09,160 You share a little bit about yourself, and we kind of continue to get closer in that way as we reveal kind of more about each other.

307 00:48:09,360 -> 00:48:17,760 So I think those questions that the Amy mentioned, you know, could also set the foundation for other questions.

308 00:48:17,760 -> 00:48:29,160 You know, later on as you develop that relationship, that maybe get a little bit, even more into, kind of who you are, as people, what your values are what you're doing outside of work great.

309 00:48:29,160 -> 00:48:32,860 But there's just one kind of bring that in as well.

310 00:48:32,860 -> 00:48:33,860 And that's a really good.

311 00:48:33,960 -> 00:48:35,260 It's a really good article to.

312 00:48:35,260 -> 00:48:36,960 We can drop the link in there in case folks.

313 00:48:36,960 -> 00:48:38,560 Haven't Just drop it.

314 00:48:38,960 -> 00:48:39,560 Oh great.

315 00:48:39,560 -> 00:48:40,860 Awesome in chat.

316 00:48:43,360 -> 00:48:44,360 That's awesome.

317 00:48:45,160 -> 00:48:53,160 Wow, there's like so much Rich information in the data behind this as well with some of these insights that my mind is processing a lot.

318 00:48:53,160 -> 00:48:59,060 And in fact I would like to bring up one of the questions that came up about.

319 00:48:59,160 -> 00:49:00,560 It's the second one Katie.

320 00:49:00,560 -> 00:49:05,260 How do you communicate and interact well with difficult colleagues?

321 00:49:05,460 -> 00:49:08,260 I am open to new ways to approach this challenge.

322 00:49:08,560 -> 00:49:16,360 So I have seen some of that in chat as well, you know if there is a difficult period Where do you start?

323 00:49:24,960 -> 00:49:27,160 I can, I can share some thoughts.

324 00:49:28,960 -> 00:49:47,860 I mean, I think there's like some level of also just sort of knowing when someone's opened and with their dad and sometimes like there're some relationships where people just they're looking for something different in terms of what they come to work to get and there might be other things that are like, leading to that.

325 00:49:47,860 -> 00:49:52,960 So, just trying to like, lead with curiosity, but also be aware when it might not be a relief.

326 00:49:53,160 -> 00:50:04,360 Check that is going to go beyond, you know, the day-to-day one of my new favorite questions is what would need to be true for dot.

327 00:50:04,360 -> 00:50:10,460 So, you know if you felt like there was a colleague where we're struggling to work together.

328 00:50:10,460 -> 00:50:22,160 Well, like perhaps a question, like what would need to be true for you to feel like we're collaborating really well or, you know, you're getting what you need from me or you know, something along those lines.

329 00:50:23,160 -> 00:50:30,760 To kind of get into some of the way that they're thinking about the relationship, and they might be like, things are great.

330 00:50:30,760 -> 00:50:43,460 I don't have any challenges here or well, you know, I just feel like I need to like, really get down to business more quickly or you like there could be, there could be so many things and I think it's just really hard to guess.

331 00:50:43,460 -> 00:51:01,060 And, so I think coming from a place of, I really want us to have a great working relationship and then you know, asking them what Yes, you can do could potentially give some insight that you just wouldn't be able to guess on your own.

332 00:51:02,760 -> 00:51:11,860 First one is I love that Amy and it also reminds me of, and I am not sure the specific context that this person is asking about.

333 00:51:11,860 -> 00:51:20,060 But I do think in times when you are maybe disagreeing on something or have two different perspectives kind of coming Head to Head.

334 00:51:20,660 -> 00:51:28,260 Another interesting question is What would, what would you have to learn for you to change your mind?

335 00:51:28,960 -> 00:51:37,560 And, you know, I think that's an interesting one, too, because it can help you get a sense of is this person open or not to that kind of first point that Amy was making.

336 00:51:37,560 -> 00:51:48,360 Sometimes folks really might not be open to engaging in might be pretty, you know, stuck on what they think is true, or you know what they think is the way forward and that's fine.

337 00:51:48,360 -> 00:51:53,560 But then that also gets to this question of what is going to be within your control and what's outside of your Troll.

338 00:51:53,560 -> 00:52:06,060 And so, I think that there are certain aspects of a relationship where to save yourself kind of that emotional, you know, involvement recognizing kind of what the boundaries are.

339 00:52:06,060 -> 00:52:11,060 What you're actually going to be able to change in that other person or in your inner relationship.

340 00:52:11,060 -> 00:52:26,660 But I love that perspective of leading with curiosity and really trying to understand the actual kind of kinship that you have first and kind of dive into some of your assumptions.

341 00:52:26,660 -> 00:52:33,160 And what they kind of think is true and what might be better than well as a starting place.

342 00:52:35,660 -> 00:52:49,460 Yeah, and I Dad if you can, I have seen this work, a couple of times as find someone, you know, a coach or a mentor started to talk through this with is even better if you can kind of find someone who you think may be.

343 00:52:49,760 -> 00:53:07,260 If the pain point is around, maybe the way you communicate or the way you think through things, finding someone that might think in that same way to get an idea of like it gave, this were you, what would, what would be some of that reaction because maybe there's something I am missing here and Why we keep butting heads or whatever, it is.

344 00:53:08,560 -> 00:53:23,060 My husband's very different from me, and we act, I constantly use him for a lot of this stuff because he just thinks and processes kind of the same situation in a different way and it helps me catch stuff that I may not catch and then it's also a safe space to have that conversation.

345 00:53:23,060 -> 00:53:30,360 So you can also process I think what you're feeling because I imagine as you go into the conversation, there's already probably emotions coming up to.

346 00:53:30,360 -> 00:53:37,560 So it's hard to maybe step sometimes back and say okay I have Saying this between the two of us, like how can we fix this?

347 00:53:38,860 -> 00:53:42,060 Because now we're just both frustrated in it and kind of maybe angry or something.

348 00:53:42,060 -> 00:53:48,160 So, finding ways to step back a little bit, you know, look at kind of what you're reacting to and why.

349 00:53:48,160 -> 00:53:51,160 So that way, you can figure out what their response kind of is or me.

350 00:53:51,160 -> 00:53:52,360 What's going through their mind?

351 00:53:54,060 -> 00:53:59,660 I would say huge plus, 1 to the coach or Mentor being able to help with this.

352 00:54:00,060 -> 00:54:33,660 I personally have a coach who has helped me with A couple of conversations recently and one of the Frameworks that she shared as well is just kind of the ability to talk about if you are talking about a particular situation to really clearly articulate like the facts of the situation, and then the impact and the, the story you might be telling yourself as well about kind of why something why you think something happened and so detaching.

353 00:54:33,660 -> 00:54:42,060 It If you can from your own assumptions or even just making those assumptions really clear, sure the person.

354 00:54:42,060 -> 00:54:44,160 So, this is what I saw happen.

355 00:54:44,360 -> 00:54:45,260 These are the facts.

356 00:54:45,560 -> 00:54:49,060 This was the impact that I saw that have kind of objectively.

357 00:54:49,760 -> 00:54:55,960 And this is why I may be, I think this happened or why you know that this is a story I am telling myself.

358 00:54:56,160 -> 00:54:59,360 So and I think Amy you're probably familiar with that too.

359 00:54:59,360 -> 00:55:07,460 I think it's it comes from some folks who Yeah, yeah, yeah, yeah, exactly.

360 00:55:08,660 -> 00:55:25,760 But I think that can also be a great way to share and a way to kind of again, try to not necessarily let your assumptions or your emotions kind of completely drive the conversation.

361 00:55:27,260 -> 00:55:28,060 Not easy.

362 00:55:29,660 -> 00:55:31,160 No, not easy at all.

363 00:55:32,360 -> 00:55:35,160 To your coach and mentorship point.

364 00:55:35,460 -> 00:55:44,560 What if someone is looking for a good coach or Mentor, like, where do they start to find identify a strong relationship like that?

365 00:55:46,660 -> 00:55:53,160 Yeah, so I think one great place to start is, you know, a torch.

366 00:55:53,160 -> 00:55:56,560 We do facilitate those relationships with folks.

367 00:55:56,560 -> 00:56:03,560 So we have a network of many hundreds of coaches and thousands of mentors.

368 00:56:04,160 -> 00:56:09,160 And I think what can be really great about that.

369 00:56:09,160 -> 00:56:15,560 Are you end up in some cases getting paired with somebody who maybe is not?

370 00:56:15,760 -> 00:56:28,260 Ready at your organization and can kind of offer that different perspectives at the same time, I think there can be a lot of value in finding somebody in your organization and being able to kind of learn from that person.

371 00:56:28,260 -> 00:56:35,160 That's maybe a level or two above you, and that person kind of helping you grow in that and that role.

372 00:56:36,060 -> 00:56:47,260 But I think there are, you know, they're both kind of formal ways to go about finding a coach or Mentor, maybe through like a Platform or a program.

373 00:56:47,960 -> 00:57:00,360 But then, you know, I think there's a lot to be said for identifying a person in your organization or maybe in your broader Network and, and suggesting to that person.

374 00:57:00,360 -> 00:57:03,560 Hey, I really admire you, I really admire the work that you're doing.

375 00:57:04,160 -> 00:57:18,260 Would you consider having a conversation with me every month or so or every couple weeks when I would be asking some questions and you don't necessarily if it makes you feel strange or awkward, you don't have done Really frame it in terms of like, will you be my mentor, right?

376 00:57:18,260 -> 00:57:20,060 It can kind of evolved into that.

377 00:57:20,260 -> 00:57:24,460 I know I have talked to some people who have told me like, well that sounds really weird.

378 00:57:24,460 -> 00:57:31,460 I want to just ask somebody to be my mentor you know but you can take a lot of the strategies that we were talking about earlier about.

379 00:57:31,460 -> 00:57:33,460 How do you start to build a relationship with someone, right?

380 00:57:33,460 -> 00:57:35,160 So I think it's the same thing.

381 00:57:35,160 -> 00:57:45,460 Here can kind of start slow and start by telling that person why they matter to you and why you are impressed with them and why you want to learn with them which I think can go.

382 00:57:45,660 -> 00:57:46,560 A long way.

383 00:57:47,160 -> 00:57:56,860 But really kind of starting to identify who are the people that I want to work with or who are the people that I kind of admire and why and what might I want to learn from them.

384 00:57:56,860 -> 00:57:57,260 And how am I?

385 00:57:57,260 -> 00:58:03,560 What I want to model those types of relationships but would love to hear from Amy and Vicki to how they think about that?

386 00:58:08,860 -> 00:58:11,560 Vicky's anything else that you would share?

387 00:58:13,260 -> 00:58:14,860 I don't think anything extra.

388 00:58:14,860 -> 00:58:15,860 It's yeah.

389 00:58:15,860 -> 00:58:20,560 Just kind of reinforcing everything y'all were saying too yeah.

390 00:58:20,560 -> 00:58:34,860 And I mean, you know, we a lot more companies are offering coaching benefits, and so I think even if yours does not, you know, sharing asking your HR business partner or a leader like is there.

391 00:58:34,860 -> 00:58:35,960 Some do we offer?

392 00:58:36,160 -> 00:58:39,160 Like this is there anyone that you would recommend is good to?

393 00:58:39,160 -> 00:58:46,360 I sometimes think for especially if you're new to an organization, you know, finding the hardest part, is finding the person.

394 00:58:46,360 -> 00:58:56,460 And so, you know, that's the power of the network and part of white towards exist is because we want to make it easier for people to find those connections.

395 00:58:56,460 -> 00:59:01,060 So, just would encourage sharing and looking into those types of benefits.

396 00:59:02,460 -> 00:59:03,360 That's great to know.

397 00:59:04,060 -> 00:59:06,560 So we have got believe or not, 15 minutes left.

398 00:59:06,860 -> 00:59:09,160 So I want to start tackling some of these questions in queue.

399 00:59:09,160 -> 00:59:31,060 A we have one that's upvoted, pretty high with the world shifting more and more digital, what more can should companies do for those who prefer an in-person work environment, especially for people, earlier on in their careers, that is such a good question.

400 00:59:33,160 -> 00:59:34,360 And an Engineering Management.

401 00:59:34,360 -> 00:59:36,960 Came to me, he's like, Vicki, I think we need two ships counselor.

402 00:59:36,960 -> 00:59:42,260 He's a Star Trek fan, so he's saying we need a Deanna Troi, and I was like, all right, tell me more.

403 00:59:42,260 -> 00:59:47,860 We started talking through all this stuff, and we realize what we're actually we brought in another manager Iranians of employees.

404 00:59:47,860 -> 00:59:59,560 And we all had this discussion has been going on for months now of like, you know what we actually want is in person

connection, and we are trying to mimic it as good as we can and is virtual environment.

405 00:59:59,860 -> 01:00:00,860 But it is hard.

406 01:00:00,860 -> 01:00:07,360 We are on when you're on resume call or meet call or teens, call all day long, you don't want to be on that screen anymore.

407 01:00:08,960 -> 01:00:14,460 And so what we have been talking about is actually, all right, if we do this all company get together once a year.

408 01:00:14,460 -> 01:00:16,060 What's the half-life of that?

409 01:00:16,560 -> 01:00:22,360 Can it be kind of boosted in other ways we virtual events, and then, when do we need to get together again?

410 01:00:22,760 -> 01:00:24,560 And then at what, what size is it?

411 01:00:24,560 -> 01:00:25,760 Just our own team.

412 01:00:25,760 -> 01:00:27,560 So manager and their direct team.

413 01:00:27,960 -> 01:00:30,560 Is it, maybe the department coming together?

414 01:00:30,860 -> 01:00:32,060 So we're still figuring a lot.

415 01:00:32,160 -> 01:00:34,360 That out but one thing we're actually going to test.

416 01:00:34,360 -> 01:00:43,260 So I can't tell you if it's going to work or not, but we have a hypothesis is we haven't really been doing kind of get togethers around like an affinity topic.

417 01:00:43,260 -> 01:00:46,060 So we do these social hours right?

418 01:00:46,060 -> 01:00:47,160 And it's like, okay everyone get together.

419 01:00:47,160 -> 01:00:56,860 Most of our virtual events are in there cooking or trivia or some kind of show like one of those three things lately and so you get the same people kind of going to all those things.

420 01:00:56,860 -> 01:01:01,960 So now we're like well, what if we did one where hey crocheters Knitters come?

421 01:01:02,160 -> 01:01:02,960 Grab your stuff.

422 01:01:02,960 -> 01:01:04,060 Come hang out for an hour.

423 01:01:04,060 -> 01:01:04,960 We're just going to get on Zoom.

424 01:01:04,960 -> 01:01:05,860 You're going to work on, whatever it is.

425 01:01:05,860 -> 01:01:06,560 You're going to work on it.

426 01:01:06,560 -> 01:01:12,460 We're going to talk because we realized because the four or five of us out cared so much about the ship's counselor topic.

427 01:01:12,860 -> 01:01:18,160 We have begun closer because we have these conversations and there's a topic to be discussed.

428 01:01:18,960 -> 01:01:26,360 So we're going to actually try this with kind of more things and maybe I will be like a video game night or something like that and see kind of how that goes.

429 01:01:26,760 -> 01:01:31,960 So I don't think I have got an answer yet, but there's a whole lot of stuff that we're going to test to see if this works.

430 01:01:32,060 -> 01:01:35,360 I love that.

431 01:01:35,360 -> 01:01:36,560 I love that afraid.

432 01:01:36,560 -> 01:01:37,460 He topic groups.

433 01:01:37,460 -> 01:01:38,560 Yeah.

434 01:01:38,560 -> 01:01:41,160 Yeah, it's you really well.

435 01:01:41,160 -> 01:01:46,160 I have lots of opinions on this but I think it's important like contextually.

436 01:01:46,160 -> 01:01:51,560 Every organization is definitely different and has different set of circumstances at torch.

437 01:01:51,560 -> 01:01:53,560 We are remote first at this point.

438 01:01:53,560 -> 01:01:56,960 Most of our growth has happened since the pandemic.

439 01:01:56,960 -> 01:02:04,060 And so most of our teammates have basically joined Julie and stayed virtually.

440 01:02:04,260 -> 01:02:16,060 We do have a few hubs and regions where we have a concentration of people, and we still have a little bit of office presents, but we're at the point now where that's kind of all we do.

441 01:02:16,060 -> 01:02:26,360 But to the point of the question, I mean, you know, I think everyone a lot of people actually my head of recruiting always tells me one of the first questions people often ask is, are you really remote?

442 01:02:26,360 -> 01:02:35,160 And that's like there are people that really want this and even those of us who really like working remotely Like and I really want to see human beings at some point.

443 01:02:35,160 -> 01:02:41,660 So I think that largely what I am seeing is everyone's realizing is that it's not either/or.

444 01:02:41,660 -> 01:02:47,960 It's really, how do you kind of facilitate both things, and so I will just share one thing that we're.

445 01:02:47,960 -> 01:02:50,160 So we're given that we're remote.

446 01:02:50,160 -> 01:03:05,660 First were thinking about how do we really put some systems around getting together and seeing other human beings in person, it naturally happens in the places where we had office space but It's everywhere else where it's not naturally happening.

447 01:03:06,160 -> 01:03:17,260 And so outside of to Vicki's point the org-wide Retreat, and then we also do functional or like smaller team retreats in between we are working on.

448 01:03:17,260 -> 01:03:27,360 We have not figured out exactly how to structure this yet, but we're working on trying to make it easy for people to get together with others in their area, grab lunch, or if they're traveling.

449 01:03:27,360 -> 01:03:31,760 Be able to Ping people that are in the Chicago area and say I am in town.

450 01:03:32,060 -> 01:03:33,260 Anyone want to go grab dinner?

451 01:03:33,260 -> 01:03:47,960 And actually like having some funds associated with that, that were actively encouraging it because very often those like one-on-one I live in a place where, like, I have had several people have come in and out to visit go skiing or something.

452 01:03:47,960 -> 01:04:12,960 And I mean, I remember the lunch that I had with this person or the coffee that I grabbed, this other person in a way that I sometimes, can't remember what meetings I was on, you know, all week, but I will remember and actually there's a lot of research around the way our brain works and that sort of spatial change can actually help things to stick in a way that being on the same, you know, computer screen, like it starts to just really run together.

453 01:04:12,960 -> 01:04:26,760 So, we want to look for those like serendipitous put a little bit of structure behind it, but let people, you know, find each other and find those clusters again, we haven't figured out exactly to structure that because it gets really complicated and the funding of it and the policy and all of that.

454 01:04:26,860 -> 01:04:28,560 But we know there's something there.

455 01:04:29,260 -> 01:04:31,460 I love that.

456 01:04:31,660 -> 01:04:34,960 It was serendipitous moments and changing the environment.

457 01:04:35,760 -> 01:04:36,260 It's good.

458 01:04:38,660 -> 01:04:39,760 Is there anything else?

459 01:04:40,360 -> 01:04:41,460 Elizabeth would you add?

460 01:04:42,860 -> 01:04:44,160 I don't think I would add anything else.

461 01:04:44,160 -> 01:04:45,560 I think they covered it.

462 01:04:45,560 -> 01:04:48,360 I would just say that this is a, it's a challenging thing.

463 01:04:48,360 -> 01:04:52,460 And I think I don't know any organization that really feels like they have figured it out.

464 01:04:52,460 -> 01:04:54,260 So I was just kind of validate.

465 01:04:54,260 -> 01:04:58,960 The fact that everybody, if you're feeling confused going through this, I think you're not.

466 01:04:58,960 -> 01:04:59,760 You're not alone.

467 01:05:01,660 -> 01:05:13,760 Let us go on to this next question, here, how can you scale relationship building processes programs and events within a company from small departments across company-wide?

468 01:05:20,360 -> 01:05:34,260 Yeah, so I think one of the first things that I would say here is relationship kind of relationship building program is one that can really help to scale those efforts.

469 01:05:34,260 -> 01:05:40,660 So for instance, a mentorship program rate is one where you have some formality around.

470 01:05:40,760 -> 01:05:49,460 How people are paired up, for instance, and then maybe there's some guiding questions you have a past that you're kind of being gay.

471 01:05:49,660 -> 01:05:50,260 It through.

472 01:05:50,360 -> 01:05:54,960 So it's not quite as much to you as either the mentor and the mentee to figure out.

473 01:05:54,960 -> 01:05:55,860 What am I doing?

474 01:05:55,860 -> 01:05:57,360 How does this thing even work?

475 01:05:57,560 -> 01:06:02,760 But you're kind of really LED through that process and hopefully that's going to lead to better outcomes for you.

476 01:06:03,460 -> 01:06:14,360 And that also means that if it is an organizational by program, you might get an opportunity to meet with and talk to people from different parts of the organization different functions.

477 01:06:15,160 -> 01:06:23,560 So really kind of creating that type of relationship building that might not happen organically which can be really, really powerful.

478 01:06:23,960 -> 01:06:39,660 So I think that's, that's one thing that I would share that can really be useful and kind of scaling up some of those processes and making it so that it's not just on the onus of or it's not the onus isn't just on individual managers to do all this work individual employees.

479 01:06:44,660 -> 01:07:05,560 I can add a couple of quick thoughts, one, when I think about sort of larger team size, something that, that is a really simple intervention that I love is something that I call question of the day and it's just starting out every meeting every like team meeting or formal meeting.

480 01:07:05,960 -> 01:07:08,060 So, not necessarily a huge group at sometimes.

481 01:07:08,060 -> 01:07:10,360 Well, actually even do it in the chat and our company.

482 01:07:10,360 -> 01:07:11,060 All Hands.

483 01:07:11,360 -> 01:07:12,860 That's just a completely non-work-related.

484 01:07:13,060 -> 01:07:14,960 Added question.

485 01:07:15,260 -> 01:07:17,360 That is just fun.

486 01:07:17,360 -> 01:07:40,860 I have like a spreadsheet of questions that will ask that, just kind of can get people talking and sharing and sometimes I have some crazy stories of how that's like turned into US learning about something that someone, you know, someone turns out that there are musicians, and they have this amazing talent, and then they share the video that they made and then suddenly like Elite one thing leads to another and you just know someone at a much deeper level.

487 01:07:40,860 -> 01:07:53,460 And I think we just I always try to think with HR programs and interventions like, just enough to help people do the right thing and it doesn't need to be this huge program, but just like plant the question and then see what happens.

488 01:07:54,260 -> 01:08:00,660 Another thing I will add is a technology that we just invested in, which is a, a start-up that's called whisk.

489 01:08:00,660 -> 01:08:23,359 And it's w is q and it is essentially their mission is all around bringing more life to work and it is essentially kind of like this combination of Instagram and Pinterest but for The work environment where people can post pictures and share ideas or like a funny podcast that they listen to and people can comment on it.

490 01:08:23,359 -> 01:08:30,560 There're groups and boards that you can join if you're interested in pets or woodworking or knitting or whatever that might be.

491 01:08:30,560 -> 01:08:37,359 And you know, so we're trying to kind of to Vicki's point about around like getting together to work on a common interest.

492 01:08:37,359 -> 01:08:51,260 We're trying to kind of create a place for those things to Bubble Up and populate, and They have a lot of cool things on their road map to where they're going to like create lounges and kind of version of donut dates that people can do through virtual interaction.

493 01:08:52,260 -> 01:09:12,760 It's a there's just trying to we're trying to it doesn't solve the like need for in person but again if you can start to see people outside of their title and there, there's a new screen that can often lead to just these connection points that get people together more, and get them seeing each other as more.

494 01:09:12,960 -> 01:09:20,859 Then just, you know, that, that product manager, that keeps telling me, no, or that HR person that keeps asking me to do this thing.

495 01:09:21,160 -> 01:09:24,359 And so we're trying to just find a lot of different ways to do that.

496 01:09:26,060 -> 01:09:26,560 Yeah.

497 01:09:26,560 -> 01:09:31,560 I think a lot of this is also, you know, do you have someone who can own creating this or not?

498 01:09:31,560 -> 01:09:34,460 And if so, then what is the remit for that?

499 01:09:34,460 -> 01:09:38,460 Like what, you know, what are you trying to accomplish from a program wide level?

500 01:09:38,460 -> 01:09:55,060 Because that does require budget, it does require someone to kind of drive it forward and I have noticed when we have tried to do some things that are like overly consistent, it almost Burns people out, and they don't want to do it anymore, which is you think about how we interact in life, it's very organic and kind of just comes and goes and Ebbs and flows.

501 01:09:55,460 -> 01:09:57,460 And so how do we create more of that?

502 01:09:58,560 -> 01:10:01,360 And I think a lot of it goes back to Leading by example to.

503 01:10:01,360 -> 01:10:07,060 So we have donut installed in our slack to kind of create those conversations with each other.

504 01:10:07,360 -> 01:10:08,760 To create those questions.

505 01:10:09,660 -> 01:10:12,760 I set, slack reminders, in my own team, meetings of like, you know, what are you excited?

506 01:10:12,960 -> 01:10:15,160 About for the weekend, it comes out on Friday.

507 01:10:15,160 -> 01:10:22,460 What, you know what are you looking forward to getting done on Monday and just trying to Pepper things in like that?

508 01:10:23,560 -> 01:10:31,460 We even do things were randomly someone might say in the plant Channel like, hey show us your favorite plant today or in the Dog Channel.

509 01:10:31,460 -> 01:10:31,860 Alright.

510 01:10:31,860 -> 01:10:41,260 It's Friday afternoon with the animals and it's just a spontaneous moment that we try to generate and encourage other people to do random things.

511 01:10:41,260 -> 01:10:54,760 So to Generate some of that and I think it's it is a little bit difficult but just trying to find different ways and just creative ideas and just trying it and if it does is you do it once.

512 01:10:54,760 -> 01:11:00,060 And that's it, I don't think there's anything wrong with that because again goes back to the ebbing and flowing of that's how we talk.

513 01:11:01,060 -> 01:11:20,760 Speaking of Select channels, our team just started a social yell slack Channel where all you can do is type in all caps and it is probably one of the funnest slack channels that you have currently peopled are like, happy Monday and it's like shouting at you, right?

514 01:11:24,860 -> 01:11:25,660 That's so fun.

515 01:11:25,660 -> 01:11:30,360 I am speaking of slack, the one thing that I want to call out, this may be a less.

516 01:11:30,560 -> 01:11:41,560 Exciting scaling opportunity but one that I think is really important, and we were kind of getting at the beginning to is just the consistency of communications, right?

517 01:11:41,560 -> 01:11:53,260 Like I think just if you have a team, making sure that you're responding to people on slack or just kind of doing simple things every day that lead to more trust in relationships.

518 01:11:53,260 -> 01:12:20,660 So I think there's this aspect of it that can be more formal and kind of more planned right around some of these amazing questions that I am beginning even bringing up but then there's also just if my manager responds to me in a timely way that's going to also impact how I feel about my relationship with them or if I am in a meeting with them, and they hear me, and they support an idea, or they kind of give me space to speak about an idea.

519 01:12:20,660 -> 01:12:23,160 That's also going to really impact my relationship with them.

520 01:12:23,260 -> 01:12:30,460 So I think it's important to take into account some of those other smaller, like kind of micro behaviors to that happened throughout the day.

521 01:12:30,660 -> 01:12:31,260 Additional.

522 01:12:31,260 -> 01:12:39,860 And in addition to these kind of special relationship, building things that we might think about doing, So good.

523 01:12:40,460 -> 01:12:41,760 We're already at time.

524 01:12:43,660 -> 01:12:45,960 This topic has been so rich.

525 01:12:46,060 -> 01:12:47,960 Thank you so much.

526 01:12:48,060 -> 01:12:49,860 Vicki, Elizabeth, Amy.

527 01:12:49,860 -> 01:12:54,060 Each of your insights, your experience, your heart.

528 01:12:54,060 -> 01:13:03,660 Your mind that you brought your presence just so grateful for each of you and how you're leading strong relationship building in your organization's.

529 01:13:03,660 -> 01:13:15,460 Today, we're inspired Alright, well, thank you so much for all those who have attended the chat alone as I was going through this event or watching.

530 01:13:15,460 -> 01:13:20,360 It is so rich, so thank you for the insights, the questions you have dropped.

531 01:13:20,360 -> 01:13:24,660 Their, I want to go through the chat and maybe pull some of those insights.

532 01:13:25,760 -> 01:13:29,360 Have a wonderful day, we have our next event coming up.

533 01:13:29,760 -> 01:13:32,660 It will be a few weeks from now with a team.

534 01:13:32,660 -> 01:13:56,060 And with HR transform We have got McGraw-Hill the CEO of a team, the co-founder of HR transform and Kim Roar, who we got that amazing social yell slack Channel idea from she's gonna be on this panel, and we're talking about the rise of cloud based companies, attracting and unleashing top talent in the new world of work.

535 01:13:56,160 -> 01:13:57,760 So it's going to be a great event.

536 01:13:57,860 -> 01:14:06,760 And until then, I hope each of you can invest into those solid relationships and Quality of life.

537 01:14:07,060 -> 01:14:08,560 Have a wonderful rest of your week.

538 01:14:08,860 -> 01:14:09,460 See you later.

1 00:05:29,600 -> 00:05:32,800 Hey, hey, hey, welcome, welcome, welcome.

2 00:05:32,800 -> 00:05:34,300 My name is Robert Ortiz.

3 00:05:34,300 -> 00:05:37,400 And I am the co-founder and CEO of welcome.

4 00:05:37,400 -> 00:05:48,400 The platform that you're on here today, looks like we have people joining from around the country and even around the world, I see doubling the building as he Paris, I see Canada.

5 00:05:48,500 -> 00:05:56,500 If you have not already, please drop your location and where you're joining us from for real Brazil's in the building Boston is in the building.

6 00:05:57,300 -> 00:05:59,200 Great to see this representation.

7 00:05:59,500 -> 00:06:01,500 Here for this event.

8 00:06:01,500 -> 00:06:07,500 I mean, we're talking about remote work and so it's only makes sense to have remote distributed representation here.

9 00:06:07,700 -> 00:06:09,100 Love, love to see it.

10 00:06:09,800 -> 00:06:20,500 You know, I think that the beauty about we're going to get into a lot of the beauty about remote work, but it's a lot of it is to represent it just by even what you're seeing here in chat.

11 00:06:20,800 -> 00:06:29,200 Today, we're going to cover a lot of cool things and insights on what's happening in the remote work World, both personally for us.

12 00:06:29,300 -> 00:06:33,500 Us in the market and into the future, you know?

13 00:06:33,500 -> 00:06:36,400 Today I am actually joining you guys from Philadelphia that's my hometown.

14 00:06:36,800 -> 00:06:44,300 However, I am living and I have moved since the pandemic to Puerto Rico so give me those to all you guys doing from there as well.

15 00:06:44,500 -> 00:06:45,700 Quick housekeeping.

16 00:06:46,100 -> 00:06:52,600 This is I know it's different platform for some of you folks, but we're going to have a strong emphasis on Q&A.

17 00:06:52,600 -> 00:06:59,300 We have two amazing speakers there in the green room right now, they're going to join me on stage, and we want to have a conversation with all of you.

18 00:06:59,800 -> 00:07:01,300 So ask questions come up.

19 00:07:01,300 -> 00:07:03,200 As we get into these topics, please.

20 00:07:03,200 -> 00:07:07,400 Please drop your question in the Q&A tab, on the right-hand side.

21 00:07:07,700 -> 00:07:15,400 If you need any help with, like exploring the platform and such get the help tab on the right-hand side and somebody who love to show you around.

22 00:07:16,000 -> 00:07:20,400 Now, let us go ahead and set the stage set, the table per se.

23 00:07:20,700 -> 00:07:21,800 Why are we here today?

24 00:07:22,300 -> 00:07:27,600 Well, outside of hearing from two phenomenal leaders in the remote work space.

25 00:07:28,200 -> 00:07:39,300 We're here today because We're all being impacted whether professionally or personally by the shift that's happening and the shift that's automatically shifting how we work in changing, how we work.

26 00:07:39,600 -> 00:07:47,300 You know, a couple weeks ago, I was in a gathering with other leaders in business and I joined this breakout session.

27 00:07:47,400 -> 00:08:08,500 It was titled remote hybrid or in the office and the room was packed to the walls and I grabbed a seat in the middle of the room because I needed it to listen to this conversation and you I felt the tension in the air, you know, this is like polarizing perspectives that some folks carry about where things should be at.

28 00:08:08,500 -> 00:08:19,000 Is it in the office is a hybrid is a remote the pros and cons of it all and depending on where you stand, it can be very polarising today though, we're diving into the beauty of remote work.

29 00:08:19,400 -> 00:08:20,400 Why it works?

30 00:08:21,100 -> 00:08:22,700 How companies that get it, right?

31 00:08:22,700 -> 00:08:25,600 Have an unfair advantage and what that means into the future.

32 00:08:25,700 -> 00:08:32,600 Now before we kick that off about, why don't we kick off with a quick poll to just quickly pull the audience here.

33 00:08:32,600 -> 00:08:35,700 Today, just would love to understand, where are you working?

34 00:08:35,700 -> 00:08:37,200 Primarily today?

35 00:08:37,400 -> 00:08:47,400 Is it primarily remote, primarily hybrid in office sometimes remote at home sometimes or just purely in the office?

36 00:08:48,300 -> 00:08:53,400 We have a lot of remote only representation here today which is, which is great to see.

37 00:08:54,400 -> 00:08:55,200 Which is pretty.

38 00:08:55,500 -> 00:08:56,000 It makes sense.

39 00:08:56,000 -> 00:08:56,300 Right?

40 00:08:56,300 -> 00:08:57,500 The topics that were covering.

41 00:08:58,100 -> 00:08:58,800 Good to see that.

42 00:08:58,800 -> 00:09:02,500 Looks like a 60% remote only audience here.

43 00:09:02,800 -> 00:09:03,800 So, good to see it.

44 00:09:03,900 -> 00:09:08,300 Now, I am gonna go ahead and get a little bit of speakers.

45 00:09:09,200 -> 00:09:10,600 Backgrounds, it covered.

46 00:09:10,600 -> 00:09:12,400 So maybe let me get myself out the way.

47 00:09:12,400 -> 00:09:21,100 So again, my name is Roberto and welcome is on a mission to help companies change the way they gather engage and Inspire their remote control.

48 00:09:21,100 -> 00:09:27,200 He's, we are fully remote company, and we're doing the technology to empower the distributed Workforce.

49 00:09:27,500 -> 00:09:31,400 Now, Tony Jamis who's joining us as well.

50 00:09:31,500 -> 00:09:33,800 He is the co-founder and CEO of oyster.

51 00:09:34,500 -> 00:09:57,400 If you have not learned about what you need to learn about oyster, they're changing the way you recruit and connect with employees around the world, he is an again, he is the founder and CEO of oyster and there are Global and Schmidt platforms that empowers companies higher pay and care for their teammates regardless of where they are, Tony is also a future of work activists.

52 00:09:57,400 -> 00:09:59,400 Are we going to get into that in a minute?

53 00:09:59,400 -> 00:10:05,800 Passionate about the global benefits of distributed work and how that's changing worldwide.

54 00:10:05,900 -> 00:10:12,200 And how that's the impact that's having on both people and the economy and Chris heard?

55 00:10:12,200 -> 00:10:15,500 He's the founder and CEO of First Base.

56 00:10:15,900 -> 00:10:37,700 You probably seen both of these guys, flooding your Twitter, and/or your LinkedIn because I know I always tune in whenever these guys are posting and Chris leads first base, which is a hard word as a service platform that enables companies to set up manage and retrieve all physical equipment of remote workers and their needs.

57 00:10:38,400 -> 00:10:46,400 Chris, founded first based on the belief that everyone should have more time with the people that care about most all while doing their best work.

58 00:10:46,700 -> 00:10:50,200 So guys, Why don't you guys put it together and chat?

59 00:10:50,200 -> 00:10:54,900 Give it up for both Chris and Tony who's joining us here on stage.

60 00:10:59,800 -> 00:11:03,200 Anyone Tony Chris, good to see you guys?

61 00:11:05,100 -> 00:11:06,300 Hey, thanks for joining us.

62 00:11:06,300 -> 00:11:10,000 First of all, I think, you know, we were just talking about in The Green Room.

63 00:11:10,300 -> 00:11:12,600 I have been looking forward to this conversation quite a bit.

64 00:11:13,300 -> 00:11:16,600 I have gotten to know you guys and different levels as well.

65 00:11:16,800 -> 00:11:25,600 But to have this representation on stage to talk about remote work, I can't think about two other people besides you two to drive the conversation.

66 00:11:25,600 -> 00:11:27,500 So, thank you for being here.

67 00:11:28,900 -> 00:11:31,000 Well, thank you for welcoming us on the welcome platform.

68 00:11:34,300 -> 00:11:35,400 Yeah, absolutely.

69 00:11:36,000 -> 00:11:37,000 So really quick.

70 00:11:37,600 -> 00:11:39,400 Small fun fact as well.

71 00:11:39,500 -> 00:11:42,000 You know doing some background on both of you guys.

72 00:11:42,900 -> 00:12:04,600 We all live in different parts of the world, and we call home to different parts of the world, and we all live on an island in different parts of the world which is really fascinating you know, home for me is Puerto Rico Chris, you're in Scotland and Tony you in Cyprus in the middle of the Mediterranean which is In to see that, you know, I talk to people all the time.

73 00:12:04,600 -> 00:12:11,400 I would never thought my wife and I always dreamed of going back to Puerto Rico and I will, we stop that.

74 00:12:11,500 -> 00:12:13,800 I can't do that because I am building a tech company.

75 00:12:13,900 -> 00:12:17,500 I am trying to progress my tech sort of career.

76 00:12:17,500 -> 00:12:23,600 And here we are right doing that living where we want to live and building what we want to do build.

77 00:12:24,300 -> 00:12:28,900 So in the core of our conversation you know we're going to be breaking up our conversation into three pillars.

78 00:12:29,900 -> 00:12:36,500 Number one is the A personal impact of remote work and how to get that right for ourselves.

79 00:12:36,500 -> 00:12:40,400 And what we're seeing is best practices because we know the shift to remote work.

80 00:12:40,400 -> 00:12:52,900 It starts with us personally, I do, we have the right things in place for us to succeed personally, as we take on remote work,

number two, the impact and the market, that remote work is having on the market.

81 00:12:52,900 -> 00:12:58,300 And the, lastly, how is remote work shaping the future and those are the three key areas.

82 00:12:58,400 -> 00:13:01,100 So don't, why don't we kick off with the first one?

83 00:13:01,300 -> 00:13:06,800 Which is Around the personal impact of remote work.

84 00:13:06,800 -> 00:13:17,300 So, with all that I already covered is pretty clear to say that we're all Champions over about work outside of building companies, for remote work, outside of building distributed teams.

85 00:13:18,700 -> 00:13:21,900 We're also impacted personally by remote work.

86 00:13:22,000 -> 00:13:23,100 So, just the first question.

87 00:13:23,100 -> 00:13:28,500 How has remote work impacted both of you on a personal level?

88 00:13:29,100 -> 00:13:32,700 And if you can unpack that for us here today, Tony when we Compass here.

89 00:13:34,500 -> 00:13:42,400 Yeah, so it's really gives gave me freedom and flexibility to design the life that I want to live.

90 00:13:43,100 -> 00:13:57,300 So, starting from where I want to live to how I want to work, how much time I want to spend with my children, how much I want time, I spend on myself, so, so just to give you some examples of how I do this.

91 00:13:57,300 -> 00:14:13,800 So as you mentioned, I live on the island of Cyprus, I have always thought Cyprus Was the most beautiful country in the world 17 years ago, when I was there and, and, and, and that opportunity enabled me to pick where I want to live in the world in a place that I want to call home.

92 00:14:14,200 -> 00:14:25,700 I spent the last 40 years of my life, pretty much all my life living in cities, chasing job opportunities and in London and Bay Area and Paris and so on and so forth.

93 00:14:26,100 -> 00:14:28,600 And I just, I am done with living in cities.

94 00:14:28,600 -> 00:14:34,000 I don't want to live in cities and for me, when I wanted to start this company, I It to work for me, first and foremost.

95 00:14:34,200 -> 00:14:36,400 So it gave me a takes ability of location.

96 00:14:36,700 -> 00:14:42,400 It gave me also the opportunity to design the life, I want to have.

97 00:14:42,400 -> 00:14:46,800 So I don't work in the morning because most of my team is in Europe and in the u.s.

98 00:14:46,800 -> 00:14:50,000 Time zone, so I work in the afternoon and in the evening.

99 00:14:50,400 -> 00:15:07,200 So I spent the morning with my children, exercising doing whatever I want to do and in the afternoon I have a one-hour where I can spend with my children On the beach to connect with them and then Friday we don't do meetings.

100 00:15:07,200 -> 00:15:12,600 We called it focused Friday where it enables me to, to get stuff done.

101 00:15:12,600 -> 00:15:12,800 That.

102 00:15:12,800 -> 00:15:16,400 I need to get before going to the weekend, and then we completely disconnect over the weekend.

103 00:15:17,700 -> 00:15:20,200 So but that cannot be possible.

104 00:15:20,500 -> 00:15:22,600 If the organization doesn't allow that.

105 00:15:22,600 -> 00:15:23,500 So we can talk about this.

106 00:15:23,500 -> 00:15:34,800 Maybe later in the conversation is that it's it has to be something that is shared this way of living as See, this Freedom across the organization.

107 00:15:36,000 -> 00:15:43,700 Yeah, let us get into that on the second half of this topic because I think that it's important to, I mean, we you just switch on remote.

108 00:15:43,700 -> 00:15:45,200 It doesn't take care of all the problems.

109 00:15:45,200 -> 00:15:49,400 It has to be wrapped in intention and discipline has to be part of that.

110 00:15:49,400 -> 00:16:05,000 But Chris fill us in on your remote sort of like how has it impacted you and by the way Tony and Chris are Super Active fathers, and they both have little babies right now as part of not just running a global company.

111 00:16:05,000 -> 00:16:09,500 But also Raising kids and promote life, just changes that.

112 00:16:09,500 -> 00:16:12,100 And so Chris, why don't you fill us in on that impact for you?

113 00:16:13,100 -> 00:16:19,200 Yeah I think echoing well of for Tony said it was a quality life decision for me as well.

114 00:16:20,100 -> 00:16:25,700 Miss. my first daughter walking laughing talking for the first time working in an office.

115 00:16:26,500 -> 00:16:32,000 Had that question in my head which I remember having a conversation with my dad where I was like, this sucks.

116 00:16:32,000 -> 00:16:32,200 Right?

117 00:16:32,200 -> 00:16:34,800 Like, why am I missing the events to my kids lives?

118 00:16:34,800 -> 00:16:36,600 He's like, that's how Oh, it's Gotta Be.

119 00:16:36,600 -> 00:16:38,900 You gotta work to put a roof over your kids heads.

120 00:16:38,900 -> 00:16:42,700 And I think for me it was like, well maybe it doesn't have to be like that.

121 00:16:42,800 -> 00:16:48,900 And then founded my first business, we had a bunch of Discovery around all the challenges in operating that way.

122 00:16:48,900 -> 00:17:05,500 And then eventually we came to build first base and I think what's became important for me over the time between having that realization and today, and all the things I have done since then it's probably the realization that no other time in history, could I be doing what I am doing today.

123 00:17:06,000 -> 00:17:14,599 We were speaking about this beforehand where we have raised a bunch of money from some of the most prominent investors in the world without ever stepping foot in San Francisco.

124 00:17:14,599 -> 00:17:19,700 And until it was recently as two or three years ago, that would have been impossible.

125 00:17:20,000 -> 00:17:27,099 And I think like, yeah, Tony speaks about this a lot, the ability to democratize access to opportunity is a huge part of this.

126 00:17:27,099 -> 00:17:46,200 There are incredibly talented people all around the world and being able to give them access to the best opportunities globally is such A huge enabler, whether it's single parents whether it's people with health conditions or impairments, but there's people that Just Can't Get Right visa to work in some of the more affluent parts of the world.

127 00:17:46,200 -> 00:17:50,400 So that's being the real driver for me, trying to make that change.

128 00:17:50,400 -> 00:17:58,100 And obviously personally having that impact with my kids, my family while still being able to do the best work I have done in my life.

129 00:17:59,300 -> 00:18:14,300 Now that no doubt thanks to Sharon, and I like to jump in and add I was with what Chris said is that It also enabled me to reduce my carbon footprint and also great.

130 00:18:14,300 -> 00:18:15,500 Gain more stability in my life.

131 00:18:15,500 -> 00:18:24,400 So before starting this company, I was, I was a CEO of another company and used to spend half of my time every month in another continent.

132 00:18:24,800 -> 00:18:33,600 I was in constant jet lag and when I took my transition to move this company, I run the numbers and see what's, what is my CO2 footprint?

133 00:18:33,800 -> 00:18:35,700 And 90% of it was air travel.

134 00:18:36,200 -> 00:18:43,500 And I want to be able to live and work and lead a successful company without the need to continuously be on a plane.

135 00:18:43,500 -> 00:18:49,200 Now, in-person meetings are important, and we can touch base on why they are uncertain to make promote work.

136 00:18:49,600 -> 00:18:53,500 But, but it has, it doesn't need to be the case to get stuff done.

137 00:18:53,500 -> 00:19:01,100 So you can massively reduce your carbon footprint as a human, when you work from remotely.

138 00:19:02,300 -> 00:19:04,100 Yeah, yeah, no doubt, no doubt.

139 00:19:04,200 -> 00:19:05,600 You know, it's interesting.

140 00:19:05,900 -> 00:19:13,200 Now, every time I travel, I first always start with the question of why like, is this, this is this trip.

141 00:19:13,200 -> 00:19:14,600 Really, really necessary.

142 00:19:14,900 -> 00:19:17,200 And typically it's not.

143 00:19:17,400 -> 00:19:24,200 And now, when you go into running a company and let us say, way into that, because Tony you touched on this first.

144 00:19:24,200 -> 00:19:29,500 Second here, around being set up for success in a remote.

145 00:19:30,400 -> 00:19:38,500 You know, remote first remote oriented sort of culture, you know, just one thing just today.

146 00:19:38,500 -> 00:19:40,400 I am in Philadelphia, I am visiting family.

147 00:19:40,700 -> 00:19:52,100 I have been out here for a couple of weeks, and I was just like, mind-boggled, because I was sitting in traffic and I typically don't sit in traffic to go to work.

148 00:19:52,100 -> 00:20:01,600 I am flipping anywhere, we walk into my office, and I am sitting there for an hour and it just Crazy.

149 00:20:01,600 -> 00:20:03,300 Sort of like, I was taken aback by.

150 00:20:03,600 -> 00:20:07,700 This was my normal for ten years.

151 00:20:07,700 -> 00:20:22,300 I commute it two hours back and forth to work back in my early career, and I am glad that we don't have to do that but now as Leaders of companies and people managers and Chris you touch about this as well.

152 00:20:22,300 -> 00:20:30,000 Like, you know, remote working remotely takes discipline, it takes attention, both discipline at the individual level, it takes attention.

153 00:20:30,100 -> 00:20:34,400 In it takes trust leading with trust and assuming with trust.

154 00:20:35,700 -> 00:20:38,500 What can companies do to help?

155 00:20:39,600 -> 00:20:41,900 Like to help them succeed and to shift to remote?

156 00:20:42,000 -> 00:20:50,100 Like if I am a people leader leading a team, and I am jumping into remote or my company just went remote friendly?

157 00:20:50,800 -> 00:20:56,400 What are some of the things I could be doing to improve how we work remotely?

158 00:20:57,100 -> 00:20:59,000 What are those things that come to mind for you guys?

159 00:20:59,000 -> 00:20:59,600 Chris.

160 00:21:01,000 -> 00:21:02,600 Yeah, this is a conversation.

161 00:21:02,600 -> 00:21:09,400 I have had with everyone from exacts of global Banks to friends and family who live a globally.

162 00:21:09,500 -> 00:21:18,400 And often the question I think becomes from an office first perspective, like how do you trust your people to do the work and the push back to?

163 00:21:18,400 -> 00:21:22,100 That is really easy which is like you hire people without trusting them.

164 00:21:23,100 -> 00:21:26,100 And like I think there's still a world in which that's true, right?

165 00:21:26,100 -> 00:21:38,000 Like you spend all this time interviewing people, you check that they have these competencies and now you're not going to trust them to do the things that they want to do and I think to your point the commuting things I think Super interesting.

166 00:21:38,700 -> 00:21:52,800 You look at that, the way we used to live as people spending 90% of their day getting ready for traveling to sitting in an office and by the time they get home, they have missed their kids, they leave before their kids.

167 00:21:53,000 -> 00:21:57,800 Wake up, they got home after the kids have gone and had their Partners exhausted.

168 00:21:57,800 -> 00:21:59,100 They have got no time for friends.

169 00:21:59,100 -> 00:22:00,300 Families and hobbies.

170 00:22:01,000 -> 00:22:04,000 And we wondered like, why are people not enjoying work?

171 00:22:04,100 -> 00:22:12,700 Well, it's because they're sat in an office chair night and 5, and they don't have any time to do the things that make them happiest, which enables them to do, the best work that they have ever done in their lives.

172 00:22:13,300 -> 00:22:18,000 And I think the final thing which I hear a law, which is how do we do it right?

173 00:22:18,000 -> 00:22:19,500 Like, how do we do this thing?

174 00:22:19,500 -> 00:22:27,500 We don't understand that and what typically that happens is, we're going to wrap Replicate the office remotely rather than leveraging, the benefits of remote.

175 00:22:27,500 -> 00:22:35,400 And I think companies that begin remote, they maximize that they have more written culture, they communicate asynchronously more.

176 00:22:35,400 -> 00:22:46,600 Tony, I spoke about the focus Friday, so carving out that time to do deep focus work without distractions, companies are just going to replicate the 925, they're going to track people's clicks.

177 00:22:46,900 -> 00:22:49,700 They're never actually going to get any of the true benefit of remote work.

178 00:22:49,700 -> 00:22:54,000 And I think getting over that hump and recognizing the status quo Me different.

179 00:22:54,700 -> 00:22:56,700 That's maybe the two biggest things I see.

180 00:22:57,900 -> 00:23:04,300 Yeah, the data you know was interesting Chris about that is 12 company's responsibility on.

181 00:23:04,400 -> 00:23:07,400 Putting these Frameworks in place you know, Freedom Fridays.

182 00:23:08,000 -> 00:23:09,400 It was a focus Fridays.

183 00:23:09,400 -> 00:23:25,100 It sounds like Freedom Fridays in my mind as well, freedom from meeting, but yes, but it's also like personally as an individual, I have to change as well, because if I, if I was already working 10 years and that was my Norm habitually.

184 00:23:25,100 -> 00:23:27,600 I already, you know, running out the door.

185 00:23:27,700 -> 00:23:29,800 This does this, do this.

186 00:23:30,600 -> 00:23:33,100 Now I have control of my time.

187 00:23:33,700 -> 00:23:34,700 What does that look like?

188 00:23:34,800 -> 00:23:36,400 How do I put things in place?

189 00:23:36,400 -> 00:23:39,000 That bring me life, that set me up.

190 00:23:39,000 -> 00:23:49,500 Well, because for some people that commute and listening to Joe Rogan on the way to work, was there your transition from life to work and now us individually.

191 00:23:49,500 -> 00:23:55,900 Working remotely, we have to build what works for us, and that takes some tension and it takes a lot of discipline to do that as well.

192 00:23:56,900 -> 00:23:59,400 Tony, I know, Do you have a lot to say about this stuff as well?

193 00:23:59,400 -> 00:24:00,500 We love to pull up to here.

194 00:24:02,700 -> 00:24:05,700 Three things that I see a so company.

195 00:24:05,700 -> 00:24:10,300 And we did as well as we adopted a successful remote work.

196 00:24:10,700 -> 00:24:15,300 Model one is to intentionally build trust.

197 00:24:16,500 -> 00:24:28,200 This is important because as you work remotely, you don't have these emotional signaling that come with body language and so it's harder to build trust in a remote environment.

198 00:24:28,200 -> 00:24:34,000 So you need to be intentional and building trust it You part of our, one of the three values we have posters about.

199 00:24:34,000 -> 00:24:55,200 What we do is we build trust and how we do it is by creating the maximum amount of safety, emotional safety for people not to be afraid to make mistakes, not to be afraid to say something wrong, is to be there for people when this happened and support them on that journey and it's a lot about storage from the top, right?

200 00:24:55,200 -> 00:25:04,200 So the way you as a leader react to bad news, determine for instance, how the Company is coming to consider emotional safety and build trust.

201 00:25:04,900 -> 00:25:07,200 We talk a lot about assuming best intent.

202 00:25:07,200 -> 00:25:14,500 You have to have the default mode as you are in a remote work environment to assume that the other person has with the good intention.

203 00:25:15,200 -> 00:25:19,200 Whatever these thoughts that you have in your brain, you have let them go and focus on best intention.

204 00:25:19,800 -> 00:25:20,800 That's number one is building.

205 00:25:20,800 -> 00:25:30,600 Trust number two, is you need to be very specific in how you measure and Define results.

206 00:25:31,100 -> 00:25:32,600 Because you're not anymore.

207 00:25:32,600 -> 00:25:47,000 Assessing people on their presence in the office when we moved from the Industrial Revolution, from the factory to the office, we kept some of these managerial techniques of measuring people on how many widgets they produce or how much time they spend in the office.

208 00:25:47,000 -> 00:25:52,200 And then so, so that ship in how we measure performance has to change.

209 00:25:52,300 -> 00:25:57,700 And, and it has to be a more intentional process to set goals, from the company, level to the individual level.

210 00:25:58,600 -> 00:26:08,000 And thirdly is to be clear of how you work together, what are the tools and the rules about collaboration of the company.

211 00:26:09,100 -> 00:26:10,700 You need to put train people on it.

212 00:26:10,700 -> 00:26:14,800 You need to model the way you as a leader, and you need to evolve it over time.

213 00:26:14,800 -> 00:26:23,600 So three things, building trust having result driven culture and, and be clear about the tools and the rules.

214 00:26:24,200 -> 00:26:30,100 And, and by the way, like even if you're in office company and you do these three things, you get better.

215 00:26:30,800 -> 00:26:44,100 Moving to the note, exposes your weaknesses as an organization and become a forcing function to address some of these high performance Behavior, building trust, having clear results, having clear way of collaboration.

216 00:26:44,500 -> 00:26:55,300 That's why I believe that the distributed company on through tomorrow are going to be the best companies now da, da Tony thanks for breaking it, breaking it down that way.

217 00:26:55,300 -> 00:27:00,600 You know I think the one thing that stands out from that is going remote exposes.

218 00:27:00,800 -> 00:27:04,600 All the gaps because you have nothing else to stand on.

219 00:27:04,600 -> 00:27:10,700 But good process, good tools, good ways of working without that, everything just falls apart.

220 00:27:11,400 -> 00:27:18,300 You know, let us shift gears into the impact that remote is having in the market.

221 00:27:19,600 -> 00:27:19,900 You know?

222 00:27:19,900 -> 00:27:27,800 Like we were part of these conversations all the time, you know, 24/7, Chris Tony myself.

223 00:27:27,800 -> 00:27:40,900 We're involved in these conversations because we're Using for this future, where I not only for ourselves individual, he's for our families, but also for our teammates, and the technology, we're building.

224 00:27:40,900 -> 00:27:44,400 The services were building is powering that shift as well.

225 00:27:46,200 -> 00:27:56,400 But when you look at the reports that are coming up, you know, every week, there's another report about the benefits of remote what employees want.

226 00:27:56,400 -> 00:28:02,400 There's, the war of the office and not office City, Teas or empty Office business.

227 00:28:02,400 -> 00:28:03,700 Buildings are empty.

228 00:28:03,900 -> 00:28:12,800 Even after companies are trying to perk, put all the perks, put the Rhode show on and get people with come back to the office.

229 00:28:13,200 -> 00:28:28,200 It's pretty clear that employees want flexibility, they want freedom if we bring up this Forbes overlay there was this report recently cited around just the simple fact that remote is here to stay and it will continue to increase.

230 00:28:28,200 -> 00:28:37,700 But what I found interesting about the They was that ninety percent of people surveyed found, it promises more productive remote.

231 00:28:37,800 -> 00:28:42,600 The impact on their mental health was better and even post pandemic.

232 00:28:42,600 -> 00:28:44,300 They're saying, this is what I want.

233 00:28:44,400 -> 00:28:48,900 I want remote to be a permanent fixture in how I work.

234 00:28:49,000 -> 00:28:55,000 And, and the way that I work, the voice, the voices of the employees.

235 00:28:55,200 -> 00:28:58,500 Come back really drastically on that.

236 00:28:58,500 -> 00:29:05,700 However, there's been resistance As well from leaders and companies on this argument as well.

237 00:29:06,700 -> 00:29:23,800 You know, I don't know which one of you may be that said, this, but it was something around the fact that this is the biggest shift that we're seeing in Tony, you touched on this recently, as well, kind of taking this back to the Industrial Age, this is the biggest shift we're seeing in 100 years in how we work.

238 00:29:26,200 -> 00:29:41,300 Being able to hire people from around the world, being able to go to schedule, run your life versus around work, being able to get two hours back a day and commute being able to, for me, make pancakes for my little girl, every morning and to tuck her in every night.

239 00:29:41,300 -> 00:29:49,000 That's, that's all that I know, I don't know, no other type of fatherhood, but that's my normal today and that's changing is going to have an impact on her life.

240 00:29:49,000 -> 00:29:52,100 Is going to have an impact on my life and on our family's life.

241 00:29:54,100 -> 00:29:55,200 How would you both?

242 00:29:55,300 -> 00:29:55,400 With.

243 00:29:57,600 -> 00:30:04,700 Summarize or articulate the actual shift that we're in because I every conversation I am in.

244 00:30:05,500 -> 00:30:06,600 I have to bring people back to.

245 00:30:06,600 -> 00:30:17,200 We're just in the beginning of the shift that when we look back 10 years from now, we're going to see, you know what, that to three year spans that five-year span that was the biggest shift, but we're just in the middle of it.

246 00:30:17,200 -> 00:30:20,200 And sometimes we don't realize how big of a shift it is.

247 00:30:20,200 -> 00:30:24,500 How would you articulate the shift that were undergoing right now?

248 00:30:27,300 -> 00:30:31,700 You know, take off first or nay So far, it's Chris Cole.

249 00:30:33,100 -> 00:30:34,100 Yeah this is a conversation.

250 00:30:34,100 -> 00:30:42,700 I have with a lot of particularly investors, journalists friends family and I think there is a lot of Doubt, right?

251 00:30:42,700 -> 00:30:49,600 There's a lot of media articles that are written by Rich real estate owners that will tell you the office is coming back.

252 00:30:49,600 -> 00:30:52,600 And if you look at the date that they are doesn't really support that.

253 00:30:52,700 -> 00:30:57,800 And when you dig in with people who the least offices, they don't support that either.

254 00:30:57,800 -> 00:31:00,500 The more people I talk to Single day.

255 00:31:01,000 -> 00:31:09,100 The more they tell me that they haven't the least new space in the last three years, and they won't the least new species space in the next 2.

256 00:31:09,800 -> 00:31:17,000 So the belief that people can even go back to the office, even if they want to, is totally false companies.

257 00:31:17,000 -> 00:31:18,200 Don't have enough space.

258 00:31:18,900 -> 00:31:25,900 And I think, like, the second component is the best companies of today are leaning heavily into remote work.

259 00:31:25,900 -> 00:31:36,100 You look at Airbnb doordash twilio You Yelp all of them have announced in the last couple of months that they're fully remote and that's a forcing function, right?

260 00:31:36,100 -> 00:31:46,000 If the most desirable jobs are remote, the most talented people will go and work for those businesses, and they will Force the other companies to become more remote.

261 00:31:46,000 -> 00:31:50,200 I spoke to Cal Newport about this as like a darwinian moment.

262 00:31:50,200 -> 00:32:10,300 For remote work Evolution, eventually the most remote companies were in, and they kill companies aren't removed and people don't believe that and My approach to that has been well, what metaphor can we used to help them understand that and the one that I have kind of settled on is the rise of e-commerce on the internet, right?

263 00:32:10,300 -> 00:32:12,400 Go back to the early, 2000's.

264 00:32:12,900 -> 00:32:15,000 How much stuff did you buy on the internet then?

265 00:32:15,000 -> 00:32:20,700 Like, even when eBay was first around, I am Amazon with burst around hardly anyone.

266 00:32:20,700 -> 00:32:25,500 But hardly anything online by 2010, that changed the law, right?

267 00:32:25,500 -> 00:32:33,400 I am as in matured ebayid, matured more people, some people bought some things online fast-forward too today.

268 00:32:33,500 -> 00:32:40,600 Almost everyone buys, almost everything online, cars houses you order your food and it turns up at your door.

269 00:32:41,200 -> 00:32:46,500 And I think like taking that piece where we started, which is like, this is the most important shift in 100 years.

270 00:32:47,400 -> 00:32:51,400 Well, let us recognize how big a platform shift is.

271 00:32:51,500 -> 00:32:55,600 It's the end of probably 30 years of innovation, right?

272 00:32:55,700 -> 00:32:59,500 Mobile Computing, the internet communication software.

273 00:32:59,600 -> 00:33:01,500 R like this, we have needed all this.

274 00:33:01,700 -> 00:33:10,000 And I think the inevitable conclusion of that is you can work with anyone anywhere in the world irrespective of their geographic location.

275 00:33:10,000 -> 00:33:25,200 And yeah, I think the consequence of that is that it's the biggest shift in 100 years It is pretty clear and pretty, pretty clear, Chris that you have been talking about this and thinking about this, for some time I get it.

276 00:33:25,200 -> 00:33:26,400 That's, that's good stuff.

277 00:33:26,400 -> 00:33:27,500 I will come on Tony.

278 00:33:28,700 -> 00:33:36,800 Yeah, yeah, I mean it is a massive shift, and I am going to tell you what is driving that shift.

279 00:33:36,800 -> 00:33:42,400 I mean, like, what is like, even this is a macro micro world we live in today.

280 00:33:42,600 -> 00:33:44,000 Me give you some data point.

281 00:33:44,800 -> 00:33:56,300 According to BCG even pre-pandemic, there were 90 million job remote knowledge, work job going unfulfilled in the west that's eight point.

282 00:33:56,300 -> 00:33:59,500 Five trillion dollar of economic loss.

283 00:34:01,200 -> 00:34:02,300 At the same time.

284 00:34:03,500 -> 00:34:14,800 In the next 10 years were going to have 1.5 billion knowledge workers coming into the workforce, mostly in emerging economies.

285 00:34:16,300 -> 00:34:22,300 That's the biggest demographic shift in workers demographic since the Industrial Revolution.

286 00:34:23,400 -> 00:34:33,100 Combined, with what Chris said, at the maturity of Internet platform, collaboration software and the infrastructure that Chris is building for remote work.

287 00:34:35,400 -> 00:34:44,699 It's going to enable these millions of people to participate in the global economy, Bryan Caplan Economist from George Mason University.

288 00:34:44,699 -> 00:35:00,000 Argues in his book, open borders that if you remove the concept of borders from Talent Mobility we can triple the world GDP 3x and knowing how much growth this capitalistic system needed to sustain itself?

289 00:35:00,500 -> 00:35:10,300 I don't see any scenario in the future That doesn't enable these companies in the west to tap into this massive talent pool that is coming online in the next 10 years.

290 00:35:12,800 -> 00:35:13,700 No doubt, no doubt.

291 00:35:15,100 -> 00:35:26,900 I have you know, you have been talking about the impact to the economy, not just a shift in like, how we work, but the shift and unlocking opportunity, I am not going economic power.

292 00:35:27,300 -> 00:35:36,700 I think about even the work that you're doing right now Tony with making it easier to hire people from around the world.

293 00:35:36,800 -> 00:35:46,100 The impact that has on that person on R household, their family on their generation without them having to leave their family in the first place.

294 00:35:46,100 -> 00:35:55,600 You know, a lot of people leave from they leave their family behind to go earn some income and better enrich their families back home.

295 00:35:56,100 -> 00:36:00,300 Now, with this shift, what we're saying is, you don't have to leave, you can stay where you are.

296 00:36:00,500 -> 00:36:08,900 We're going to enrich that unit and change that life, and that, that household as well, which is even the undercurrent of all of this.

297 00:36:08,900 -> 00:36:18,400 There's this other shift, that's On a global scale, not just on the headlines of what we see, not just what he line puts out on Twitter and not just what, you know.

298 00:36:18,600 -> 00:36:21,900 Somebody else who says in office is the only way.

299 00:36:22,300 -> 00:36:40,600 It's the global scale to the impact that this has on the economy, which is really, really great to see, you know, one thing I have this overlay, I am going to bring this up, you know, Tony your team has put out an employee expectations report recently, and it's pretty clear in the fine.

300 00:36:40,700 -> 00:36:44,100 Things that parties just have changed, right?

301 00:36:44,100 -> 00:36:49,900 44 percent of remote work says, it's the top three factors in their ideal companies.

302 00:36:49,900 -> 00:36:52,400 They're looking for remote work as a thing there.

303 00:36:52,400 -> 00:37:06,700 Expect 60% of them are expected to be able to work from anywhere, from their employers, and eighty, eighty percent of folks are saying that it's become so much, much more important since a pandemic for them to work remotely.

304 00:37:07,100 -> 00:37:10,600 And, you know, numbers don't lie like when you have these conversations.

305 00:37:10,800 -> 00:37:14,100 The folks us as Leaders, we're always hiring, folks.

306 00:37:14,900 -> 00:37:24,500 I can't imagine saying I am not going to hire the best person best qualified person for the job regardless of where they're located because they're not willing to step foot into the office.

307 00:37:26,100 -> 00:37:36,000 This is part of that big shift, the big shift I feel is like not just We have the technology to enable us to connect and work remotely.

308 00:37:36,000 -> 00:37:43,500 Not just that there's been two years of us being forced to work remotely and productivity has gone up and the world continues to go around.

309 00:37:43,900 -> 00:38:02,300 But also I think the sentiment for us as people to say, you know what, like work is always been super important to me, but in recent years, what I have realized is that my life is more important to me and giving all these hardships that we're going through in the world.

310 00:38:02,800 -> 00:38:10,000 This reprioritization at the it was really pushing the investment of remote because of employees that want to show up at the office.

311 00:38:10,800 -> 00:38:12,600 Then what, what options do employers have?

312 00:38:12,600 -> 00:38:15,300 I posted an article recently?

313 00:38:15,300 -> 00:38:29,000 I think was yesterday that showed from a survey, a poll server that you're giving out in the market employers, want these many days, these many days of work from home, only employees when these many days.

314 00:38:29,000 -> 00:38:35,000 And what's happening is the chart is showing that companies are Moving towards what employees want?

315 00:38:35,000 -> 00:38:48,800 Because employees control that story, which is, which is great to see, you know, Chris I when I see your pink background, show up in my Twitter or my LinkedIn and I typically just stop scrolling to see what's up.

316 00:38:50,000 -> 00:39:02,000 You have clearly had taken a strong stance on remote and you get into these back-and-forth with folks that have these opposing views and it's a great to see.

317 00:39:02,000 -> 00:39:03,500 And it's Great content.

318 00:39:03,500 -> 00:39:11,100 What, what, what have been, some of your, you know, your learnings from that because you're in it every single day, you're having these conversations, it threads?

319 00:39:11,600 -> 00:39:16,200 What has been your learnings from being vocal and taken the stance on both sides of the party?

320 00:39:16,200 -> 00:39:22,000 Because I am sure you're getting opposing views that try to shoot down a post that you put up?

321 00:39:23,900 -> 00:39:29,800 Yes, I think some people have extremely strong reactions to some of the things I say, and I think that's good, right?

322 00:39:29,800 -> 00:39:40,600 Like this is a grand experiment at the end of two years of incredibly difficult times in people's lives and I think it's important to shine a light on that.

323 00:39:40,600 -> 00:39:43,900 Not everybody doesn't want the same thing, right?

324 00:39:43,900 -> 00:39:49,000 Like you look at the day to Leo's day, I was maybe the most interesting what they released.

325 00:39:49,700 -> 00:39:53,800 99% of people never want to go back to an office again, full-time.

326 00:39:54,200 -> 00:39:59,800 That's a fact, for a, 50% of people never want to go back to an office at all.

327 00:40:00,400 -> 00:40:04,600 That's a fact, two or three percent of people do want to go back to the office.

328 00:40:04,600 -> 00:40:10,200 And I think there's a real danger that 23 percent are Extremely Loud.

329 00:40:10,500 -> 00:40:17,000 They're disproportionately and management position, so they're going to determine what other people do and that's a problem.

330 00:40:18,400 -> 00:40:23,500 I think your point on The, the amount of work that people want is super interesting, right?

331 00:40:23,500 -> 00:40:25,900 I think those numbers come out with something like two point.

332 00:40:25,900 -> 00:40:27,100 Eight days a week is what?

333 00:40:27,100 -> 00:40:30,600 Workers want, employees want to give them 1.2.

334 00:40:31,500 -> 00:40:44,700 And I think that is very interesting and it's very interesting because I think we need to name the white elephant in the room, which is everyone for the most part, there were only three million remote workers in the u.s.

335 00:40:44,700 -> 00:40:45,500 Prior covid.

336 00:40:45,500 -> 00:40:52,600 There's going to be 30 million plus immediately after there is going to be someone something like 80 million by 2030.

337 00:40:53,500 -> 00:40:55,400 They want to point eight days.

338 00:40:55,500 -> 00:41:00,700 At the end of a pandemic in the worst possible remote working conditions.

339 00:41:01,200 -> 00:41:07,100 They couldn't travel, couldn't see their friends, they couldn't see their families, their homeschooling their kids.

340 00:41:07,500 -> 00:41:12,000 So, they have had pandemic remote work, and they still want to point eight days at home.

341 00:41:12,600 -> 00:41:20,200 Wait, until they got the intangible benefits that we have experienced right being able to live where you want being able to travel, more being able to Your kids.

342 00:41:20,700 -> 00:41:22,500 And I think that's the most important part, right?

343 00:41:22,500 -> 00:41:29,200 We me and Tony are companies build the Bullring Dusty unsexy part of remote work, right?

344 00:41:29,200 -> 00:41:32,600 We build the infrastructure that enables teams to choose it really easily.

345 00:41:33,100 -> 00:41:37,200 We can stay here all day and talk about the future work until we go blue in the face.

346 00:41:37,900 -> 00:41:47,000 Why I really care about is the future a living and that's the real conversation I like to have with people, which is like, let us not just talk about work, but like what's the impact?

347 00:41:47,000 -> 00:41:47,800 What's the outcome?

348 00:41:47,800 -> 00:41:49,300 We told our own stories.

349 00:41:49,400 -> 00:41:53,600 Right, Rob, you're in Pittsburgh, Tony is Miss. Tilly.

350 00:41:53,600 -> 00:42:03,300 Now I am going to lie down, we can't get in crisper, we can't get pissed, buried in Philly or be used as we got two NFL teams and then it's like, it gets messy, it gets messy.

351 00:42:05,300 -> 00:42:10,300 But yeah, it like the real is everyone has a story and when you speak to someone you learn about them.

352 00:42:10,300 -> 00:42:12,500 And yeah, that's what really matters here.

353 00:42:12,500 -> 00:42:13,500 How can we enable that?

354 00:42:13,500 -> 00:42:17,600 How can we build a bridge to a better future a living for billions of people globally?

355 00:42:19,200 -> 00:42:23,800 Let us segue into that their topic here, because we're going to get into some audience Q&A.

356 00:42:23,800 -> 00:42:26,100 And I want to make sure we respect for will be also times as well.

357 00:42:26,300 -> 00:42:29,700 Just a reminder, if you have questions, I am sure you guys have a lot of questions.

358 00:42:29,900 -> 00:42:32,600 Let us go ahead and drop those questions in the Q&A tab.

359 00:42:32,600 -> 00:42:34,900 On the right-hand side of both the ones you want.

360 00:42:34,900 -> 00:42:36,900 We will cover them here in a few minutes.

361 00:42:37,500 -> 00:42:44,000 Let us segue into the third part of our conversation which is the impact in the future of work.

362 00:42:44,100 -> 00:42:47,500 And I mean Chris you just said it you beat me to the punch here.

363 00:42:47,700 -> 00:43:01,800 But you said this countless times when I think it's really intriguing that it's not the future of work is the future of living and will love to unpack that a little bit more because, you know, yes, we have shared it us three.

364 00:43:01,900 -> 00:43:18,400 Yes, we have it benefits us as well, but we're legit and living, we're living the story, we're living the, the benefit of remote and the impact that has on our living and what that means to us, Chris.

365 00:43:18,400 -> 00:43:21,800 I mean what was in it.

366 00:43:22,100 -> 00:43:26,500 I mean you're talking about this stuff all the time what was that shift in your mind?

367 00:43:26,500 -> 00:43:28,500 Because future workers been always a thing.

368 00:43:28,700 -> 00:43:47,500 And I think organically, we have all just been having these conversations in our homes, with our partners, with our friends and say you know what like we have come to a Tipping Point that the last few years have been completely nuts on a Global Spectrum.

369 00:43:47,600 -> 00:44:19,200 Mm, and you start to prioritize things, you know, I don't know if I want to give up all these other things in my life, to show up at this job or to work at this place and parties, have shifted data is proving that Chris, what can you do in fact that just a little bit more the future within Crossing that office, saying let us change the mindset to just the future of living and starting from that place and then figuring out Work in that world.

370 00:44:20,400 -> 00:44:32,500 For sure, I think that started with a conversation which begins with like four of the first principles of why like, why do people want remote work and where we got to with that?

371 00:44:32,500 -> 00:44:41,200 And we're often begins is all this work led to Broken ways of living and you start to unpack that and you say, okay, what does that mean?

372 00:44:41,500 -> 00:44:48,200 Well, if you go back 50 years, people spent more time in their local communities that were affiliated with churches.

373 00:44:48,200 -> 00:45:05,400 There was boot clubs, there was net in clubs and like whatever your feelings are about any of those things, like unquestionably people were more plugged into their Community, they were closer their friends, they were closer or their families and as the work they elongate people commute it for longer, they got less of those things.

374 00:45:06,000 -> 00:45:18,700 And like the office today is this Adult kids club distraction Factory filled with ping pong tables and games consoles, where it's actually incredibly difficult to do your work.

375 00:45:19,000 -> 00:45:21,500 And the reason for that is they want to keep you there for longer, right?

376 00:45:21,500 -> 00:45:23,500 That's the way to maximize productivity.

377 00:45:24,200 -> 00:45:32,200 Well, actually, like, perhaps there's a better way of working here, which is, if you start to trust people, you give them what they want.

378 00:45:32,400 -> 00:45:39,300 The implication of that is they have a higher quality of life because they can travel more, and yeah, that lets not aim for a better future.

379 00:45:39,500 -> 00:45:39,700 Work.

380 00:45:39,700 -> 00:45:40,900 Who cares about that?

381 00:45:40,900 -> 00:45:42,700 Let us aim for a better future a living.

382 00:45:43,000 -> 00:45:47,700 So much easier and deeper way connect with people engaging with them on a real conversation.

383 00:45:50,100 -> 00:45:51,400 No doubt, I love that.

384 00:45:51,500 -> 00:45:54,000 I would love Crossing all the future work.

385 00:45:54,000 -> 00:46:03,700 It just changes where you start from and you're starting from you first not the job, you're asking yourselves those deeper questions of why work?

386 00:46:03,800 -> 00:46:05,100 What is the means to the end?

387 00:46:05,500 -> 00:46:10,600 Is it, you know, it goes back to this one story or tail around.

388 00:46:10,600 -> 00:46:19,400 Like, you know, like we have just been wired to work, work at all expenses and you're working, so that you can provide for your family.

389 00:46:19,400 -> 00:46:23,700 So, You can spend time with your kids, so that you can do all these things.

390 00:46:24,000 -> 00:46:39,800 And what I love about this shift is starting their first and asking how does work impact my life not the other way around, you know, Tony would love to get your thoughts on is segueing into the future a little bit broader than bike.

391 00:46:40,000 -> 00:46:41,700 The now, let us go further out.

392 00:46:41,700 -> 00:46:46,300 Let us go five years out and let us take, let us wrap up this conversation with.

393 00:46:46,500 -> 00:46:49,600 Where are we going like Beyond?

394 00:46:49,700 -> 00:46:52,000 And the impact on the shift that we're in right now.

395 00:46:52,200 -> 00:46:55,500 How is this going to change cities?

396 00:46:55,500 -> 00:46:58,300 How is it going to change real estate?

397 00:46:58,300 -> 00:47:00,600 How is it going to change a ton of did?

398 00:47:00,600 -> 00:47:03,000 I mean, there's a ton of things that would that's going to change over.

399 00:47:03,000 -> 00:47:05,000 The next five years will love to Anchor.

400 00:47:05,000 -> 00:47:06,500 Their what are some predictions?

401 00:47:06,500 -> 00:47:07,300 What are some thoughts?

402 00:47:07,300 -> 00:47:10,400 Some trends that you guys are seeing Tony would love to start with you.

403 00:47:10,400 -> 00:47:13,400 And Chris, we can wrap up with you and we will go into Q&A here.

404 00:47:15,800 -> 00:47:27,400 There are certain prediction that I would like to see happening in the next five to ten years and I will start with the more equal pay for equal work across the world.

405 00:47:27,600 -> 00:47:36,800 It's a very charged topic, and we have seen some data that is encouraging a toaster because we employed people, we have all the employment data.

406 00:47:37,000 -> 00:47:45,000 If your remote worker employed from an Emerging Market employed, for a company in the west, you at least can double your salary from local.

407 00:47:45,200 -> 00:47:45,500 It's right.

408 00:47:45,500 -> 00:48:02,800 So that's a huge impact on many developing economies, especially as you shift, the direct investment from north to south and add more investment into these economies than just remittance which is today, most of what economists get.

409 00:48:03,100 -> 00:48:06,800 So number one is really about moving into a world.

410 00:48:18,400 -> 00:48:33,600 Transfer economy, the 1.5 billion I mentioned earlier, secondly, is a like to see this to create an opportunity for increasing diversity and Workforce, think about just think about gender diversity now.

411 00:48:33,600 -> 00:48:36,500 Now, half of my team are women with Children, what?

412 00:48:36,500 -> 00:48:42,900 Why it's possible for technology company we to have over 60 percent of their Workforce.

413 00:48:42,900 -> 00:48:51,300 Women in 70 countries is because we were able to provide its Civil way of working that makes people successful and no matter how they want to work.

414 00:48:52,000 -> 00:48:57,100 And, and so, so I would like to see a world where there's, there's more diversity.

415 00:48:58,100 -> 00:49:08,700 Presented representation, thirdly, is, is really around the decline of urban areas and, and the so.

416 00:49:08,700 -> 00:49:16,700 So we today, we pour the equivalent of four times, New York City in concrete to build urban areas in the world.

417 00:49:17,600 -> 00:49:26,400 That is not sustainable and a big majority of people that lives in the city, don't want to leave the city, they are forced to be in that place.

418 00:49:26,500 -> 00:49:36,400 Now some people might decide to want to be in cities and that's great, but many of the population in urban areas don't want to be in urban areas.

419 00:49:36,900 -> 00:49:52,000 So, so I do expect that we're going to see the Revival of secondary cities countries by the living was going to become More than norm, and what's going to happen that means that people are more connected with their communities.

420 00:49:52,100 -> 00:50:00,300 People are more connected with nature and that has an impact on mental health and as well as the environment, right?

421 00:50:00,300 -> 00:50:10,400 Because you if you're if you don't need to commute and if you're reducing your consumption footprint because you're not in a consumption world.

422 00:50:10,400 -> 00:50:14,200 You know, I last time I was in New York like I was wondering what else?

423 00:50:14,600 -> 00:50:25,500 But I am going to buy next like I had This feeling that suddenly that all these advertisement in my face, and all these shops, like, this didn't want to sell me stuff, but I don't want to buy.

424 00:50:26,100 -> 00:50:36,700 And, and so, so it's really an opportunity to, to get out of this consumption trap that we have been fed by big Corporation.

425 00:50:36,800 -> 00:50:41,800 And, so I do see that to be a very important move for Humanity.

426 00:50:43,700 -> 00:50:45,300 No doubt, no doubt love it.

427 00:50:45,300 -> 00:50:48,600 I mean, I think I The future, the future is bright.

428 00:50:49,200 -> 00:50:53,400 According to those key things crisp top three on your side.

429 00:50:53,400 -> 00:51:00,200 I know you put a long list post recently about the this as well, and then we will get into open Q&A for the last 10 minutes here.

430 00:51:01,600 -> 00:51:08,900 Yeah, I think for me the biggest one which seems most obvious to me that maybe is still most contrarian.

431 00:51:09,900 -> 00:51:16,300 Is that a majority of the desk jobs globally will be done remotely and majority of the time by 2030?

432 00:51:16,800 -> 00:51:18,800 Like to me that seems inevitable.

433 00:51:18,800 -> 00:51:19,600 So inevitable.

434 00:51:19,600 -> 00:51:20,700 It's barely worth speaking.

435 00:51:20,700 -> 00:51:23,100 About lot of people disagree with that.

436 00:51:24,500 -> 00:51:30,500 Number to the best companies will spend over 75 percent of their time, working asynchronously.

437 00:51:31,600 -> 00:51:35,900 Again something I see growing incredibly quickly in the fastest growing tech companies.

438 00:51:35,900 -> 00:51:39,800 Go boy, typically, that's a trend that's extrapolated elsewhere, right?

439 00:51:39,800 -> 00:51:55,300 Wherever the tech companies do most people fall and then the final one, which relates to, the is a rise in the, the need for Quality writing, I think it's a skill that gets and has been lost in offices.

440 00:51:55,300 -> 00:52:00,100 Where the loudest person in the room often wins, and that shouldn't be the case.

441 00:52:00,100 -> 00:52:10,200 It's the people who have The best ideas who change the world and I think that piece is incredibly important which again, is something I see playing out in a lot of businesses.

442 00:52:11,500 -> 00:52:13,100 No doubt, no doubt love it.

443 00:52:13,100 -> 00:52:20,900 You know, part of me is like, this, everything you guys are saying I am like over here, snapping my fingers, and I am pretty sure a lot of folks that are watching are as well.

444 00:52:21,200 -> 00:52:22,200 Let us get into Q&A.

445 00:52:22,200 -> 00:52:24,100 I see a lot of things happening in chat.

446 00:52:24,100 -> 00:52:37,200 If we get it to the top questions here for free guys, to upvote your most you most potent question here will get the top ones about it onto the stage so kicking off with Jen.

447 00:52:37,200 -> 00:52:40,300 How do you help create a hybrid environment or remote opportunities?

448 00:52:40,500 -> 00:52:43,900 For jobs that are Hands-On and can't be completely.

449 00:52:43,900 -> 00:52:47,300 Remote example in person education.

450 00:52:50,500 -> 00:53:04,500 And if you guys want to take that one, I think the first I think we need to realize that there's a there's some on the quality in the world between the people that can remove the work and the people that cannot remote work, and we have to acknowledge that, right?

451 00:53:04,800 -> 00:53:12,400 And I am hoping that the remote movement is going to create more human such an environment that everybody else in the work environment can benefit.

452 00:53:13,100 -> 00:53:18,900 Now to answer this question directly is there?

453 00:53:19,400 -> 00:53:25,100 There's Way to design your, your field work in a way that can be compatible with remote.

454 00:53:25,100 -> 00:53:38,700 So anything that requires field presence, you are on the field, we're doing the work everything in, it does not require your field present can be done remotely, but again, this is cannot be your choice as an individual.

455 00:53:38,700 -> 00:53:47,900 It has to be a choice of your team of your company to allow that to happen because you don't want to be in a case where you lose productivity or you lose opportunity to progress if you're not in the office.

456 00:53:48,500 -> 00:54:02,700 So anything that can be done without being in this place, in a specific place can be done remotely, but the own field activities has to happen in Jama and person.

457 00:54:03,600 -> 00:54:18,400 Yeah, no doubt uses an interesting one because you know if you're building a car and you need it like to go and service this car, that's a Hands-On type of job and there's always going to be times that I think would get really interesting is the knowledge worker side of that.

458 00:54:18,400 -> 00:54:29,400 And I think 20 years I mean is there're parts to the job that could be very well be done promote week and there're parts that maybe right now can't and I think it will be interesting ten years from now.

459 00:54:29,400 -> 00:54:36,500 I think it's gonna be a lot of change to even how we think about things today because there's we're going to keep evolving and keep changing how we work.

460 00:54:36,500 -> 00:54:37,700 As we move forward.

461 00:54:38,600 -> 00:54:40,600 Let us take the next question from Rebecca.

462 00:54:40,600 -> 00:54:49,600 Looks like also interested in culture and how we build culture remotely culture, seems Then Fall to trust and feel.

463 00:54:49,700 -> 00:54:52,100 Feel much more like Consultants.

464 00:54:52,800 -> 00:54:56,600 I think just kind of also Rebecca just to add to this.

465 00:54:56,600 -> 00:55:04,100 I saw a lot of chatter and chat about trust and how do we and Chris you talked about we hire for this?

466 00:55:04,100 -> 00:55:06,800 We're hiring somebody, we trust that they can get the job done.

467 00:55:08,700 -> 00:55:13,000 How does this play a part in building a remote culture that's built on?

468 00:55:13,000 -> 00:55:15,900 Trust Chris what are you seeing on your side?

469 00:55:15,900 -> 00:55:18,000 As you're building up first base?

470 00:55:20,900 -> 00:55:30,800 I don't Love Culture, I often hear like it's always companies, talking about culture, that shouldn't be trying to protect the culture they have.

471 00:55:31,300 -> 00:55:48,400 So I think that's like where I would start for I prefer and why speak about is I much prefer to talk about community and how can we hire people that are community and I think the extension of that which Tony mention touched on earlier, is just because we're remote, first doesn't mean that we never spend time.

472 00:55:48,500 -> 00:55:49,600 Together, physically.

473 00:55:49,700 -> 00:55:55,700 Like, there're often times that you do want to come together and that does enable you to build those relationships.

474 00:55:55,700 -> 00:56:06,000 And I think often actually it's worth acknowledging that in person is better for some things, but when you acknowledge that, you almost have to say, well, how much better?

475 00:56:07,000 -> 00:56:09,100 And it's not 50% better, right?

476 00:56:09,100 -> 00:56:15,000 Maybe it's like somewhere between zero and 20% better depending on how much time you spend with someone.

477 00:56:15,300 -> 00:56:31,400 But the more time you spend with someone the closer is zero, it gets and you then have this, I guess, matrix by which you can make determinations on, when you should do certain things together to build the community, to build communication to build collaboration skills, No doubt.

478 00:56:31,400 -> 00:56:39,300 You know, it's interesting because this coach or thing is it is a term that's thrown around a lot, quite a bit, you know.

479 00:56:39,300 -> 00:56:54,200 I think also just if we build the rules on the tools effectively for us to engage in work together, a lot of these things take care of themselves but a lot of times we're been thrown into this world of figure out remote without having that in place.

480 00:56:54,200 -> 00:57:00,100 And we get into this like weird gray area of like, well, I don't see this person online.

481 00:57:00,100 -> 00:57:00,500 What is that?

482 00:57:00,700 -> 00:57:00,900 It.

483 00:57:00,900 -> 00:57:12,800 Well our do you have the proper performance things in place and these are the conversations that lead to this tension oh Mark says I think is very similar to this.

484 00:57:13,700 -> 00:57:23,600 How do you keep a remote only Workforce motivated and create trust and absence of physical team, building opportunities and I think?

485 00:57:24,200 -> 00:57:30,500 So for us, we're remote team, and then we gather folks for a company on sites.

486 00:57:31,200 -> 00:57:32,000 Periodically.

487 00:57:32,400 -> 00:57:35,800 And that there is nothing.

488 00:57:35,800 -> 00:57:45,100 You can replace us breaking bread and happen at meal or engaging in certain activities together that builds more connection.

489 00:57:45,200 -> 00:57:59,800 And it's for us personally we are investing in remote first practices and tools and making time for us to connect face-to-face, periodically and the times, and we would connect face-to-face.

490 00:58:00,200 -> 00:58:06,700 They're W, we're not talking about work, a lot of the times you were doing things that you don't typically can kick.

491 00:58:06,700 -> 00:58:12,000 You can typically handle on video or a phone call, and we have done.

492 00:58:12,000 -> 00:58:21,800 We have done that you know last year we do another one this year and that one day that we brought people together just injected this sense of community.

493 00:58:21,900 -> 00:58:29,800 Chris back to your point is like the sense of belonging like these are my people and then I am going to climb back on my plane, and I am gonna go live where I live.

494 00:58:30,000 -> 00:58:36,100 But now, I broke bread and strengthen that connection as well with my peers.

495 00:58:36,500 -> 00:58:37,000 Chris Tony.

496 00:58:37,000 -> 00:58:49,100 However, you guys looking at team building opportunities in this remote world, Yo, I will start, I think 1st grade question.

497 00:58:49,800 -> 00:58:56,100 And you need to have a purpose in your business Beyond just printing money, right?

498 00:58:56,400 -> 00:59:04,400 So that's going to create a lot of alignments and Clarity of purpose for the team.

499 00:59:04,400 -> 00:59:08,200 So first is really you have to be clear about your mission and you have to live your mission.

500 00:59:09,200 -> 00:59:12,700 Secondly is you have to listen too.

501 00:59:12,900 -> 00:59:13,500 The employee.

502 00:59:13,500 -> 00:59:16,300 So we do employment surveys to place a quarter.

503 00:59:16,900 -> 00:59:22,800 The results are taken extremely seriously, they come to me as a CEO, and we talked about them and you should team meeting.

504 00:59:23,300 -> 00:59:28,500 And then we plan ahead and communicate back what we're planning.

505 00:59:28,500 -> 00:59:40,000 So that, and we have been having engagement in the company of top 2% of all these tobacco companies because you have implemented that constant feedback group of listening.

506 00:59:40,100 -> 00:59:40,400 Yeah.

507 00:59:40,700 -> 00:59:46,700 And I want to say, In-person meetings are important, but they're not important to get stuff done.

508 00:59:46,700 -> 00:59:49,100 They're important to make you feel the trust.

509 00:59:49,600 -> 00:59:55,800 And when we did our first executive in person, team meeting at oyster was November.

510 00:59:55,800 -> 01:00:00,400 Last year, was 10 of my 10 people in my team.

511 01:00:01,200 -> 01:00:05,100 One of them came to be, my VP product came to be saying before this meeting.

512 01:00:05,100 -> 01:00:07,500 I knew, I could trust this team.

513 01:00:07,500 -> 01:00:11,400 Now I can feel I can trust him to the difference between knowing and feeding.

514 01:00:11,400 -> 01:00:12,700 They're both important.

515 01:00:13,500 -> 01:00:15,900 But you don't need them necessary to.

516 01:00:16,800 -> 01:00:19,100 You don't need to, to meet to get stuff done.

517 01:00:19,100 -> 01:00:23,500 We need to meet to know certain things that you can build trust with other people.

518 01:00:25,200 -> 01:00:26,400 It's good, it's good.

519 01:00:26,500 -> 01:00:43,500 Well, look, this brings us to the end of this conversation and now ended their I think it is a good place to end the difference between knowing and feeling around trust with your team, your remote team look at the end of the day, this is an amazing conversation.

520 01:00:43,500 -> 01:00:47,100 We're talking about remote work, how is changing the way that we work.

521 01:00:47,200 -> 01:00:49,000 Chris Tony, thank you for being here.

522 01:00:49,000 -> 01:00:55,500 Everyone tuning in, thank you for being part of the conversation, and we will see you were Living.

523 01:00:55,700 -> 01:01:01,500 Now in the future of work, we're changing the story from the future of work to the future of living.

524 01:01:02,100 -> 01:01:04,300 Prioritize yourself for start from there.

525 01:01:04,300 -> 01:01:11,900 Figure out work around your life, not the other way around guys, thanks again, Chris Tony for joining us everyone for making this event happens.

526 01:01:12,400 -> 01:01:13,100 Have a good week.

527 01:01:13,800 -> 01:01:15,000 See ya, thank you.

1 00:05:03,200 -> 00:05:05,400 Hello and welcome.

2 00:05:05,700 -> 00:05:13,300 I am smarter Jaffe, co-founder and general manager of HR transform, which is the ecosystem bringing together.

3 00:05:13,500 -> 00:05:17,400 People driven Executives investors and entrepreneurs.

4 00:05:17,400 -> 00:05:19,800 All re-envisioning, the new world of work.

5 00:05:20,700 -> 00:05:23,100 Thank you for joining us on this Monday.

6 00:05:23,100 -> 00:05:27,300 As we kick off the week, I want to call out a special, thank you to our partners.

7 00:05:27,300 -> 00:05:31,700 Welcome and a team for hosting this conversation with us today.

8 00:05:32,200 -> 00:05:45,000 Really looking forward to learning from the great panel of speakers that we have and helping you all and thinking about your own cloud-based company, and teams, we have three amazing leaders.

9 00:05:45,000 -> 00:05:50,600 Who each bring different perspectives to the conversation and have a wealth of knowledge to share with you?

10 00:05:50,800 -> 00:06:09,400 I am going to be joined today by three speakers Justin sing Chief transformation and strategy, officer at McGraw-Hill Raphael who's on Founder and CEO of a team and Kim Roar head of employee experience at an oyster before I bring them on stage.

11 00:06:09,600 -> 00:06:12,200 I wanted his dive in few housekeeping items.

12 00:06:12,400 -> 00:06:17,700 The session will be recorded and will provide you a recap in the video following the event today.

13 00:06:18,100 -> 00:06:24,000 Please use the chat window to introduce yourselves kind of talk with each other and engage in the conversation.

14 00:06:24,300 -> 00:06:29,700 Please also feel free to submit questions in the Q&A section or vote up others.

15 00:06:29,700 -> 00:06:33,900 Questions we will get to as many of those As we can and the time today.

16 00:06:34,400 -> 00:06:40,800 And then, if you're having any technical issues, please use the help chat and the welcome team will jump in to support you.

17 00:06:41,300 -> 00:06:45,900 Now, let me welcome Justin Rafael and Kim to the stage.

18 00:06:49,400 -> 00:06:50,100 Hello.

19 00:06:50,100 -> 00:06:52,700 Hello, welcome.

20 00:06:52,700 -> 00:06:53,400 Welcome.

21 00:06:53,400 -> 00:06:56,500 Well it's so excited to get this conversation going.

22 00:06:56,900 -> 00:07:07,200 Before we do that instead of kind of the traditional bios, I am hoping each of you could share one of fun fact about you and let us begin with Justin.

23 00:07:08,000 -> 00:07:13,400 Thank you for Marcus Lee thrilled to be talking to you all today and everyone online.

24 00:07:13,700 -> 00:07:32,200 My fun fact is I grew up on University campuses Particularly from where I am from Australia, the University of Melbourne and so that really shaped who I am and my perspective and I guess it was no surprise that I ended up spending my career in education at McGraw-Hill.

25 00:07:36,600 -> 00:07:42,700 I am Raphael and I grew up in the Champagne region in France, like very far away.

26 00:07:42,700 -> 00:07:47,100 I think even philosophically and conceptually from where we are now.

27 00:07:48,100 -> 00:08:02,800 And in a way I got a chance to get into programming kind of early on someone by chance which gave me a window into a much bigger world and started developing programming as a freelancer growing up in realize that there wasn't much of an ecosystem around me.

28 00:08:03,300 -> 00:08:06,600 So I had to Leave moved to Israel.

29 00:08:06,600 -> 00:08:22,600 Now the US and I realized that in a way, I have been waiting for the things that we're about to talk about my whole life, to be able to team up with amazing people to do, meaningful work, kind of wherever you are and collaborating to build great things.

30 00:08:25,700 -> 00:08:26,200 Kim.

31 00:08:31,100 -> 00:08:32,799 You might set up in your lighting setup.

32 00:08:32,799 -> 00:08:38,500 You like, that's not my fun fact, but I just really am loving your setup here.

33 00:08:39,299 -> 00:08:44,300 My fun fact is I have never had any formal HR training or education as a theater major.

34 00:08:44,700 -> 00:08:54,300 So for any of you out there who are pursuing non-traditional career paths or your kind of wandering aimlessly around finding your way to people work, you are not alone out.

35 00:08:54,300 -> 00:08:59,500 There are a lot of us out here who learn on the job.

36 00:09:03,800 -> 00:09:04,400 Samara.

37 00:09:05,100 -> 00:09:08,400 Yeah, over to me.

38 00:09:08,600 -> 00:09:09,000 Let us see.

39 00:09:09,000 -> 00:09:24,300 My son fact is that I may be not so surprising to those who know me but connecting a kind of I am a connector really like in My DNA and it was only during the pandemic that I had.

40 00:09:24,300 -> 00:09:33,400 This kind of aha moment that really connected the thread throughout my life, which is I have always been a connector as early as I can remember.

41 00:09:33,400 -> 00:09:44,300 I was bringing together individuals within different friend groups and of in high school and then it has been a thread that has really kind of driven me throughout.

42 00:09:44,300 -> 00:09:44,900 And certainly.

43 00:09:44,900 -> 00:09:54,700 Now, I have been in the business that I am at, which is building an ecosystem, it's all about bringing people together, bringing companies together Building Bridges.

44 00:09:54,700 -> 00:09:59,600 So, connections, run, deep in my jeans.

45 00:10:00,200 -> 00:10:03,900 So, thank you all for your amazing, fun facts.

46 00:10:03,900 -> 00:10:05,800 Great to get to know you a little bit better.

47 00:10:06,500 -> 00:10:18,300 Let us dive in today I am hoping that we can start by level setting on today's topic, and so I thought I would toss it over to Rafael if you wouldn't mind sharing?

48 00:10:18,400 -> 00:10:21,900 What does it mean to be a cloud based company?

49 00:10:23,700 -> 00:10:28,900 Yeah, you know, it's obvious in a secret that we have been through so much transformation of work over the past few years.

50 00:10:29,100 -> 00:10:40,400 But if we try to Packet, even from starting from few decades back, we have seen more and more layers of the tools that we use, and the infrastructure were using to build companies.

51 00:10:40,600 -> 00:10:41,500 Go to the cloud.

52 00:10:42,100 -> 00:10:55,000 So much, so that I think is as Derek Thompson pointed out, you can be sitting in the same room with a colleague and yet, most of the time that you will be working, you will be working through tools in the cloud.

53 00:10:55,100 -> 00:11:01,600 Even that you sit next to your colleague, and we have seen every piece of the stack Move online.

54 00:11:01,800 -> 00:11:04,600 Obviously came with oyster is an example of that.

55 00:11:04,600 -> 00:11:06,300 And there's many more we use slack with.

56 00:11:06,300 -> 00:11:07,400 You seem we will all these things.

57 00:11:08,100 -> 00:11:17,900 Now, it seems that, you know, the, the acceleration of the transformation of the past few years, is much bigger than just a question of remote and how many days in the office?

58 00:11:17,900 -> 00:11:23,200 And I think we here today because we know that this is a bigger question than this.

59 00:11:23,500 -> 00:11:38,800 And there is this transformation happening to the very models of how companies Being built the last leg sort of speak is actually the most important one and that's the people part moving.

60 00:11:38,800 -> 00:11:45,700 Also, to the cloud kind of The Last Mile, that may change everything a good way to think about.

61 00:11:45,700 -> 00:11:50,600 It would be to think about the focus point.

62 00:11:51,300 -> 00:11:55,800 The focus point is no longer about geography, but it's about how to bring.

63 00:11:55,800 -> 00:12:05,100 So you used to have hq's for example, where all the decisions are made a lot of companies are still working this way, and we find that to be less and less effective.

64 00:12:05,500 -> 00:12:15,500 As we try to learn how to make decisions in a way that is much more distributed so that good people and Executives and leaders and teams all over the world, can collaborate an effective way.

65 00:12:16,000 -> 00:12:22,200 And we have seen that there are new models emerging of teams that are forming essentially online.

66 00:12:22,300 -> 00:12:33,800 We call this cloud-based teams that are enabling companies to form those hybrid Workforce going from full-time to Tourist people from different places that are assembling in a very Mission.

67 00:12:33,800 -> 00:12:44,800 Focus way and are acting as drivers into the company's so excited to explore those new models and how they are changing the game for companies of pretty much all size.

68 00:12:46,400 -> 00:12:47,300 Thanks for off.

69 00:12:47,800 -> 00:12:53,900 Why don't we dive into talking more about each of your respective companies and teams and the cloud?

70 00:12:54,700 -> 00:13:04,000 Maybe you could each talk a little bit about the models that you're deploying within your team's, you know what challenges and opportunities have you seen result from that?

71 00:13:04,600 -> 00:13:07,000 And maybe let us get started with Justin.

72 00:13:08,800 -> 00:13:23,400 I am sorry here at McGraw-Hill, we have a bit different to the number of companies either 130 year old foundation in the education industry and where we are a highly distributed company.

73 00:13:23,500 -> 00:13:29,700 So we have been working in for many of you would know us as from the print publishing days.

74 00:13:30,100 -> 00:13:39,100 Now to a point where we continue to transform and involved with our fantastic content through our digital platforms, Just like Disney place.

75 00:13:39,100 -> 00:13:40,400 So, just like HBO.

76 00:13:41,100 -> 00:13:49,700 And so, when we think about cloud based teams and cloud based companies, it's really about how we interact with our customer.

77 00:13:49,900 -> 00:13:52,600 How do we react with our people and our processes?

78 00:13:53,000 -> 00:14:00,100 So over the last 2, through 20 or so years, we have seen a rapid acceleration here at McGraw-Hill, and for us.

79 00:14:00,100 -> 00:14:10,400 It all starts with our customer, and we will talk a little bit about a bit more, but how we're able to listen to them very A lot in a different way and much faster way.

80 00:14:10,800 -> 00:14:25,300 But also internally Now teams we're able to deploy teams a lot faster, a lot quicker, a lot more dispersed around the countries and then also the tools as well that we put in place to make sure that collaboration is happening.

81 00:14:25,700 -> 00:14:37,800 So you know whether that in my area where that's transformation, corporate planning em a new product development, we are deploying very fundamental same.

82 00:14:37,900 -> 00:14:43,000 The rules as we go in and accelerate, the work that goes on in the cloud.

83 00:14:47,100 -> 00:14:48,600 So, I will jump.

84 00:14:48,600 -> 00:14:54,100 Yeah, I will jump in because I think oyster is almost the opposite of McGraw-Hill here in that.

85 00:14:54,100 -> 00:15:01,200 We are a two-year-old company, and we are now about 650 employees across 70 countries.

86 00:15:01,600 -> 00:15:16,800 So we are extremely distributed, but we are a company that was founded during the pandemic, and so we never had to make a transition from in person to hybrid to remote the company was founded.

87 00:15:17,600 -> 00:15:23,500 On the premise that it would be a fully distributed fully remote company from the start and forever.

88 00:15:23,800 -> 00:15:32,200 And so, when we think about the type of company, we want to build it is by default cloud-based, but it's also intentionally cloud-based.

89 00:15:33,600 -> 00:15:41,300 I think, even if we stir wasn't founded during the pandemic, it would have been fully cloud-based as we say.

90 00:15:42,100 -> 00:15:51,900 Because our Founders really believe in that and believe in the future of Distributed work as an equalizer in terms of employment around the world.

91 00:15:52,600 -> 00:16:03,900 And so we built the company over the last two years, at lightning speed to, in service of this Mission and service of using

cloud-based employment.

92 00:16:04,100 -> 00:16:12,300 As a way to talk to open up opportunities for people, like Ralph, who had to leave home to find the right kinds of opportunities.

93 00:16:12,500 -> 00:16:16,300 The hope is that we can make that change.

94 00:16:19,800 -> 00:16:34,200 Very much relate to that as well because you know we ask ourselves the question at the beginning of a team of could we enable the most highly skilled Professionals in Tech to a to somewhat Escape rigid structures and team up with people?

95 00:16:34,200 -> 00:16:41,000 They want to work with to solve problems, that matter, to them with full autonomy, and growing and learning while doing so.

96 00:16:41,800 -> 00:17:05,099 And that was kind of the question that triggered this development of Information platform that enables the formation rapidly of highly motivated, High performing teams, that companies of different stages can use to bring on in supercharger initiatives or, or create new ones very quickly.

97 00:17:05,500 -> 00:17:16,000 Now, we got started very much in the wake of the pandemic, like, we build that before that, with our, my cloud-based teams, sounded like something, that would be somewhat far away even though someone invisible just happen, much faster.

98 00:17:16,099 -> 00:17:19,400 So, we don't have much of a choice than to build Fully remote.

99 00:17:19,500 -> 00:17:28,700 I mean, I think it took a year until we could meet until I could meet my team effectively, but we grew as well to over 20 countries.

100 00:17:28,700 -> 00:17:32,300 And now, the, the Network that has been built behind it to power.

101 00:17:32,300 -> 00:17:35,800 That information engine is now seven thousand people strong.

102 00:17:36,000 -> 00:17:39,600 Even though it's kind of by definition, by Design, hard to get into.

103 00:17:39,900 -> 00:17:55,100 You have, like, product managers designers Engineers, data centers that are leaving Tech Giants, and other companies that have been asking themselves the question of Hey I want to be working on things that truly matter to me with great people and that's how I see my growth.

104 00:17:56,000 -> 00:18:02,200 Kim mentioned something interesting about democratizing opportunity and access we very much see that happen.

105 00:18:02,700 -> 00:18:11,700 I think it's great to have this group here of widely different companies in a way because we see that some of the most interesting opportunities for transformation.

106 00:18:12,200 -> 00:18:17,800 For building, the things that will change the day-to-day and provide incredible drivers for growth.

107 00:18:18,100 -> 00:18:25,700 Actually incredibly compelling for some of the best Minds on the planet and that's what we're seeing essentially every day.

108 00:18:25,700 -> 00:18:39,600 And as companies basically rethink the models for company buildings for company building, they can tap into this opportunity to assemble phenomenal teams with it full-time, employees, part-time employees, whatever.

109 00:18:39,600 -> 00:18:48,100 As long as they are formed around a mission and shared purpose, actually attracting people to solve a problem that they deeply care about.

110 00:18:48,200 -> 00:18:48,500 Out.

111 00:18:51,400 -> 00:18:52,500 Let us jump.

112 00:18:52,500 -> 00:18:56,000 I guess, from higher level down to some more tactics.

113 00:18:56,000 -> 00:18:59,900 So, I am interested to hear from each of you.

114 00:19:00,200 -> 00:19:04,100 You know, what are you doing to Foster effective collaboration?

115 00:19:04,100 -> 00:19:05,100 Within your team?

116 00:19:05,100 -> 00:19:07,200 So how are you structuring those teams?

117 00:19:07,200 -> 00:19:13,300 What processes are you putting in place to really help create that collaborative environment?

118 00:19:13,900 -> 00:19:18,000 Just, and I know you have some good story.

119 00:19:18,100 -> 00:19:18,800 To tell here.

120 00:19:18,800 -> 00:19:20,000 So I don't over to you.

121 00:19:20,700 -> 00:19:34,400 Of course, I think for us at McGraw-Hill, we a ticking, the team that I work with a very distinctly different whether it's a new product development, MMA, corporate strategy.

122 00:19:35,000 -> 00:19:46,700 And what's important is the difference between what we found is the difference between the day-to-day work and the week two, I would say the week-to-week first worse, the goal setting.

123 00:19:47,300 -> 00:19:49,600 And so for us, We found it, very important.

124 00:19:49,600 -> 00:20:00,000 There is always there's a need for us to come together, and we typically do that every quarter, and we set our vision like the why, why are we working on whatever we're working on?

125 00:20:00,300 -> 00:20:03,900 Why is it worth as Ralph said, why is this a problem worth solving?

126 00:20:04,700 -> 00:20:09,800 I think we all go to work for a different reason other than just getting financials up.

127 00:20:10,300 -> 00:20:17,900 And so when we meet it's almost entirely on the Y, and then we move into execution mode we have all agreed on the way, we all understand.

128 00:20:18,100 -> 00:20:19,700 And we all bought in on the why.

129 00:20:19,800 -> 00:20:21,900 It doesn't matter where the people are from.

130 00:20:21,900 -> 00:20:46,500 There could be people from you know that we work with our partners and as long as we're sharing the exact same vision, we then move into a weekly cycle and what we found works really well is using tools to sit down every Monday over a zoom call or a Google call going through what are our goals of the week and then being very deliberate around deciding.

131 00:20:46,500 -> 00:20:58,200 Well when do we need actually Foster Collaboration during that week and saying, okay, if we're going to hit this goal X or Y person, need to talk to each other, it would be good to have that kind of conversation with each other.

132 00:20:58,500 -> 00:21:04,100 I think, what's also important as well, and what we do, which has been working its at the end of the week.

133 00:21:04,100 -> 00:21:08,800 Coming together again, going through everything, we have achieved and celebrating it.

134 00:21:09,800 -> 00:21:17,900 And so we have a nice clean end of the week, but there's a celebration of moving towards that Vision that the collective team has been working.

135 00:21:18,000 -> 00:21:18,400 Words.

136 00:21:18,900 -> 00:21:21,200 And so, of course, my will keep iterating.

137 00:21:21,200 -> 00:21:29,100 I am sure like we're everyone on the call will be, but it's certainly been a learning journey, and we keep getting better and better, and keeps working better.

138 00:21:32,300 -> 00:21:46,300 Government relate to this as well because I find that, you know, there's some fundamental shift that's happening with the way particularly highly skilled, but I think workers in general was I thinking as shown by the great resignation.

139 00:21:46,400 -> 00:21:48,600 Now the latest version of it which is more quiet.

140 00:21:48,600 -> 00:21:54,600 Apparently is said, look, ultimately, this is something that was bound to happen for.

141 00:21:54,800 -> 00:22:07,300 For while we're, you know, in, in the days of the past, you would say to a company Okay, I will join you for and I will give you the right to tell me where to be what to do, who to work with.

142 00:22:07,300 -> 00:22:11,800 And you will give me stability and early into the pandemic.

143 00:22:11,800 -> 00:22:21,000 We saw that the stability could expire very quickly, but to go at the time, where a company's thought that the world was ending, and they were like, okay, you, you're laid off right overload.

144 00:22:21,200 -> 00:22:23,800 And then a month later it was like, oh, actually the world is not ending.

145 00:22:23,800 -> 00:22:25,500 If you could, please come back to be great.

146 00:22:25,900 -> 00:22:28,700 Now, there's a, there's a market checkup.

147 00:22:30,200 -> 00:22:32,700 And in some potential bad news coming up.

148 00:22:33,200 -> 00:22:39,500 And again, you know, second time in two years people are getting laid off again, including from profitable companies that have to increase margin.

149 00:22:40,200 -> 00:22:46,100 And you also find alongside that companies are getting bigger and bigger faster than ever.

150 00:22:46,500 -> 00:22:51,800 So that the overall appeal of the mission of a company becomes diluted, the bigger it gets.

151 00:22:52,400 -> 00:23:04,800 So people saw that plus at a time when there was a reminder that life can be short like you know during the pandemic I think that's the realization does a big religion of people have, they really care about working on things that matter to them.

152 00:23:05,900 -> 00:23:11,900 And so the core thing to bring a team together is to is and of course shift.

153 00:23:11,900 -> 00:23:27,200 I think that's happening with companies is they're starting to forward-thinking leaders, a rethinking, how the think of the workforce from the old ways of thinking and headcount and departments basically trying to fill up you know spreadsheets that you do at the beginning of the year.

154 00:23:27,200 -> 00:23:35,100 And you basically say okay I need that many Engineers have any product people Market ourselves people to think in terms of what are the initiatives?

155 00:23:35,100 -> 00:23:36,400 What are the Real problems?

156 00:23:36,400 -> 00:23:43,800 I am trying to solve what are the real solution that I want to put forward and what are the teams that I need to drive those outcomes?

157 00:23:45,000 -> 00:24:02,700 And when you start thinking that way you basically start, not just having the overall company Mission but you have the missions within the mission and those missions enable them to think in terms of teams and for those mission-driven team's Mission based work teams, essentially you can attract and retain.

158 00:24:02,700 -> 00:24:08,900 Really good people that are motivated to share common adversity and common experience.

159 00:24:09,500 -> 00:24:14,400 And that's where all of our human elements kind of kick in of, you know, teaming up with people.

160 00:24:14,800 -> 00:24:28,900 Really driving to an outcome and that requires for the teams to be more, autonomous to be cross-functional right to have essentially as much of the skills of the diverse skills needed perspectives and backgrounds in order to accomplish that goal.

161 00:24:29,500 -> 00:24:33,600 And that empowerment of teams toward mission is enabling companies to move.

162 00:24:33,800 -> 00:24:42,700 Much faster to tackle a much wider surface area and to enable company that hasn't haven't been able to transform for a while.

163 00:24:43,300 -> 00:24:48,500 To certainly be able to do that and people are happy through that because they get to choose.

164 00:24:49,500 -> 00:24:56,500 I think what rastetter that cross-functional teams was spot on the challenge with tech and cloud.

165 00:24:56,500 -> 00:25:09,300 Based, organizations is Convergence and when anything in ref, we talk about it when everything converges and it converges a lot faster and more frequently with tech whether its product.

166 00:25:09,300 -> 00:25:19,100 You know, back in the day used to be about the supply chain, you have different teams doing very Rolls and then there was Pastor down the supply chain.

167 00:25:19,700 -> 00:25:36,200 These days, the hardest part is managing convergence and being proactive, around convergence, and you need a cross-functional team even if you're doing HR transformation and HR initiative to a product initiative, the need for a cross-functional team that's focused on one.

168 00:25:36,200 -> 00:25:44,600 Common goal has never been more Paramount to be successful if I could jump in and get attacked.

169 00:25:44,700 -> 00:25:45,800 Uncle for a second here.

170 00:25:46,600 -> 00:25:55,400 I am not sure what the breakdown is of our audience in terms of Founders and leaders versus operators, but I will speak to the operator perspective for a second.

171 00:25:56,100 -> 00:26:10,000 When you're bringing people together, I noticed in our poll that 75% of our audience here or respondents are in a hybrid environment and eighty percent of our respondents here are a mix of full-time and Freelancers.

172 00:26:10,400 -> 00:26:29,300 So in either of those cases, you have a serious risk of Creating an equity in your organization, whether you're treating full-time employees and Freelancers in a different way, in terms of inclusion, in terms of perspective, sharing or your hybrid and, and or your rest are your remote.

173 00:26:29,300 -> 00:26:57,800 And in office, employees are having different experiences to think, really tactically about what you're trying to achieve as an organization and what you're trying to achieve in terms of input, in terms of involvement from People around the organization being hyper aware that when you have people who have different types of employment, or different locations of employment, you have to be all that more intentional about how you include their perspectives in the conversation.

174 00:26:57,800 -> 00:27:23,700 So, whether that's something you see, a lot is in meetings, where you have some folks in the office and some folks dialing in, it can be really common for the people who are sitting around the table to be talking to each other around the table and ignoring the folks, who are on the call to the extent that someone mentioned On a panel, I was on recently that they were watching they feel like they were watching a meeting happen, and they were kind of off to the side and the meeting ended.

175 00:27:23,700 -> 00:27:25,900 And before the zoom ended they saw.

176 00:27:25,900 -> 00:27:28,000 People going off to have side conversations.

177 00:27:28,000 -> 00:27:38,600 They're like wait, I am over here on the screen and now they have missed out on that potential to collaborate and there's all this research about how this type of environment, more directly benefits.

178 00:27:38,600 -> 00:28:10,100 Men, specifically benefits, white middle-aged men but to really be more inclusive in how You're thinking about who makes decisions, who's, in the room when those conversations happen, who has access to the people of influence, within the company and your role, as an HR practitioner, and an employee experienced practitioner, as any sort of operator who touches this field is to be looking for those unheard voices and to be looking for, not just who makes the decisions, but who's a stakeholder who needs to be involved, whose voices, haven't we heard?

179 00:28:10,400 -> 00:28:11,900 Is everyone on the decision-making?

180 00:28:11,900 -> 00:28:14,200 Team kind of homogeneously.

181 00:28:14,700 -> 00:28:36,700 Acted or do we have a real diversity and thinking about, thinking about things, like, how you include folks, who aren't in the, in the physical space with you, you have to, you don't have to do that as much

when you're fully remote because it's more about whose invited to the column, who's who can make it to the call.

182 00:28:38,000 -> 00:28:43,800 And the only thing I will add there before I shut up about this is when you are really distributed.

183 00:28:44,700 -> 00:29:02,200 Everywhere in the world, you have to think about times and inclusivity in a way that you don't, when you're all physically in one space, I spent most of my career with companies who were primarily in the San Francisco Bay Area occasionally with one or two folks around the world occasionally with like a New York office and San Francisco office.

184 00:29:02,600 -> 00:29:14,500 But when you're operating in time zones, all over the place, coordinating offices, hubs people working from home, you have to really think about what does it mean to have a standard operating schedule?

185 00:29:14,700 -> 00:29:16,400 Is it mean to have core working hours?

186 00:29:16,800 -> 00:29:21,400 What needs to happen, synchronously versus what can we change to happen, asynchronously?

187 00:29:21,400 -> 00:29:36,500 And it really takes a nun learning of how you work together and what you need to be successful at work to make sure that you're being inclusive of all of the people who, you know, are in your same physical location, okay?

188 00:29:36,700 -> 00:29:39,300 Cam before we move off of that, I know.

189 00:29:39,300 -> 00:29:46,500 Sure and always stir, I think have a philosophy around You know, creating some of that inclusivity.

190 00:29:46,500 -> 00:29:49,200 I believe you call it like follow the sun.

191 00:29:49,200 -> 00:29:50,800 Maybe I believe we do.

192 00:29:50,800 -> 00:29:51,300 Yes.

193 00:29:51,900 -> 00:29:53,000 Can you explain?

194 00:29:53,400 -> 00:29:53,900 Yes.

195 00:29:54,600 -> 00:29:55,400 Absolutely.

196 00:29:55,400 -> 00:29:56,100 I will.

197 00:29:56,700 -> 00:30:02,800 I can try to find or if someone from the Welcome admin, team wants to find him pop it into the chat.

198 00:30:03,300 -> 00:30:04,300 We're open sourcing.

199 00:30:04,300 -> 00:30:15,900 All of this, we have it all in public facing the ocean pages but our internal philosophy of following the sun is that the sun is always going to be rising on someone a toaster but that doesn't mean You work 24/7.

200 00:30:17,000 -> 00:30:32,100 We are enabled to have our work happened in a good 24 hours anchors, you know, cycle around the world but you have to get really good at knowing when to shut off and knowing how to hand your work over to someone else so that you can shove off.

201 00:30:33,400 -> 00:30:38,300 And also that means sometimes taking advantage of really weird nonlinear work schedules.

202 00:30:40,000 -> 00:30:47,500 I was working late last night because my colleague in Australia and I really Just like needed to unblock something with each other.

203 00:30:48,000 -> 00:30:49,600 And it was his morning.

204 00:30:49,600 -> 00:31:02,800 It was his Monday morning and it was my Sunday evening, and we just kind of jammed on it for a little bit and knowing that like that sometimes is necessary to get what you need out of work.

205 00:31:02,800 -> 00:31:14,500 That's traveling all around the world but I also knew that I needed to get things in a good enough place before I went to bed that my colleagues waking up on Monday morning who needed to take the Baton and carry that work forward, would have everything they needed to be successful.

206 00:31:15,300 -> 00:31:19,600 And I knew that, like, Do you have being very candid Friday?

207 00:31:19,600 -> 00:31:22,900 Was a little bit wacky for me and this weekend.

208 00:31:23,600 -> 00:31:32,100 It was wacky with the kids and I didn't have any time to catch up so it was Sunday night Sunday, night, prep work that I had intended to do in more reasonable working hours.

209 00:31:33,100 -> 00:31:44,000 But having that idea, that I am going to do my work during the day and do a handoff either to My Future Self or to my co-worker, who's going to wake up 812 hours from now, I need to pick this back up.

210 00:31:44,400 -> 00:31:47,700 It allows the work to continue and allows it to keep moving forward.

211 00:31:49,700 -> 00:31:52,400 In a really kind of respectful and responsible way.

212 00:31:52,500 -> 00:32:13,100 And we have hilarious videos on our website about this, but also tons of great content and templates that we can find in share with attendees, because we really believe that if you're going to build companies that are in the cloud, you have to allow your work to be in the cloud and you have to allow your connections.

213 00:32:13,100 -> 00:32:18,000 You can't just try to replicate that experience that we talked about in the beginning.

214 00:32:18,000 -> 00:32:23,600 It was like we're working in the cloud, but we're sitting next to each other slacking and Google docking next to each other.

215 00:32:23,600 -> 00:32:27,700 So we can just turn to the person next to us and like, talk live and then get back into our Google Docs.

216 00:32:28,100 -> 00:32:30,300 I don't know if that's the healthiest way to work anyway.

217 00:32:30,600 -> 00:32:36,900 So this is okay for work, is truly going to be distributed in the cloud, we are going to also be distributed in the cloud.

218 00:32:37,000 -> 00:32:46,300 How do we still connect the dots so that we can still collaborate together and that's thank you, Katie for sharing that this is That we're at we worked on?

219 00:32:46,300 -> 00:32:49,800 And I will say, very candidly that we released this.

220 00:32:49,800 -> 00:32:53,600 About a year ago, we were about 300, 250, 300 employees.

221 00:32:53,600 -> 00:33:00,000 When we released it, we are now a year later thinking about how does that scale for 650 people?

222 00:33:00,000 -> 00:33:01,400 How does it feel to 800 people?

223 00:33:01,700 -> 00:33:04,200 How it will this continue to scale with us over the years?

224 00:33:05,100 -> 00:33:09,200 I am not much is changing about the structure of how we work.

225 00:33:09,200 -> 00:33:14,500 It's more about how we bring people on board and how we, how we get adopted.

226 00:33:14,600 -> 00:33:23,200 Option, that's that to me is the piece that we don't talk about a lot with this, as you can have, all the great room at work philosophies that you want.

227 00:33:23,300 -> 00:33:29,900 But if people are still stuck in their old ways of working, then it's going to, it's not going to work.

228 00:33:31,000 -> 00:33:32,300 It's so interesting.

229 00:33:32,300 -> 00:33:34,600 I think hybrid is its red.

230 00:33:34,600 -> 00:33:43,600 The hybrid is, in a way like particularly challenging but, you know, I am interested to see like we have in the polls as I see 60% of people of mix of ft and Freelancers.

231 00:33:43,900 -> 00:33:51,400 We just run a just ask like 600 founders of companies, but of question to understand the transformation happening.

232 00:33:51,500 -> 00:33:57,400 And I think it was around that as well as, but 70% that used kind of Highly skilled contractors as part of their teams.

233 00:33:58,000 -> 00:34:01,700 And, you know, something happened to me early this year That was a big surprise.

234 00:34:02,400 -> 00:34:12,500 I so, as I mentioned before, it took over a year to even just meet the team that we have assembled in person because we were deep in the pandemic when we got started.

235 00:34:12,900 -> 00:34:14,900 But at some point we're about 60 people back.

236 00:34:14,900 -> 00:34:20,699 Then we were like, okay, let us gather everybody full week in Portugal, and we did.

237 00:34:20,900 -> 00:34:24,800 And when we got together there and look around, like, wow, that's crazy.

238 00:34:25,000 -> 00:34:28,600 I have had a chance to start a few companies before and be involved in a bunch of companies.

239 00:34:29,000 -> 00:34:33,100 I have actually never seen in that level of diversity.

240 00:34:33,500 -> 00:34:38,000 And I mean diversity from the sense of people coming from all kinds of countries.

241 00:34:38,000 -> 00:34:42,800 Speaking with all kinds of different English accent and coming from a very different background.

242 00:34:43,699 -> 00:35:03,500 And the really amazing thing about it is that it was obvious, that they share the same values, despite their vastly different backgrounds, and the, and the came to this, to the respective mission-based teams, because they care about the On the care about the mission, the value, we're trying to accomplish.

243 00:35:03,800 -> 00:35:14,900 That was a big surprise for me because early stage, typically, as you mentioned Kim, like, if you build team in San Francisco, you can try to push for diversity, but at the end that you have people in San Francisco versus in a bunch of countries.

244 00:35:15,700 -> 00:35:18,400 And I see that also, with the type of teams that Justin is building.

245 00:35:18,500 -> 00:35:32,200 I think there's diversity in all kind of dimensions of his fascinating when you see people from not just on different locations but also that come from small company, background startups, large companies, Etc, and seeing those people come together, Heather learn from each other share.

246 00:35:32,200 -> 00:35:45,800 Different perspective is really powerful, so yes, it's brings a ton of challenges rethinking and of that get that new muscle memory as someone mentioned in the chat, but it has the advantage of actually finding the world.

247 00:35:46,100 -> 00:35:51,700 Bring the best of the best from a much wider aperture in perspective.

248 00:35:52,800 -> 00:35:58,300 It's exciting to see how that makeup is maybe a way to deliver on the diversity.

249 00:35:58,300 -> 00:36:00,200 That is needed to solve.

250 00:36:00,600 -> 00:36:03,100 Complex problems came.

251 00:36:03,100 -> 00:36:26,100 I could not, I could not be loved your intentionality around equity in the workplace and it's certainly something that, you know, leaders need to be proactive on fostering in the workplace, it doesn't just happen if you don't proactively think about it, you know, I just maybe add to two different two separate rules.

252 00:36:26,100 -> 00:36:30,200 We have put in place for that in that, in light of that, Kim as well.

253 00:36:30,300 -> 00:36:37,000 Well one, we have a rule that if everyone you know this equality server, all hot online, we're all going to be online.

254 00:36:37,000 -> 00:36:38,500 No one's going to be in the office.

255 00:36:38,500 -> 00:36:39,700 Happy barking, me office.

256 00:36:40,000 -> 00:36:42,300 People are going to be on Zoom.

257 00:36:42,700 -> 00:36:47,900 We felt when we work with contractors and Freelancers is really talented people.

258 00:36:48,800 -> 00:36:49,800 Everyone's the same.

259 00:36:49,800 -> 00:36:54,500 Everyone's equal when they're on, we're on a call like this.

260 00:36:54,700 -> 00:36:58,200 And so, that's been really important to bring people together and have a voice.

261 00:36:58,700 -> 00:37:00,100 Secondly, one thing.

262 00:37:00,300 -> 00:37:05,900 We observed as well, was particularly at the executive level we weren't.

263 00:37:05,900 -> 00:37:17,400 It's hard to see the people that are moving up the organization and then a shining in the doing the work every day and when we come together and do steering committees, right?

264 00:37:17,400 -> 00:37:19,000 Very formal steering committees.

265 00:37:19,000 -> 00:37:23,400 We realized that this was a great opportunity to ask people.

266 00:37:23,400 -> 00:37:28,100 Ask is we are getting the same Business Leaders every week presenting.

267 00:37:28,100 -> 00:37:30,200 And we said well, how do we bring different?

268 00:37:30,300 -> 00:37:31,700 Different people to life.

269 00:37:32,000 -> 00:37:43,300 And so we now make it a rule that someone in the actual working team needs to present a known the work, and that has really changed that the culture, and we can see it going.

270 00:37:43,800 -> 00:37:49,100 Instead of just hitting the top, it goes up and down a lot faster now and that's made a big change for us.

271 00:37:50,300 -> 00:37:51,400 I really like that Justin.

272 00:37:51,400 -> 00:38:07,700 I think something that we when you look at leadership teams, and we look at communication, a lot of times I think leadership teams feel like they have to represent the work that their team has done because that shows connection and that should just buy in.

273 00:38:07,700 -> 00:38:15,300 And yeah, even if they're even if you're a movie, go from the equation which is not always easy to do there.

274 00:38:15,300 -> 00:38:35,200 Is Often this element of like I have to show that I believe in this work by Speaking on behalf of the people who did it and sometimes you do need that, sometimes you do need that executive level or leadership level by and especially when you're delivering a message, across a wide range of people and locations and you're doing it on virtually.

275 00:38:35,200 -> 00:38:37,500 It's nice to have that kind of executive presence.

276 00:38:38,100 -> 00:38:47,100 However, I think you can accomplish that by having the executive presence as the like introduction or a be like this is something that's super important.

277 00:38:47,100 -> 00:38:49,600 And now I am going to shine a spotlight on the people who actually did the work.

278 00:38:49,700 -> 00:38:50,000 Work.

279 00:38:50,300 -> 00:38:54,600 And then that provides really nice growth opportunities for those people who might not get that exposure.

280 00:38:54,900 -> 00:39:16,100 Otherwise, and especially, I mean, we talked about as a hybrid work environment and folks who having access or not and who's in the office, and who's not in the office, who does that disproportionately benefit Giving the people who do the work, the opportunity to speak up, whether they are in an office or dialing in provides that platform.

281 00:39:16,100 -> 00:39:19,800 And that access, I think anyone out here, who is a manager.

282 00:39:19,800 -> 00:39:23,200 Like, like, I encourage you to take really take that to heart.

283 00:39:23,200 -> 00:39:26,800 And think about, why do I feel like I need to be the one presenting this?

284 00:39:26,800 -> 00:39:29,300 Why does, what does it say about my ego?

285 00:39:29,300 -> 00:39:31,800 What does that say about my insecurities?

286 00:39:32,200 -> 00:39:42,500 That I feel like I need to present on behalf of the work that my team has done and instead using it off And opportunity to elevate your team and Elevate the talent that you have.

287 00:39:44,600 -> 00:39:46,500 Well, so sure I am strong Martinez.

288 00:39:46,900 -> 00:39:52,700 Also, showed a strong and cohesive your team is, that's comes across really strongly for the great teams.

289 00:39:53,000 -> 00:39:54,700 Great pie routines that were together.

290 00:39:56,000 -> 00:40:07,500 So, let us actually take an audience question that was submitted during registration, which was beyond the it organization, what culture shifts are needed.

291 00:40:07,600 -> 00:40:12,400 Within the rest of the organization to maximize the benefits of a cloud-based company.

292 00:40:15,500 -> 00:40:16,500 Oh my heart.

293 00:40:18,400 -> 00:40:23,800 There's it might I say my heart because it's something the whole we're always, were always wrestling with it.

294 00:40:23,800 -> 00:40:30,500 We stir with in terms of like hiring and onboarding and education.

295 00:40:30,800 -> 00:40:39,400 And so, when you think about the culture shift, you need the culture ships, you need, are you need everyone to be bought into the way you're working first and foremost.

296 00:40:39,400 -> 00:40:46,600 And it sounds really simple but it's actually Quite interesting, the more you hire.

297 00:40:46,600 -> 00:40:59,100 The more people you have to bring on board with the way that you're working, and I like it to like when event if we could all walk back in time to our in office days and remembering how like no one ever does our dishes in the kitchen, right?

298 00:40:59,100 -> 00:41:12,800 And everyone's feeling the sink with their dishes and your poor office manager is like watching everyone's discussing dishes, but if you start teaching people, that part of your company culture is to do the dishes and it's part of your ritual as part of individual.

299 00:41:13,000 -> 00:41:13,900 Ship and accountability.

300 00:41:13,900 -> 00:41:18,200 And you start teaching people that when they come onto the team as new hires during onboarding.

301 00:41:18,200 -> 00:41:42,500 I promise I am going somewhere with this as the, as your ratio changes and the more people you have, who have learned that as part of their new hire experienced, the that drives the culture shift because you suddenly, you have more people who know that it's their own personal responsibility to do their own dishes, then you do people who are used to somebody coming in and doing it for them and it's the same with any culture.

302 00:41:42,900 -> 00:41:46,400 That you need to be a successful cloud based company.

303 00:41:47,000 -> 00:41:58,200 The more people you have who are bought in to the idea of the ritual, the Norms that are part of your culture, the less work you individually, have to do.

304 00:41:59,300 -> 00:42:15,300 And there's a lot of work that ours like dish doing work, the like the documentation the handoffs, the pre reads before the meetings the remembering to make At the meeting is happening at a rotating inclusive.

305 00:42:15,300 -> 00:42:31,000 Time the taking note of whose in the room and who's not in the room, the virtual room, all of those things are things that it's really, really easy to get lazy about and it's really, really easy to revert back to the way you have been working for 10 years, 15 years.

306 00:42:31,300 -> 00:42:44,600 However, many years before you transition into working hybrid or working fully remote, and the truth is that the in-office behaviors and Norms are not directly preferable one-to-one with working.

307 00:42:47,600 -> 00:42:54,500 That sort of individual administrative burden that you take on like needing to show up in a different.

308 00:42:55,700 -> 00:43:14,700 Like that's very different from like the culture shift of like we all say hi at the beginning of the day like yes that's nice but that's not what makes up the experience of being a part of your team sculpture and all of that other stuff is about individual responsibility and buy in to the way of working that you're trying to work.

309 00:43:16,300 -> 00:43:17,300 Boy stur, folks.

310 00:43:17,600 -> 00:43:18,600 It's everyone's job.

311 00:43:18,800 -> 00:43:20,400 I know my coworkers are listening.

312 00:43:21,600 -> 00:43:22,700 Justin, do you want to add?

313 00:43:22,700 -> 00:43:37,100 I am curious mean at an organization that has so much Legacy right in his has certainly been in office historically how I guess what advice do you have in terms of driving that culture shift?

314 00:43:38,900 -> 00:43:42,500 So who questioned culture is so important?

315 00:43:42,500 -> 00:43:54,000 I think one when you're a larger more established culture, there's a reason why you have been sohrab us for so long and it's

taking the tenants.

316 00:43:54,500 -> 00:44:02,700 You know, I think about when I am back in the day, when I used to play basketball, you know, you have your pivot fit, you got one pivot foot of what made you, what makes you so strong.

317 00:44:02,700 -> 00:44:07,100 In our case, it's out, purpose around improving education.

318 00:44:07,100 -> 00:44:08,500 It's our commitment to high quality.

319 00:44:08,700 -> 00:44:12,700 Be content and Trust in the education industry.

320 00:44:13,000 -> 00:44:20,400 But then pivoting accordingly and that pivoting requires that's the part that requires a culture shift at times.

321 00:44:20,900 -> 00:44:38,300 And so for us, it's allowing our teams to experiment allowing and whether that is like different models, working with different types of vendors, different types of employment, type of ways, whether it's contractors Freelancers, which you hadn't traditionally done.

322 00:44:39,300 -> 00:44:50,400 Whether that is different types of people with different types of background and allowing the team's only to work faster.

323 00:44:50,500 -> 00:44:59,300 But also it's okay to fail as long as there's a reason and there's a vision of why we're trying to get to a certain location.

324 00:44:59,700 -> 00:45:05,700 So that has been as we improve the culture just being okay with saying okay things aren't going to work.

325 00:45:05,700 -> 00:45:08,200 Tools aren't going to work, but we're going to keep trying.

326 00:45:08,700 -> 00:45:11,900 Going to get better and better whilst we keep our pivot foot.

327 00:45:11,900 -> 00:45:16,000 I want, what makes us successful company over the last 130 years.

328 00:45:17,900 -> 00:45:24,200 So let us take one more audience question and then I will get to some of our others that we had too many questions for the time allotted today.

329 00:45:24,200 -> 00:45:33,800 But maybe from Joe what do L most often get wrong when it comes to managing remote teams, and we're off.

330 00:45:33,800 -> 00:45:35,400 Do you want to take that one first?

331 00:45:36,000 -> 00:45:36,800 Yeah absolutely.

332 00:45:36,900 -> 00:45:39,000 I think you have also break down leaders.

333 00:45:39,300 -> 00:45:42,300 I think this is of transformation just makes the people leaders.

334 00:45:42,300 -> 00:45:47,200 The HR leaders such kind of the Agent of Change.

335 00:45:47,500 -> 00:46:03,200 Julie that have to get into the business if more than ever because those culture shift that we talk about and kind of moving away from the supply chain type of thinking, that, that Justin mentioned before is really important.

336 00:46:03,200 -> 00:46:09,900 But when you think about it, it's been great in us forever like essentially, like ever since the factories, right?

337 00:46:09,900 -> 00:46:14,900 We are used to, like, coming in the morning, doing work synchronously, living at night.

338 00:46:14,900 -> 00:46:17,200 And that's, that's our starting point still today.

339 00:46:18,100 -> 00:46:21,000 So what Leaders with leaders?

340 00:46:21,100 -> 00:46:26,200 I think that the shift that's happening is power to the edges.

341 00:46:26,700 -> 00:46:42,900 I can you truly Empower a team to drive results and to own that result And that is a significant change from the way decisions have been made and organization have been designed.

342 00:46:43,300 -> 00:46:57,300 But it's also the way to be not as to be much less commoditizing as we used to write like people, leave commoditized position communities jobs leaders, that argument sizing them, effectively.

343 00:46:59,000 -> 00:47:03,900 And want to join the places that give them the power of choosing.

344 00:47:04,000 -> 00:47:09,800 The problems that they care about to actually driving the an actual impact that matters to them.

345 00:47:10,600 -> 00:47:17,100 So being able in the hard part about this with leaders that it's actually hard to remember, what are the outcomes that you care about?

346 00:47:17,600 -> 00:47:24,500 When you ask yourself today, like, can I depict the vision very clearly to my team of what success looks like?

347 00:47:24,700 -> 00:47:28,100 So in six months from now by the end of the year, It's actually hard to do.

348 00:47:28,600 -> 00:47:33,400 It's hard to do in simple words like I found, I find that you got to push.

349 00:47:33,400 -> 00:47:36,600 You got to push on that and really think about it.

350 00:47:36,600 -> 00:47:45,900 But once you have it, and it's Crystal Clear people find within themselves, unbelievable power to actually achieve it and drive towards it.

351 00:47:46,700 -> 00:47:52,000 So I would say, I, capturing their vision and powering their teams toward an outcome that they can depict.

352 00:47:52,000 -> 00:47:55,700 Clearly is a big transformation.

353 00:47:57,000 -> 00:47:58,600 Way that we manage.

354 00:48:02,400 -> 00:48:06,000 I suddenly saw a friend of mine and I certainly think wrap your.

355 00:48:06,000 -> 00:48:16,300 I, the role of the manager is much higher and what I see, sometimes leaders getting wrong, it's coming because you have to get this balance, right?

356 00:48:16,300 -> 00:48:20,200 One of being, not taking for granted as a manager.

357 00:48:20,200 -> 00:48:21,500 What the goals of the team said.

358 00:48:21,500 -> 00:48:26,100 As you said, rat flag into one sentence, what is that?

359 00:48:26,100 -> 00:48:26,600 Your goal?

360 00:48:26,600 -> 00:48:29,000 Your team for the next six months and how are you?

361 00:48:29,000 -> 00:48:35,000 Breaking it down and making sure all People just join your team and going in and out aligning to it.

362 00:48:35,000 -> 00:48:36,300 So that's really important.

363 00:48:36,300 -> 00:48:40,000 But it also what's really important is to give them autonomy, right?

364 00:48:40,000 -> 00:48:42,200 And I think you mentioned it, right?

365 00:48:42,200 -> 00:49:21,500 Like people have what's so amazing about hybrid and remote is, you know, now I have teams where my team can pick up their kids, they can work other times they want, but you have to have trust that we have agreed to that mission and now just you can work out when that work is going to be done, and we have all agreed and you just Were it and so not you have seen some managers getting a little bit to control it controls controlling, so they want to control all the way from the start, all the end and the challenge really is course, sending the vision setting, the execution path, but then also empowering your team to fit in their schedule in their lives and getting the work done.

366 00:49:21,800 -> 00:49:35,800 And if you have the right people that will always deliver well If I could add just one very quick thing to, this also is, it's very easy to overlook the emotional relationship, building component of management.

367 00:49:35,800 -> 00:49:46,600 When you are remote, when you're in the office and you see each other physically, or you're sitting down the same conference room, you can, you can feel the energy and know maybe this is like very briefly.

368 00:49:46,600 -> 00:49:54,200 If Me by like you can feel the energy that the other person is bringing into the room a lot more naturally easier when you're in person.

369 00:49:54,600 -> 00:50:16,400 And, so I think it's something that I struggle with personally, as a manager is remembering to take that time to connect human to human with the person that you're managing, whether that's a social check-in your meeting, or pinging them on slack to see how they're doing or using a mental wellbeing, check in tool, or whatever way it is, remembering to keep those human connections going.

370 00:50:18,600 -> 00:50:22,200 As you, it's very easy for me as a manager.

371 00:50:22,200 -> 00:50:24,500 I will just only take accountability for myself.

372 00:50:24,600 -> 00:50:29,700 It's very easy for me to get focused on the work and execution and saying, okay, we're aligned go off and do your thing.

373 00:50:29,700 -> 00:50:31,000 I am going to go off and do my thing.

374 00:50:31,100 -> 00:50:31,700 Let us come back.

375 00:50:31,700 -> 00:50:32,600 We have shared goals.

376 00:50:32,600 -> 00:50:38,600 This is all great, but then you miss that human connection element.

377 00:50:38,700 -> 00:50:48,300 And if that doesn't come naturally to you, or it's something that you may be leaned heavily on, you know, running into each other in the company kitchen about Out.

378 00:50:48,400 -> 00:50:57,000 You have to, again, be like very intentional about how and where, and when you Foster those connections such a great reminder.

379 00:50:57,300 -> 00:51:02,600 I think that's a good segue, you know, hybrid work cloud-based teams, right?

380 00:51:02,600 -> 00:51:10,100 They take different shape and different people based on where they are in their own life, experience, experience them differently.

381 00:51:10,400 -> 00:51:22,800 So I know one of the concerns about this new model of work has been for Gen Z and weather early kind of Skill employees are getting the mentorship and training and upskilling that they need.

382 00:51:23,200 -> 00:51:25,000 How do you think we solve for that?

383 00:51:27,300 -> 00:51:29,100 Could I talk about intentionality again?

384 00:51:29,500 -> 00:51:41,300 All right — functionality again, I know Justin is passionate about this topic so maybe over to adjustable I really I worried we worry about it.

385 00:51:41,300 -> 00:51:56,900 A lot, you know, I think about personally, my experiences when I was younger as a graduate you learn a lot on the job and mostly mimicking.

386 00:51:57,100 -> 00:51:57,400 Right?

387 00:51:57,400 -> 00:51:58,600 You don't know what you're doing.

388 00:51:59,300 -> 00:52:00,600 You're mimicking people.

389 00:52:00,600 -> 00:52:01,200 You're mimicking.

390 00:52:01,200 -> 00:52:02,500 How they prepare.

391 00:52:03,000 -> 00:52:06,500 You see the other side and The Human Side of them, right?

392 00:52:06,500 -> 00:52:17,100 You see them nervous before a meeting you just observe and watch and the work that other people put through put in.

393 00:52:17,400 -> 00:52:21,000 And you can ask questions very freely bit more freely at those times.

394 00:52:21,600 -> 00:52:32,500 And so we it is very fun of mine for us because Typically we have worked with highly skilled team staying.

395 00:52:33,300 -> 00:52:33,900 Yes, you have.

396 00:52:33,900 -> 00:52:35,100 We must have a common goal.

397 00:52:35,100 -> 00:52:40,300 We must have a shared understanding, but typically they know how to problem.

398 00:52:40,300 -> 00:52:59,800 Solve they know what they're doing when you're at least, when I started at work, I had no idea what I was doing and so for many years and for you know, when we go into this remote world it's and to When he came and ran from show, you would say the same thing.

399 00:53:00,300 -> 00:53:09,800 It's 10:00 in tashjian, intentionality about putting a frame of the picture or these being addressed.

400 00:53:09,800 -> 00:53:26,900 So, a practical example for that, you know, we're putting more mentorship programs, particularly for new starters and really I wouldn't call forcing it but making sure that we're checking in and seeing the feedback we're getting from my interns or a fresh grad.

401 00:53:27,000 -> 00:53:27,300 Adds.

402 00:53:28,300 -> 00:53:43,700 Secondly, we're bringing fresh Senna and turns much closer together, more often than we normally would have done, and we

know we want them to share their experiences and much more cross collaborative way more often as well.

403 00:53:44,200 -> 00:53:46,800 And I think thoroughly, it's just empathy, right?

404 00:53:46,800 -> 00:53:52,200 Many of us have been in, you know where leaders we have been organizations as well.

405 00:53:52,200 -> 00:53:56,900 We feel confident, our work Trails, we feel confident.

406 00:53:57,100 -> 00:54:01,600 Coughing about switching between jobs and having that empathy around.

407 00:54:01,600 -> 00:54:10,500 That's how I felt like when I was a fresh bread Jew, a tour when I was a fresh into and that's the off that Azul and I have given all this task.

408 00:54:10,800 -> 00:54:14,400 Do you remember when you were 18 and you got given tasks and how you felt?

409 00:54:14,400 -> 00:54:23,100 And now imagine you're at home by yourself and how that would have felt and making a follow-up Zoom call and saying, hey, how are you feeling?

410 00:54:23,500 -> 00:54:25,700 Did you understand every thing?

411 00:54:25,700 -> 00:54:26,900 It's okay, let us go.

412 00:54:27,000 -> 00:54:33,300 Do it again and just being very empathetic to gen Z's because they're not going too necessarily.

413 00:54:33,300 -> 00:54:40,400 It's not cool to talk about these things or say that loud, especially when you're just starting, just starting an organization.

414 00:54:42,400 -> 00:54:44,200 We're off to do you want to jump in?

415 00:54:44,200 -> 00:54:44,800 I mean, you.

416 00:54:44,800 -> 00:54:52,300 You see right what's happening across so many different organizations ride from large organizations to small organizations.

417 00:54:52,800 -> 00:55:03,500 And, so I would love to hear, you know what lessons you're learning from all of those different organizations in terms of what they're doing and how they're deploying cloud-based teams.

418 00:55:04,800 -> 00:55:12,500 Yeah, we have had the benefit of seeing hundreds of teams and deploying and it's absolutely right.

419 00:55:12,500 -> 00:55:15,000 What Kim and Justin was what we're saying before.

420 00:55:15,000 -> 00:55:36,300 There's this Mission focus and there's trust that are really key drivers and when and there's the surprising thing is like You

can actually today like assemble some of the world's best product Builders to help team up with you on the most important outcome.

421 00:55:36,300 -> 00:55:49,600 So there's literally we live in a world that is becoming more and more democratized that has provides much more access turns out really how skilled people are looking for the type of challenges that actually matters.

422 00:55:49,600 -> 00:55:53,200 If you think you're doing something that can matter that's it.

423 00:55:53,300 -> 00:55:53,900 Here you go.

424 00:55:54,000 -> 00:55:58,200 You can actually do it because now the boundaries Of the four kind of logical.

425 00:55:58,200 -> 00:56:13,200 Walls of the company are dissolving for the better and that's what the cloud has brought us with cloud computing and is now bringing us with teams and the whole stack of the company as a whole, becoming wider can move faster.

426 00:56:13,200 -> 00:56:18,300 Power goes to the edges, creates a ton Ami and creates intention ality.

427 00:56:19,100 -> 00:56:29,700 And I agree that's such a key word because If in the past, you know, culture kind of happened in the office, we thought we had it down but really we don't know.

428 00:56:29,700 -> 00:56:41,000 We have to think it through and it presents this kind of New Foundation that helps address some of the problems that we have always struggled with their gen Z kind of upscaling.

429 00:56:41,000 -> 00:56:43,300 And the asking problem, General has always been an issue.

430 00:56:44,000 -> 00:56:55,700 Except when you have strong teams that are cross-functional, that bring diversity of skill, set of backgrounds where Talked about how that's how you can solve really big problems.

431 00:56:55,900 -> 00:57:11,500 What A diversity, can also come at different levels of experience because sometimes if you have a team of really strong people, you can also have someone that ask the more basic questions and turns out the most basic questions may be very helpful so that you are getting stuck and don't take things for granted.

432 00:57:11,500 -> 00:57:13,200 You may have taken for granted for a very long time.

433 00:57:14,100 -> 00:57:41,900 So thinking deeply about our team's by identifying the core missions and outcomes within the organization and looking at the teams that Can drive those outcomes, helps structure the cloud-based companies and the fourth thing in companies to go into a new level of pace, a new

level of potential of outcomes and driving products, and revenue streams and access to customers that were just impractical before that.

434 00:57:42,400 -> 00:57:46,200 Well, and we didn't talk about this much today, but it's still a downturn going on.

435 00:57:46,200 -> 00:57:52,700 And a lot of uncertainty in the, in the economic Times that we're in and iCloud is done.

436 00:57:52,800 -> 00:57:54,600 Computers, you don't actually have to commit.

437 00:57:54,600 -> 00:57:58,900 The way you had to commit with buyings bunch of servers and putting them in your office.

438 00:57:58,900 -> 00:58:27,100 You can benefit from the flexibility that cloud-based everything bring you including cloud-based teams so that you can reduce overhead, increase your ability to be agile and Nimble and build with the capabilities that enable you to not just survive in those very crazy times, but actually find ways to is to move like and thrive in the way that no one could before.

439 00:58:28,700 -> 00:58:31,200 So sadly we only have a few minutes left.

440 00:58:31,200 -> 00:58:47,200 So maybe in closing, let us get back to some tactics to leave people with, so hoping each of you can share two things leaders can do today to accelerate their success with cloud-based teams.

441 00:58:49,400 -> 00:58:50,700 Who wants to start?

442 00:58:51,800 -> 00:58:52,800 I will start us off.

443 00:58:54,100 -> 00:59:11,100 So two things leaders can do one is get very clear on what your culture means because knowing what your culture looks like in practice will help you identify how you need to communicate how you need to work together.

444 00:59:11,100 -> 00:59:15,200 How you what behaviors, you reward, but behaviors, you correct.

445 00:59:16,000 -> 00:59:21,500 And that only becomes more important when you are fully.

446 00:59:21,600 -> 00:59:24,300 Did hybrid just hybrid in the cloud?

447 00:59:25,600 -> 00:59:34,500 And the second piece of advice is communicated early often in multiple locations multiple times a day.

448 00:59:37,100 -> 00:59:39,500 You can you, you know, you're communicating too much.

449 00:59:39,500 -> 00:59:44,000 When people tell you to stop telling you something and that will very rarely ever happen.

450 00:59:44,800 -> 00:59:45,300 Cool.

451 00:59:45,300 -> 00:59:45,900 Justin.

452 00:59:45,900 -> 00:59:47,400 Sorry, not much time.

453 00:59:47,400 -> 00:59:49,200 Left to things rapid fire.

454 00:59:50,200 -> 00:59:58,500 OK, my two things that, you know, it's up to lead us to model the way and I will put the keyword of this session intentionality.

455 00:59:58,500 -> 01:00:20,000 If I think, what ref mentioned a lot around diversity, there's no excuse not to work with different types of vendors, like, 18 stuff to bring diversity opulent and really realistic, you watch need done quickly and you as a leader have, Tim all the way and slowly build trust.

456 01:00:21,400 -> 01:00:22,300 New methods work.

457 01:00:24,200 -> 01:00:31,400 I think we had a little technical challenge there, but intentionality model the way Ralph over to you to close us out.

458 01:00:32,900 -> 01:00:36,000 Yeah, I think intentionality definitely key word.

459 01:00:36,000 -> 01:00:40,000 I would say experimentation empowering teams like today.

460 01:00:40,000 -> 01:00:42,500 Think about the missions and describe the outcomes.

461 01:00:42,500 -> 01:00:47,200 You're trying to drive for your end of the queue for, for H1 next year.

462 01:00:47,500 -> 01:00:50,300 And try to ask you the question, what is the right team for the job?

463 01:00:50,400 -> 01:00:55,200 And now you have all kinds of ways to assemble this team, you can bring diversity of skill.

464 01:00:55,200 -> 01:01:02,400 Set of abilities, of seniority of backgrounds, obviously, and many more and you can build in and you can keep exploring.

465 01:01:02,600 -> 01:01:10,200 Ring new models for company building, that may change the game for you and your organization.

466 01:01:11,500 -> 01:01:12,300 Very cool.

467 01:01:12,900 -> 01:01:14,100 Well, thank you so much.

468 01:01:14,100 -> 01:01:15,500 This has been amazing.

469 01:01:16,000 -> 01:01:21,600 I wish we had more time to continue the conversation but please connect with the speakers.

470 01:01:21,800 -> 01:01:29,800 I think all of their LinkedIn are in the chat and I know they'd all be happy to continue the conversation with you have a wonderful day.

471 01:01:29,800 -> 01:01:32,100 Thank you again to our partners.

472 01:01:32,100 -> 01:01:36,800 Welcome and a team and oyster for joining us today.

473 01:01:37,100 -> 01:01:38,300 I hope you have a great week.

474 01:01:39,100 -> 01:01:39,900 Have a good one.

475 01:01:40,100 -> 01:01:40,500 Thank you.

476 01:01:40,500 -> 01:01:41,300 Thanks for having me.

1 00:02:27,700 -> 00:02:30,600 Aloha, everyone, great to see you here.

2 00:02:30,600 -> 00:02:31,800 My name is Gina.

3 00:02:31,900 -> 00:02:36,800 I am head of marketing with welcome, and I am tuning in from Ewa Beach, Hawaii.

4 00:02:36,800 -> 00:02:38,800 It is on Oahu.

5 00:02:38,800 -> 00:02:48,700 For those of you who may not know, and I am just looking in chat here, and we have got a great representation of folks, all over the world, including our panelists.

6 00:02:48,900 -> 00:02:53,000 And so we're excited that you're here joining a Samantha.

7 00:02:53,000 -> 00:02:53,600 Yes.

8 00:02:53,900 -> 00:02:55,100 Where are you tuning in from?

9 00:02:55,100 -> 00:02:56,500 If you'd like to trade, please join.

10 00:02:57,800 -> 00:02:59,400 Join me here in Hawaii.

11 00:03:00,600 -> 00:03:03,300 Awesome! Well, we have got a great panel today.

12 00:03:03,300 -> 00:03:11,100 I am so excited about the rich conversation that we're going to have around the productive power of work relationships.

13 00:03:11,300 -> 00:03:26,500 It's so critical especially in this post been pandemic era that were in before we jump in though, note that we have some tabs right over there to your right column and as you can see, there is a Q&A tab.

14 00:03:26,600 -> 00:03:30,500 So at any given moment, feel free to drop in your questions.

15 00:03:30,600 -> 00:03:40,500 Throughout this time, we're going to keep it a very organic dialogue and so as you submit the questions, we will pull them in where we think it could fit in the conversation.

16 00:03:40,800 -> 00:03:44,700 Thank you to those who submitted some questions in advance as well.

17 00:03:45,300 -> 00:03:47,600 Some of those are actually dropped in there.

18 00:03:47,900 -> 00:03:51,800 Okay, so let us kick off with a pole.

19 00:03:52,200 -> 00:03:53,900 Katie who is in The Green Room?

20 00:03:54,000 -> 00:03:57,200 I see you some of you don't see, see you're there, but Thank you, Katie.

21 00:03:57,200 -> 00:03:59,500 Could you pull up our poll?

22 00:03:59,700 -> 00:04:01,800 So we get a quick pulse on.

23 00:04:01,800 -> 00:04:09,200 What's the workplace relationship that has had the most significant and positive impact on you?

24 00:04:09,600 -> 00:04:12,200 So go ahead and just click on the screen right there.

25 00:04:12,300 -> 00:04:22,400 Is it your Mentor, your manager appear a direct report or other feel free to drop in your votes, okay.

26 00:04:22,800 -> 00:04:26,400 All right, so we're seeing that appear is coming up.

27 00:04:26,700 -> 00:04:29,300 And then your manager and Mentor.

28 00:04:29,600 -> 00:04:33,500 Okay, Amanda is mentioning your manager.

29 00:04:33,500 -> 00:04:34,300 Yes.

30 00:04:34,700 -> 00:04:35,400 Okay.

31 00:04:35,600 -> 00:04:36,000 All right.

32 00:04:36,000 -> 00:04:44,400 Well with that, I would love to invite the panelists if you don't mind joining me here on stage.

33 00:04:50,300 -> 00:04:54,900 All right, so we have got Laura, Nadia Rodrigo.

34 00:04:57,500 -> 00:04:58,500 Let us see here.

35 00:04:59,400 -> 00:05:03,400 Okay, can you all hear me?

36 00:05:04,200 -> 00:05:06,400 We can hear you, okay great.

37 00:05:06,400 -> 00:05:12,800 Yeah, it's so wonderful to see each of you if you don't mind introducing yourselves.

38 00:05:12,800 -> 00:05:17,100 And let me know where you're tuning in from as well and I will start with you Nadia.

39 00:05:18,500 -> 00:05:20,000 Great to be a Gina.

40 00:05:20,000 -> 00:05:20,800 Hey everyone.

41 00:05:20,800 -> 00:05:28,000 I love looking at all your locations extremely distributed audience so that's a lot of fun.

42 00:05:28,300 -> 00:05:30,700 I am here in Johannesburg.

43 00:05:30,700 -> 00:05:34,100 We finally have rains celebrating that Latakia.

44 00:05:35,500 -> 00:05:44,400 And I am VP of people at remote, we have gone through significant scaling in the last two years, and I am celebrating my two year anniversary at remote in December.

45 00:05:47,000 -> 00:05:48,200 Hand it over T Rodrigo.

46 00:05:49,000 -> 00:05:54,300 Hey Rodrigo, I am tuning in from Southern California where it's nice and sunny outside.

47 00:05:54,800 -> 00:05:57,700 I work for a company at coat called torch.

48 00:05:57,900 -> 00:06:08,900 People success manager over here were a remote first company where we really served to fuel professional growth through the power of trusted relationships and really on the for employees democratize access to coaching.

49 00:06:08,900 -> 00:06:14,800 And then for companies really provide some powerful analytics on the back end to help produce like Roi.

50 00:06:14,800 -> 00:06:16,200 So excited to be here today.

51 00:06:17,800 -> 00:06:19,000 Awesome, thanks Rodrigo.

52 00:06:19,000 -> 00:06:21,800 Laura amazing, thank you so much.

53 00:06:21,800 -> 00:06:28,200 I am Laura the VP of marketing here at Loom I am joining from Colorado about 20 minutes, west of Denver's right?

54 00:06:28,200 -> 00:06:33,000 At the foothills of the mountains, and Loom is a video communication platform for work.

55 00:06:33,000 -> 00:06:40,400 So we help our connectedness among teams while also feeling a reduction in meeting by allowing teams to communicate via video messaging.

56 00:06:41,400 -> 00:06:42,300 Love it.

57 00:06:43,000 -> 00:06:51,800 All right, well before we jump into this discussion, I would like to pull up this Gallup stat that I had found.

58 00:06:51,800 -> 00:06:57,100 So Katie, if you don't mind pulling that, you know, having the best friend at work is increased employees.

59 00:06:57,100 -> 00:07:00,700 Workplace, net promoter scores during this post pandemic.

60 00:07:00,700 -> 00:07:10,900 And so as you can see in 2021 2022 having that best friend at work a lot of folks, strongly agree that it can make a big difference.

61 00:07:11,100 -> 00:07:18,500 This is in retention in having a thriving employee experience and communication, commitment, and ultimately outcomes.

62 00:07:19,300 -> 00:07:33,000 And so, what I love about this discussion, Katie you can pull that down right now, we will Jump Right In what I love about this is we're not just talking about having a bestie at work, but there's actually productivity.

63 00:07:33,000 -> 00:07:40,900 We're seeing that there're results from these surveys that Gallup has conducted in business outcomes.

64 00:07:41,000 -> 00:07:43,900 It's in having these type of productive relationships.

65 00:07:44,100 -> 00:07:48,500 So, I would love to unpack this conversation a little bit more with each of you.

66 00:07:48,700 -> 00:07:56,900 How are you seeing the importance of building and maintaining strong workplace, relationships through the employee life cycle?

67 00:07:59,600 -> 00:08:06,600 I will start Gina if that's if it helps the panel yet, I would love to hear from Laura and Rodrigo on this topic as well.

68 00:08:07,000 -> 00:08:13,200 I think, for me, social connection is so much more, especially in a remote in hybrid environment, right?

69 00:08:13,200 -> 00:08:22,600 And we also, remote first, I didn't mention that earlier, but like our name, we are absolutely remote first in more than 75 countries with more than 900 employees.

70 00:08:23,100 -> 00:08:28,900 And I think that social connection leads to the ultimate as Of belonging.

71 00:08:29,300 -> 00:08:38,299 And if you cannot be friends with people at work, or if you don't have that type of connection, it's really difficult to trust someone, if you don't really know them.

72 00:08:38,299 -> 00:08:45,800 And if you don't actually have any interest and connection with them, so to me, it really starts on that.

73 00:08:45,800 -> 00:08:53,200 It starts about the impact can really impact your culture, how you work day to day, how teams connect with each other?

74 00:08:53,800 -> 00:09:02,200 I think behind that comes a lot of intentionality and will Speak a lot more about that in today's store but Katie a little bit from Laura's.

75 00:09:02,200 -> 00:09:04,100 Well, yeah.

76 00:09:04,100 -> 00:09:13,000 And I think that friends really hold you accountable and unintentionally kind of hold up a mirror of the value and the caliber of work that you're driving and producing.

77 00:09:13,200 -> 00:09:27,700 So when you see your friends or at the very least, people that you empathize with or trust doing really great work, it inspires you and it also kind of gives you a template in a framework to do, your best work

as well and at the end of the day, we have probably an easier time letting a business.

78 00:09:28,100 -> 00:09:32,000 We have a harder time letting our friends down or the people that are relying in depending upon us.

79 00:09:32,000 -> 00:09:36,800 And I think that's one of the Crux is for why it drives value from a business perspective.

80 00:09:36,900 -> 00:09:44,400 But also friendships, just make us happier because we spend so much of our time at work on these little Zoom boxes and screens.

81 00:09:44,400 -> 00:09:49,400 It's so important to also have fun and not just always kind of be grind in through it.

82 00:09:51,600 -> 00:09:59,800 So right on, I guess the only thing I would add to that is I think that one of the most important things about friendships is that they had meaning to work.

83 00:10:00,100 -> 00:10:13,000 I think working sometimes be a grind in regards to the tasks that you have but doing them alongside of people that you respect the you trust and then you build a sense of purpose with really adds meaning to the things that you do.

84 00:10:13,200 -> 00:10:36,000 It allows you to once you build trust with people, you're able to come alongside each other because you know each other because you can see where your spread thin You need help where and specifically like, where one person might have a specific skill set, that needs to be highlighted and in turn things, that they're not good at taking off their plate, so that you can actually have the right, players on the team, on the field, doing the right things.

85 00:10:37,600 -> 00:10:39,800 Yeah, that's how much of that scheana.

86 00:10:39,800 -> 00:10:49,200 Now that Rodrigo mentioned that if you think about the world of remote work, hybrid companies in person companies, communication is usually at the core of everything.

87 00:10:49,300 -> 00:11:01,200 If you have great relationships with people at a social level and at a friendship level, the how, and the way you will communicate is just so different from you would with someone you don't know, right?

88 00:11:01,200 -> 00:11:04,800 And so, it does actually unblock the communication gap, a little bit as well.

89 00:11:04,800 -> 00:11:07,100 This is someone gets to know me, they will know.

90 00:11:07,500 -> 00:11:08,500 How I talk.

91 00:11:08,500 -> 00:11:10,200 Why you certain slang?

92 00:11:10,300 -> 00:11:12,100 Living out here in Johannesburg?

93 00:11:12,200 -> 00:11:27,800 And so it does actually, I think it does take a few barriers away when it comes to communication cultural differences because you take the time to get to know each other and so that can have a huge impact on asynchronous, communication and positive intent.

94 00:11:27,800 -> 00:11:36,000 Because with friends, you're going to have that positive intent on a way higher scale than which you would with someone you absolutely just don't know.

95 00:11:36,700 -> 00:11:38,500 So those Things come into play.

96 00:11:38,700 -> 00:11:39,500 I think as well.

97 00:11:40,800 -> 00:11:58,700 I think that positive intent thread is interesting and you know, at some point I would like to pull that a little bit more because I think there's so much misunderstanding that can happen while we're just seeing each other on slack as emojis or oh that person didn't respond to me within 5 minutes of my chat.

98 00:11:58,700 -> 00:12:00,100 Like, are they upset with me?

99 00:12:00,300 -> 00:12:06,900 You know, there's a lot of miscommunication that I feel can happen very easily as we're working in this remote circumstance.

100 00:12:06,900 -> 00:12:20,400 So I guess across in thing about that life cycle, employee life, Cycle again, and each of you are our leading teams and hiring folks onboarding off-boarding folks right across that entire life cycle.

101 00:12:20,800 -> 00:12:26,200 What are the key opportunities across and employees lifecycle Journey?

102 00:12:26,500 -> 00:12:30,100 Do you see where you can help to as a manager?

103 00:12:30,200 -> 00:12:35,200 Build those moments of trust and encouraging building?

104 00:12:35,200 -> 00:12:42,100 The right kind of relationships To me and Haley starts on the day you make an offer.

105 00:12:42,200 -> 00:12:52,400 The moment you say yes to someone onboarding actually spots, it doesn't start in the day you start because there's such a nearly like a runner-up towards day one.

106 00:12:53,200 -> 00:13:10,500 And so taking of a little bit of pressure Away by scheduling a, welcome call having an onboarding buddy, or if you have a cohort or something that intentionality is needs to be there for someone to feel, welcome and excited, and they cannot Pressure on them to schedule on day one.

107 00:13:10,500 -> 00:13:14,400 If you say to someone, you need to schedule 5 coffee Chats on your first day.

108 00:13:14,600 -> 00:13:34,100 Chances are they not going to schedule any because they weren't no way to start but if you take that pressure away and set them up for that first day before they join it, kind of sets them up for success, and they feel very comfortable you know to enter that first day I never start with a question about like so how's your first day been?

109 00:13:35,100 -> 00:13:38,200 So tell me about leading up to day one like what's been happening?

110 00:13:38,300 -> 00:13:39,400 In your life.

111 00:13:39,700 -> 00:13:50,100 How is your, you know, how is your family, taking your friends, taking the news, and immediately start to get to know things outside of work, there might drop a pet name, you know, Etc.

112 00:13:50,100 -> 00:13:51,600 And so I think it starts date.

113 00:13:51,700 -> 00:13:54,000 It's also the hardest time because right?

114 00:13:54,000 -> 00:14:03,700 It's like first day of school, first day of University College, whatever the case may be, is the hottest time but also the best time to start introducing that.

115 00:14:05,200 -> 00:14:14,000 I completely agree and I think we talked about this too when we were catching up before even coming on here live but an onboarding buddy I think is so important as well.

116 00:14:14,000 -> 00:14:25,800 Just it can be somebody that like isn't maybe going to work with them every single day to like you really want a pair like these cultural ads so you can bring life into people's work immediately.

117 00:14:26,000 -> 00:14:34,100 So it's not just somebody that's going to be like telling them how to fill out a Google doc or create a template but somebody that can also answer those like where's the bathroom?

118 00:14:34,300 -> 00:14:39,800 Jen's that they're not going to feel comfortable asking their manager, especially in a remote workplace because that would be super weird.

119 00:14:39,800 -> 00:14:45,000 But like, you need people that can kind of feed off of each other build on each other and can teach them the language.

120 00:14:45,000 -> 00:15:04,100 Because any new company that you start at, you really are relearning, how to work relearning, how to communicate, everybody uses slack slightly differently, you might be in Threads or you might be in a lot of channels or everybody might just respond 121 and having somebody that can kind of show them the ropes and that way is how you really start to build an ingrained cultural.

121 00:15:04,200 -> 00:15:04,500 Culture.

122 00:15:04,500 -> 00:15:10,900 It's thinking about all the little things not just how work gets done, specifically from a project perspective.

123 00:15:11,100 -> 00:15:20,500 I also think to your point Gina talking about off-boarding is also really important especially when you think about wanting to retain more people.

124 00:15:20,500 -> 00:15:27,500 So if you have somebody that's leaving and you really didn't want them to you don't want to just like shun them or like ignore it.

125 00:15:27,600 -> 00:15:37,600 This is like a really important time to build connections, Foster, ongoing relationships, and ideally, make sure that person is Champion and a cheerleader for you and your org from the sidelines.

126 00:15:37,600 -> 00:15:39,100 Because friendships don't stop.

127 00:15:39,100 -> 00:15:40,700 When you disconnect from your company.

128 00:15:40,700 -> 00:15:48,700 Zoom, you want to build connections that are going to be Everlasting and Tech, or your industry is probably a pretty small town so to speak.

129 00:15:48,700 -> 00:15:53,500 And those friendships and connections can only help our you and your future career.

130 00:15:53,500 -> 00:16:01,200 Wherever you, may go next, as well as continuing to drive insights, and valuable institutional knowledge for your company after that person has departed.

131 00:16:01,700 -> 00:16:03,900 That's so good and huge.

132 00:16:04,400 -> 00:16:12,000 On the off-boarding side I think is managers it's so easy to kind of fall under you, like, you don't know what to do.

133 00:16:12,000 -> 00:16:21,200 And so it just kind of like an after it becomes an afterthought, a lot of times but really securing that off-boarding and celebrating even the transition.

134 00:16:21,200 -> 00:16:25,300 And the decision of the person transitioning, I think is a huge win.

135 00:16:27,000 -> 00:16:36,000 Do you know, the only thing that I would vote add is I think that the other major point that relationship, screw, Credibly important is transition points.

136 00:16:36,400 -> 00:16:59,100 You think about when someone gets promoted when someone moves into a different apartment we put all this emphasis on on-boarding but it's almost like the way I have seen a frame sometimes like in boarding to a we put as much intentionality into helps helping someone transition into something bigger, something new like the first time someone manages people like those are big scary things which they're jumping into something new.

137 00:16:59,100 -> 00:17:07,099 And so really being intentional about those times to really, really I think sometimes are one of the most I overlooked points in the life cycle of an employee.

138 00:17:09,099 -> 00:17:10,000 So good.

139 00:17:10,599 -> 00:17:13,200 I am actually going to pull in a question here.

140 00:17:13,200 -> 00:17:16,900 I am seeing thank you everyone for dropping in some of these questions in queue.

141 00:17:16,900 -> 00:17:21,700 A, let us actually pull in that first question from Riya.

142 00:17:21,700 -> 00:17:24,200 Are there specific initiatives and programs?

143 00:17:24,200 -> 00:17:28,099 You'd suggest organizations Implement to enable more work.

144 00:17:28,099 -> 00:17:30,900 Friendships both in person and virtually.

145 00:17:31,500 -> 00:17:36,000 So, I know we're getting a little bit in the, in, maybe a tactical idea here of initiatives.

146 00:17:36,000 -> 00:17:45,900 But as we're talking about that employee life, All, what are some ideas recommendations that you have in these initiatives and programs?

147 00:17:47,500 -> 00:17:52,100 I think a very simple one in the world of people is just leaving space in a budget for meetups.

148 00:17:52,300 -> 00:17:56,000 So whether that is local International like whatever budget you have.

149 00:17:56,000 -> 00:18:12,200 I mean we are in a year of sustainability and efficiency a lot of tech companies are, and so I know that people budgets aren't very stretchy but living space like whether that's 60, 100, 200 dollars for meeting up and having a meal together doing something fun together.

150 00:18:12,400 -> 00:18:22,000 I have seen folks go on Hikes together, go, I had an experience with a remote We used our own budget to do hot air ballooning when they visited South Africa.

151 00:18:22,000 -> 00:18:26,700 And it was such a cool experience, and it made me realize that budget.

152 00:18:26,700 -> 00:18:27,900 I am not 100% sure.

153 00:18:27,900 -> 00:18:34,100 I would have been able to commit to that amount in that sort of stage of my career when it happened.

154 00:18:34,100 -> 00:19:02,900 And, so I just think it's so important to make Financial space in your budget for it, like tactically and it up, it doesn't have to be a lot of money, so that's a nice in person initiative, but also gets very Tribute teams together in smaller locations especially if you're not doing a company-wide Meetup but there's so many other beautiful tools like take a child, take, you know, tools to get together virtually as well.

155 00:19:04,500 -> 00:19:16,600 I sometimes laugh, when we get this question because it's like easy for all of us to say like we're VP is, were people leaders like making space intentionally for social interaction, we can do without the fear of any backlash.

156 00:19:16,700 -> 00:19:38,000 I think that a lot of the times ice needs or first-time managers or people that are just more Junior in the org, don't feel like they have the space or the, okay, or the go-ahead to be able to just have a team virtual happy hour or, like, have a competition of who had the best Halloween costume and so being able to Set those examples and encourage the teams to set up those two.

157 00:19:38,100 -> 00:19:40,400 That time is really, really important.

158 00:19:40,500 -> 00:19:52,800 You can't just assume the team leads know that they can do that or that I seized conspiracy had that from the ground up like you do have to lead, by example, and you should remember to like clearly articulate that to your team's to give them the space.

159 00:19:54,600 -> 00:19:57,000 Oh that's yeah.

160 00:19:57,400 -> 00:20:12,800 I think the only thing I would add to that is I think sometimes there's always the issue of like what we do, but I think sometimes the most important thing is to recognize why we do it and that's why I like one of the things that we have really found important is giving people opportunity to serve together and what comes about from that.

161 00:20:12,800 -> 00:20:15,300 Like, for example, I got to brag on one of my co-workers.

162 00:20:15,300 -> 00:20:33,900 Renee she launched kind of welcome like a culture team at our company, they call them culture Champs and, you know, they talk about Ways that they can celebrate, you know, hello is goodbyes, you know, big a big event, you know, but the bigger part of it, yes, those do things that produces things in the company.

163 00:20:34,200 -> 00:20:38,200 But the biggest thing that happens is what happens among the team itself.

164 00:20:38,500 -> 00:20:44,000 Once they are serving together, once they are doing things together, that is where the bond really is happening.

165 00:20:44,000 -> 00:20:45,300 Is the way that they bond with each other?

166 00:20:45,500 -> 00:20:54,000 So, the more that you can facilitate initiatives like that, that usually ends up being kind of just such a fertile ground for people to build friendships and really build development and develop.

167 00:20:54,400 -> 00:20:55,600 You know, trust among each other.

168 00:20:57,000 -> 00:20:57,700 That's powerful.

169 00:20:57,700 -> 00:21:22,600 So there's a lot of lead by example that I am hearing there's some over communicating as managers as leaders that we need to do to make sure that our individual contributors are managers are all knowing that they have permission to be able to gather and come up with activities of gathering is there like a sweet spot number of in-person impromptu.

170 00:21:22,600 -> 00:21:25,700 Gatherings that you have seen work, you know.

171 00:21:25,700 -> 00:21:26,700 Like what's the right?

172 00:21:26,900 -> 00:21:32,000 Cadence because you know some folks they're going to do a company Gathering maybe once a year.

173 00:21:32,300 -> 00:21:36,900 Maybe there's some leadership, only Gatherings that happen throughout the quarters.

174 00:21:38,100 -> 00:21:42,800 But is there a Cadence that you're seeing employees really responding?

175 00:21:42,800 -> 00:21:47,000 Well to, you know, is there like an excess amount in a given quarter?

176 00:21:47,300 -> 00:22:04,900 We should have at least these amounts of asynchronous opportunities to meet along with maybe some virtual You know, I don't know if happy hours are still in but having social Gatherings virtually, like, what are you seeing as working and not working?

177 00:22:06,500 -> 00:22:14,200 Nadia, I am so interested in here if you have a magic number on this one, but I feel like for me it's like a programmatic thing.

178 00:22:14,400 -> 00:22:26,600 So anytime if I can feel the team is really stressed, or we have just done or in the middle of a really big project or work is starting to feel like all work, no, play kind of thing, even though that's the hardest time too.

179 00:22:26,800 -> 00:22:29,100 Stop work for a social interaction.

180 00:22:29,300 -> 00:22:38,000 I often think that's the most important time to remind people to come together to build friendships that have fun to talk about how hard it is.

181 00:22:38,000 -> 00:22:38,200 Like it.

182 00:22:38,200 -> 00:22:45,700 All these things don't have to just be like manifested positivity, like sometimes it is just being able to be like this is tough right now.

183 00:22:45,700 -> 00:22:55,100 Like now let us have a virtual beer and getting to gather town or something like that just breaks it up and acknowledges what's really happening from a programmatic perspective?

184 00:22:55,100 -> 00:22:56,600 I think it's like identifying those moments.

185 00:22:56,700 -> 00:23:00,000 Pants as they happen is just as important as having things pre-planned.

186 00:23:00,700 -> 00:23:11,400 I think, for me, social connection is also sometimes and especially if you want to build that deep connection, you really need to look at that team size.

187 00:23:11,500 -> 00:23:24,400 Because if you're doing it, company-wide really hard, how people show up in front of people, they don't know, at 900 employees is, much harder than looking in team like five to 10 people.

188 00:23:25,100 -> 00:23:29,400 And, so I really like doing something socially with the people team.

189 00:23:30,300 -> 00:23:32,000 If I And twice a month.

190 00:23:32,000 -> 00:23:36,600 If I can't once a month of yeast, that Cadence just works really well for us.

191 00:23:36,900 -> 00:23:46,900 Interesting fact, is our people meetings that Weekly at a stage was social first, and meet and work second, and that was our weekly.

192 00:23:46,900 -> 00:23:53,800 People meeting everything else was soft, async we became better and better at solving hard problems.

193 00:23:53,800 -> 00:24:00,600 Asynchronously, wherever (else) than doing it on a zoo call or virtually together that together.

194 00:24:00,700 -> 00:24:07,700 Time became this fun card weight over the top, you know, opportunity and it never sat with me.

195 00:24:07,900 -> 00:24:15,000 I realized that if I become a single source of failure to create social connection, I need to make sure the whole team is responsible for it.

196 00:24:15,000 -> 00:24:19,000 So we have to rotate the ownership of it, everyone in the team.

197 00:24:19,200 -> 00:24:22,900 And if there's someone that truly doesn't want to do it, absolutely, they can reach out and go.

198 00:24:23,100 -> 00:24:23,900 I need to skip.

199 00:24:23,900 -> 00:24:25,600 This is way too much for me.

200 00:24:25,600 -> 00:24:34,800 This is not something I am comfortable with and that works as well but I think we have created is Through the creative things people come up with a my brain space.

201 00:24:34,800 -> 00:24:53,300 In terms of creativity has a limit, I have a lot of things to think about in one day, but the things my, you know, the people team came up with was so incredible and so fun, we lost week, we did a picture

to play who's in our people, enablement team, and she asked for a picture of your fridge.

202 00:24:53,400 -> 00:24:55,500 And you know, we did this like live meet.

203 00:24:55,500 -> 00:24:58,700 I have been guess, like, who's very just that there was a name for it.

204 00:24:58,700 -> 00:25:00,500 I can't remember the game, but it was like a nap.

205 00:25:00,700 -> 00:25:09,600 It was so good and you know looking at people's fridges working at a remote company, our team is distributed in more than 10 countries just the people team.

206 00:25:09,600 -> 00:25:21,600 It's really hard to get together but it created this like super weird connection about oh my gosh we use the same butter or, and I am on the other side of the world and so that devil of connection was really fun.

207 00:25:22,500 -> 00:25:28,800 Also, how we crossed guest people that are similar and just realizing, oh my goodness, this person.

208 00:25:28,800 -> 00:25:31,600 And this person did have some of the fridges We focus that.

209 00:25:31,600 -> 00:25:40,600 So I think it's really about that lightness and doing it regularly, but the size of the group matters, meetups at a company.

210 00:25:40,600 -> 00:25:45,000 This size in 75 countries is really difficult.

211 00:25:45,000 -> 00:25:48,000 It takes a year to organize it.

212 00:25:48,000 -> 00:25:50,100 There's always inequity experiences, right?

213 00:25:50,100 -> 00:25:53,100 Someone's going to have to fly for more than twenty-four, five hours.

214 00:25:53,300 -> 00:25:59,500 And usually it's the crowd from Africa, the crowd from Asia, and a pack in Australia, New Zealand and that stuff.

215 00:25:59,800 -> 00:26:06,100 And, so I think the pandemic halted a lot of in-person M, I would certainly like to see more of them.

216 00:26:08,800 -> 00:26:20,400 I think the only thing that I would add to that is that aside from kind of the in-person Gatherings and stuff like that is the importance of just finding small ways to incorporate it into the rhythms of our everyday life.

217 00:26:21,300 -> 00:26:30,000 Like I mean one of the things that we do for a lot of our teams is basically whoever's birthday it is they rotate like someone figures out like what's the favorite color?

218 00:26:30,000 -> 00:26:41,800 Like what some favorite things, and then we just all come that day dress in a favorite color or like you know having a virtual background just little things like that are kind of Moving into the fabric of everything that we do usually ends up being really meaningful as well.

219 00:26:44,100 -> 00:26:48,200 These are great ideas, Samantha and chats drop an idea.

220 00:26:48,200 -> 00:26:52,700 We did something similar where on our Global employees screen, share Google Street View.

221 00:26:52,700 -> 00:26:53,200 Yes.

222 00:26:53,200 -> 00:26:55,100 And walk through neighborhoods.

223 00:26:55,600 -> 00:26:57,100 Love that really good one.

224 00:26:57,400 -> 00:27:00,000 Yeah, that's great.

225 00:27:00,000 -> 00:27:00,200 Yeah.

226 00:27:00,200 -> 00:27:04,900 If any of you have any other ideas that's working, please drop it in chat.

227 00:27:05,400 -> 00:27:07,300 Thank you all for sharing these.

228 00:27:07,300 -> 00:27:13,800 Yeah, these are ideas that I am like taking notes on, and we're going to figure out how to implement them with our team like today.

229 00:27:15,700 -> 00:27:24,200 You know, going back to the point, Laura, you were talking about intentionality communication, like we need as Leaders to be examples to do this.

230 00:27:24,600 -> 00:27:30,000 How are each of you intentionally championing friendships at work today?

231 00:27:30,000 -> 00:27:31,100 Like, what is this?

232 00:27:31,100 -> 00:27:36,000 Look like in your day-to-day in your month to month and your quarter?

233 00:27:36,100 -> 00:27:47,700 You know I do think it is a lot of what we have talked about already like it is setting up and making space for it so it is making sure that all of your team meetings aren't just business down to business.

234 00:27:47,700 -> 00:27:49,800 Like, you have to set aside space to have fun.

235 00:27:49,800 -> 00:27:51,100 It is onboarding buddies.

236 00:27:51,100 -> 00:27:55,100 It is celebrating Transitions and promotions and whatever it might be.

237 00:27:55,100 -> 00:28:04,300 And making sure that everybody feels comfortable with that, it's all of the ideas we have had in the chat and then also it's allowing your team, the space to like, decide what they want to do themselves.

238 00:28:04,300 -> 00:28:13,300 So, one of the things that we actually do is a quarterly quarter day here at Loom, so each of the sub departments to keep the team's a little bit smaller to Nadia's Point.

239 00:28:13,300 -> 00:28:26,800 Get Pick a Friday that they come in for a quarter of the day, just to spend time together, socially, purely social, and then they sign off for the rest of the day and get to go live their lives and do whatever they want with their own friends or people in their lives, or whatever it might be.

240 00:28:27,100 -> 00:28:33,800 And I think that's been a really great way to make space, not just for friendships at work, but friendships outside of work.

241 00:28:33,900 -> 00:28:41,900 So you're consistently connecting with people around you in your life, without always having to be plugged in and on and responding to the millions of questions.

242 00:28:42,100 -> 00:28:45,000 And I think that things like that are really important.

243 00:28:45,000 -> 00:28:51,100 Similarly, there are people that I try to Champion when I see them doing really well for building up culture.

244 00:28:51,200 -> 00:28:54,100 So if somebody drops like, hey, this is what I am listening to on Spotify.

245 00:28:54,100 -> 00:28:57,600 In our marketing team chat, I will always send them a DM.

246 00:28:57,600 -> 00:29:02,200 That's like thank you so much for like being such an advocate for building a culture here at Loom.

247 00:29:02,300 -> 00:29:04,000 That's incredibly important.

248 00:29:04,000 -> 00:29:08,800 I would love to see you continue doing that and almost always those people start building on one another.

249 00:29:08,800 -> 00:29:20,300 And when one person is doing in that in the chat and it's not coming from a leadership perspective, because that always is, Like forced sometimes fun but it when it's like the ICS and the people that are creating this from the ground up, that's really.

250 00:29:20,300 -> 00:29:26,000 When you start to see to Nadia's Point, like all of the creative ideas that you never would have thought of before coming to life.

251 00:29:26,000 -> 00:29:35,200 So it is like making sure that you're praising people for being cultural Advocates, the same way you praise people for doing a really good job on a project hoof.

252 00:29:35,200 -> 00:29:39,700 That's huge, you're talking about what you celebrate, what you encourage, what you don't as leader.

253 00:29:39,700 -> 00:29:46,200 I think that's huge in indicating and just guiding the direction of the culture.

254 00:29:46,700 -> 00:29:48,600 Any other thoughts Nadia Rodrigo.

255 00:29:49,800 -> 00:30:02,800 I love doing exactly that they're in a public, thanks Channel because not only are you like celebrating the person but all of a sudden, everyone else sees it and it's interesting how those things do manifest, because someone else use it.

256 00:30:02,800 -> 00:30:05,300 And they like, yes, I needed that today.

257 00:30:05,300 -> 00:30:19,500 I needed to see your French Bulldogs, like, do something really weird in a single call or, you know, I needed to see your kids like cycling or whatever the whatever you're into and I think it's like is a great space for it.

258 00:30:19,600 -> 00:30:20,900 Formal communication.

259 00:30:21,500 -> 00:30:25,600 I think the pandemic blood alliance you know so much.

260 00:30:25,600 -> 00:30:27,900 We became formal communication.

261 00:30:27,900 -> 00:30:30,800 And so if you don't make space for that thank you.

262 00:30:30,800 -> 00:30:37,900 Like thank you so much for posting that amazing, you know, update or Spotify playlist or video or whatever.

263 00:30:38,100 -> 00:30:41,400 And what I also like is we have an IRL channel.

264 00:30:41,400 -> 00:30:55,300 So in real life looking at that is also manifesting something the amount of people that are clicking an emoji and saying, Like wow, I wish I was there is manifesting ideas of who should I meet up with?

265 00:30:55,600 -> 00:30:56,900 How can I use my budget?

266 00:30:57,000 -> 00:31:07,700 Like I need to connect with people, and so I am seeing interesting requests about, can I use my meter budget to do something virtually because I am not near anyone.

267 00:31:08,000 -> 00:31:11,100 And so that's what other ideas for people in my seat to go.

268 00:31:11,200 -> 00:31:14,400 Oh my goodness, there's some unfair Equity yet.

269 00:31:14,400 -> 00:31:17,200 We need to figure out how to meet that person's needs.

270 00:31:17,200 -> 00:31:22,700 And, so I think yeah is about Public thanking but I love that idea.

271 00:31:22,700 -> 00:31:29,100 Laura, the only this one thing I will add about this connection ID.

272 00:31:29,200 -> 00:31:32,600 So one-on-ones, this is not just about manages any.

273 00:31:32,600 -> 00:31:34,000 I see you can do this as well.

274 00:31:34,300 -> 00:31:38,900 Anyone and one that you start, if you start that with a question about.

275 00:31:39,500 -> 00:31:43,100 So, Gina, let us say, your dog is, like, Luna and I go Gina.

276 00:31:43,100 -> 00:31:53,300 How's Luna doing you mentioned, you know, Luna refused to go out for a walk last week, all of a sudden you're going to remember Amber that I remembered your pet's name and that they refused to go out for a walk.

277 00:31:53,300 -> 00:32:01,800 And it was so significant to you when you shared it with me, that, that, that builds, that one-on-one connection with leaders, and Isis, and peers.

278 00:32:01,800 -> 00:32:06,900 And so at all levels, you start really manifesting connection.

279 00:32:07,200 -> 00:32:18,300 And I think that's often missing in the world of Zoom not that product, the environment infrastructure just because everyone hates an agenda or like, you know, starts a DM with.

280 00:32:18,300 -> 00:32:20,300 So what have your priorities In this week?

281 00:32:20,300 -> 00:32:24,200 And we can all stare care of that and David until later in the course.

282 00:32:24,900 -> 00:32:26,500 So to me, that's really important.

283 00:32:26,500 -> 00:32:28,100 It's also that one-on-one time.

284 00:32:28,200 -> 00:32:29,200 I love that video.

285 00:32:29,200 -> 00:32:34,800 Paul told me, I will see you will see me around a message about something he purchased, or something.

286 00:32:34,800 -> 00:32:39,500 He's kid did like a random photo of his kid to doing something.

287 00:32:39,600 -> 00:32:42,900 You know, very random, very extreme, very cute.

288 00:32:42,900 -> 00:32:46,700 And to me, I think that relationship at all levels is necessary.

289 00:32:46,700 -> 00:32:49,000 It's just, it's not supposed to be just a joke.

290 00:32:49,000 -> 00:32:56,300 It is supposed to be everyone that has that social connection with each other so good.

291 00:32:57,000 -> 00:32:57,300 Yeah.

292 00:32:57,300 -> 00:33:11,700 I think one of the things especially for companies that have gone from an in office setting to having to be remote or hybrid, I think we can easily fall into the Trap of feeling like we have to recreate the in office environment, and we kind of just have to come to terms with the fact that's not possible.

293 00:33:11,700 -> 00:33:15,300 I mean there's a reason why I like you know Mark Zuckerberg is spending billions of dollars.

294 00:33:15,300 -> 00:33:28,800 Drinking the metaverse was like we got to leave that to him, but we I think that there are ways in which we can look at the outcomes that come from in-person interactions and reverse engineer it from there and kind of building.

295 00:33:28,800 -> 00:33:32,400 This s*** is around that, you know, like I think about like what happens oftentimes.

296 00:33:32,400 -> 00:33:37,600 It's like if you're an in-person setting, what really happens is self-disclosure you end up being vulnerable.

297 00:33:37,600 -> 00:33:44,600 You end up sharing your story and from that comes connection from that comes belonging from, that comes building a sense of trust.

298 00:33:44,600 -> 00:33:53,400 And so, we have really leaned into creating avenues for people to Are their narratives because that doesn't always happen very naturally in setting.

299 00:33:53,400 -> 00:33:57,500 So like one fun thing that we did is we launched this thing called me to Torchy.

300 00:33:57,500 -> 00:34:01,900 Oh, we're basically we just do an interview, like it's really funny like basically it's like a 10-minute interview.

301 00:34:02,500 -> 00:34:11,500 We asked him questions, you know, ranging from kind of like what kind of coffee they have in the morning to like who their best friend was in junior high to my personal favorite is I ask them.

302 00:34:11,699 -> 00:34:14,600 You know if you were given a year-long sabbatical what would you do with that time?

303 00:34:15,000 -> 00:34:17,100 And then we do a bunch of different settings.

304 00:34:17,100 -> 00:34:21,000 We found ways to do it live during our Person retrieve.

305 00:34:21,300 -> 00:34:27,000 We just did one that we just recorded, and we just dropped it in the, in the general Channel and it's interesting.

306 00:34:27,500 -> 00:34:33,100 Basically, it's once you create that content where people are able to put out their story out there.

307 00:34:33,199 -> 00:34:40,000 People build connections based on that, you know, like one of the people that we did a me to torture with was a gal cat.

308 00:34:40,400 -> 00:34:46,900 And in doing that, I found out that she is a child of an immigrant and you and she was raised by immigrants and then that's my story too.

309 00:34:46,900 -> 00:34:49,199 So we end up having a whole hour long conversation.

310 00:34:49,500 -> 00:34:50,300 Just on that.

311 00:34:50,300 -> 00:34:52,400 And that wouldn't have been something that we would have like, naturally.

312 00:34:52,400 -> 00:34:53,100 Like that doesn't.

313 00:34:53,100 -> 00:35:02,700 Exactly come up in conversation, naturally, you know, and so providing Avenues to where people can intentionally share their stories really, really proves powerful and just making that stuff happen naturally.

314 00:35:04,500 -> 00:35:05,500 That's so good.

315 00:35:05,500 -> 00:35:19,000 The storytelling aspect are there any just tactical ideas in how you can facilitate you know, within your team Gathering of the stories and then sharing of them?

316 00:35:22,400 -> 00:35:24,800 We have done like a trivia session.

317 00:35:24,800 -> 00:35:26,200 We're starting Nadia.

318 00:35:27,500 -> 00:35:33,400 Oh, we have done like a trivia session where I will DM the people on my team in the background and ask them random things.

319 00:35:33,400 -> 00:35:37,000 Like, what is one weird thing that you have about food or opinion?

320 00:35:37,000 -> 00:35:56,400 You have about food or tell me one embarrassing story from your childhood or tell me the moment that you're the most proud of and then I will put them all on a screen and everyone will try to like match who they think it is in the chat and then the person will reveal themselves afterwards and Give us more context about the story or the moment or whatever it might be.

321 00:35:56,600 -> 00:36:08,000 And that's been a really fun and funny way to like, learn more about people's lives, without having them feel like they're

a talking head, would just, like, spewing a story at somebody for five minutes kind of thing.

322 00:36:08,000 -> 00:36:10,800 It adds, like some freshness to how they're sharing.

323 00:36:12,200 -> 00:36:13,000 Love that.

324 00:36:15,000 -> 00:36:16,200 Nadia did you have a?

325 00:36:17,100 -> 00:36:27,300 Yeah I think it will hand is even a really nice time for storytelling and specifically stories that are meaningful to that person it can be about anything.

326 00:36:27,600 -> 00:36:39,100 And, so I am actually considering implementing storytelling it remote in Q4 where instead of having like all hands and another update, we so good with a sink updates at remote.

327 00:36:39,300 -> 00:36:44,500 I would love to leave a bit of space with someone can just share something that's happened this year.

328 00:36:45,100 -> 00:36:57,900 And the outcome or the impact on them and again, we can bring different trains, we can bring different subjects, we can bring the fun side of it in but you know has remote work had a meaningful impact on your life has remote.

329 00:36:57,900 -> 00:37:03,100 The company had a meaning for you impact on your life and so you start building a connection with someone else.

330 00:37:03,100 -> 00:37:05,500 Who's going to listen to that story and go my goodness?

331 00:37:05,500 -> 00:37:06,200 I can relate.

332 00:37:06,200 -> 00:37:07,500 I have to set up a coffee chat.

333 00:37:07,500 -> 00:37:14,700 This person exactly like Rodrigo said he found that connection with someone that I didn't know existed and that was accidental.

334 00:37:14,800 -> 00:37:26,600 All right, and so in a remote company you need to find a way to set up accidental connection and that's a great way to do so, you know, two things I would throw in on that.

335 00:37:26,600 -> 00:37:29,900 I think one of the things that becomes really, really important in.

336 00:37:29,900 -> 00:37:40,300 This is to make room for different temperaments because like we have had a very intentionally look for ways for introverts to be able to, you know, engage with this you know, because obviously we're going to do an in-person interview.

337 00:37:40,300 -> 00:37:45,900 Like I remember when I was talking to folks to do them at all Retreat, you know, one Was a great candidate for.

338 00:37:45,900 -> 00:37:49,400 It's like, there's no way I am going to be standing in front of 160 people.

339 00:37:49,400 -> 00:37:52,300 That I have never met telling my story and that really.

340 00:37:52,600 -> 00:37:56,200 So that's why we end up also doing ones that are written out and put them out in the newsletter.

341 00:37:56,200 -> 00:37:59,500 So like really making, you know, avenues for different folks on that.

342 00:38:00,100 -> 00:38:02,800 One thing that our company did that was incredibly powerful.

343 00:38:02,800 -> 00:38:08,500 We just had our in-person Retreat and Utah in our CEO.

344 00:38:08,500 -> 00:38:14,600 I am sorry one of our co-founders LED this really it was kind of like life story Workshop.

345 00:38:14,800 -> 00:38:19,400 To where people were able to sit with their, with their story, reflect and kind of create chapters to their story.

346 00:38:19,700 -> 00:38:22,500 And then there was three different sessions that they did ten minutes.

347 00:38:22,500 -> 00:38:25,400 Each the first one was going over a high point.

348 00:38:25,400 -> 00:38:31,700 Second one was going over a turning point that it was going over a low point, and they were just able to share with each other on that.

349 00:38:32,400 -> 00:38:37,400 But I think the most important thing about that one is that it was modeled by the top.

350 00:38:38,100 -> 00:38:41,300 Are you know, a co-founder was able to share his story first?

351 00:38:41,300 -> 00:38:47,600 So he was able to say hey here's what it looks like and secondly Like you was a really able to model like guardrails.

352 00:38:47,600 -> 00:38:55,900 If you will like you went through this whole thing about kind of like the scale of vulnerability, you know like one to ten, you know, here's under, sharing here's oversharing, here's kind of where you want to be in the middle.

353 00:38:56,700 -> 00:38:58,900 So creating those buffers.

354 00:38:58,900 -> 00:39:05,900 And really that modeling really, really went a long way to people feeling comfortable, sharing their story and really engaging and it was incredible.

355 00:39:06,300 -> 00:39:08,600 The kind of connections that were built by people.

356 00:39:08,600 -> 00:39:14,700 The level of self-reflection that happen and kind of just, it was really exciting and, you know, and we're looking at ways to do that.

357 00:39:14,700 -> 00:39:17,800 We as well because you know in person thing is a little difficult.

358 00:39:17,800 -> 00:39:19,800 So yeah, that was one thing that came up for us.

359 00:39:20,700 -> 00:39:27,700 What I am hearing is the theme of just humanizing one another that's like yeah, it's the bottom line.

360 00:39:27,700 -> 00:39:34,300 Like, I think we have missed that when we were in person and just always in the office you know, 23 years ago.

361 00:39:34,300 -> 00:39:47,300 And now as we're trying to adjust to figure out how to work asynchronously, a lot of those human, just basic components, get lost in the interactions.

362 00:39:47,300 -> 00:39:53,300 And so being intentional and I think articulating and In those things out is so important.

363 00:39:53,300 -> 00:39:58,900 And I am hearing a lot of that lead, by example that over communication.

364 00:39:59,500 -> 00:40:05,100 It almost feels like you have to over communicate, even ten times more than you did when we worked in person.

365 00:40:05,300 -> 00:40:05,800 You know.

366 00:40:06,900 -> 00:40:09,100 So yes, thank you for sharing those ideas.

367 00:40:09,100 -> 00:40:12,600 I want to jump right into some of these Q&A questions.

368 00:40:13,000 -> 00:40:15,700 We have one, that's been upvoted from Dan mohel.

369 00:40:16,600 -> 00:40:24,400 Katie, if you don't mind, putting that on stage, I have read push back to calling workmates family, it can get toxic, we're all family.

370 00:40:24,400 -> 00:40:31,500 We work late while making business decisions like replacing people, how do we balance the idea of friends?

371 00:40:32,200 -> 00:40:35,400 While remaining professional great question.

372 00:40:37,200 -> 00:40:37,500 Anyone.

373 00:40:37,600 -> 00:40:39,100 Yeah, I don't think work is.

374 00:40:39,100 -> 00:40:40,800 I don't think your family work with you.

375 00:40:40,800 -> 00:40:51,900 You're not going to off-board a family member, you're not going to have a very Frank or difficult discussion with them, or maybe you would, but I think it's harder to do it with someone family.

376 00:40:51,900 -> 00:41:02,100 And with, I think when you call someone family, it does blur the lines of the relationship boundaries were really important at work.

377 00:41:02,800 -> 00:41:19,100 I have met people and work that I am absolutely best friends with To the state, whether we work at the same company anymore, not and I think those relationships to time and how much I shared in the beginning, versus how much I would share with them in my life stage now is very, very different, right?

378 00:41:19,100 -> 00:41:32,900 But I think it's about the our boundaries and I think what you're sharing and that vulnerability, I love that God real story that Rodriguez s*** about storytelling with God, rails, and reflecting and showing up for that.

379 00:41:32,900 -> 00:41:36,400 You can write a guideline of, you know how friendships at work.

380 00:41:36,500 -> 00:41:37,100 Work.

381 00:41:37,300 -> 00:41:40,500 You can open source it for amazing other companies like all of us.

382 00:41:40,500 -> 00:41:42,800 And then we can, you know, all share that experience.

383 00:41:42,800 -> 00:41:45,200 But I think it's important to have guardrails and place.

384 00:41:45,600 -> 00:41:52,300 And I don't think you work with your family, unless you really do unless you're a small start-up and have a bunch of having rivers, but I think it is.

385 00:41:52,800 -> 00:42:00,700 These are your colleagues and your friends and there's a difference, I love looking at the comments and Sandra.

386 00:42:00,700 -> 00:42:03,600 I think you hit the nail on the head to where the imagery of Team.

387 00:42:03,600 -> 00:42:08,900 Oftentimes, it's so much better than family because yeah, like Lee like you're, you know, for lack of better term.

388 00:42:08,900 -> 00:42:12,700 You're stuck with them like it's a, it's a permanent relationship.

389 00:42:12,700 -> 00:42:15,400 When you think about the imagery of team, it's all about.

390 00:42:15,400 -> 00:42:31,000 Do you have the right people on the field and there're times to where someone is the right person on the field for a season but things change and now and then someone else actually becomes a better fit for that and having that framework to where everyone has the Viewpoint of what's best for the team.

391 00:42:31,100 -> 00:42:32,800 What's going to produce us winning?

392 00:42:33,400 -> 00:42:37,000 Then it doesn't become as personal, you know, like maybe I am for a season.

393 00:42:37,000 -> 00:42:40,200 I was right person for this position, but then things changed and I had to move to another position.

394 00:42:40,200 -> 00:42:46,000 So having the image of Team feels a lot more healthy than the imagery of family.

395 00:42:46,000 -> 00:42:52,400 I completely agree with that and was going to use like a really similar metaphor to talking through it.

396 00:42:52,400 -> 00:43:12,600 But I think that it is so important to understand that, like, when you are part of a business, ultimately the businesses survival and the, what's best for the business is the only thing that matters and that like, sucks to hear, especially in a community like a Station where we are talking about humanizing things and it is important to bring human elements to work.

397 00:43:12,600 -> 00:43:17,200 But at the end of the day you are all there so that this business can survive and so it can hopefully Thrive.

398 00:43:17,500 -> 00:43:34,400 And unfortunately when we look at the macroeconomics today, when we look at what's happening in the world, the perspective of what businesses needed, three months ago, one year ago are all incredibly different, and we're seeing a lot of really hard change happen to companies right now and that's not personal.

399 00:43:34,400 -> 00:43:40,700 That's not you excommunicate somebody from I am your family, it really is just you have to take people out of it.

400 00:43:40,700 -> 00:43:43,500 When you are making really, really difficult business decisions.

401 00:43:43,700 -> 00:43:50,500 And when you're making decisions about your family, you can't take people out of it because people are at the Crux of it, and that's the core difference.

402 00:43:50,600 -> 00:43:56,300 Now, what I will say is like that gets harder and harder As you move up in your career when you are.

403 00:43:56,300 -> 00:44:05,800 And I see I actually think it's okay to have like your fam of people that Empower you, that are your peers at work because you're not making decisions about their well-being.

404 00:44:05,900 -> 00:44:06,200 How long?

405 00:44:06,200 -> 00:44:10,300 They're Be staying at the company how well they're going to do or delivering performance reviews.

406 00:44:10,500 -> 00:44:15,200 Having hard conversations or having to have the ultimate hardest conversations about exiting a business.

407 00:44:15,400 -> 00:44:27,800 I think it's okay to like rely on your peers and I do think a lot of those friendships transcend, the business, a lot of the times and you're making decisions that impact those friendships and that work group.

408 00:44:27,900 -> 00:44:36,200 Now, that's should stay at like a peer level, sometimes those things change, people get promoted and then, unfortunately, that will rupture change the friendship.

409 00:44:36,200 -> 00:44:39,900 And Some kind of meaningful way, but that's kind of the game that you're playing.

410 00:44:39,900 -> 00:44:42,400 When you are building friendships at work.

411 00:44:42,400 -> 00:44:46,100 It does just look quite different from building, friendships from somebody.

412 00:44:46,100 -> 00:44:48,300 You met at your yoga class or whatever?

413 00:44:48,300 -> 00:44:50,000 It might be, there are different.

414 00:44:50,100 -> 00:44:51,000 There're different steaks.

415 00:44:52,900 -> 00:44:53,800 Very good.

416 00:44:54,000 -> 00:44:56,500 Clarifications yeah.

417 00:44:56,500 -> 00:45:00,000 Wow, I am like taking all these mental notes here.

418 00:45:00,000 -> 00:45:04,500 I will be able to re watching the recording and definitely jotting down the notes.

419 00:45:05,300 -> 00:45:07,500 We have got another question here from Hamza.

420 00:45:08,000 -> 00:45:16,200 How do we mitigate or prevent biases unconscious implicit bias when they are healthy friendships at work?

421 00:45:17,900 -> 00:45:21,300 That's such a meaningful question and it's so hard.

422 00:45:21,300 -> 00:45:34,700 I think it's really hard in the role of managers and any one of the people team because if you have that framed in another team, how you need to make decisions about that has to remain unbiased.

423 00:45:34,700 -> 00:45:44,300 You have got to keep that intact and I it's never ever easy but very often when I need to make really difficult decisions.

424 00:45:44,300 -> 00:45:46,600 I put everything aside and have a good fact.

425 00:45:47,100 -> 00:45:49,500 Because that is going to tell me what's really going on.

426 00:45:49,500 -> 00:45:57,600 So if someone is underperforming, and we have provided feedback and there are a friends of mine, we are going to have a hard conversation.

427 00:45:57,600 -> 00:46:03,500 Because factually there's a problem, and so I think that's also leads back to the family comment.

428 00:46:03,500 -> 00:46:05,600 It's much harder to do that with family.

429 00:46:05,700 -> 00:46:08,400 It's way easier to do that in a team setting.

430 00:46:09,400 -> 00:46:14,800 And so, it is really about the dynamic of again, in Oro, City saying, you know, it's about the business.

431 00:46:15,500 -> 00:46:16,800 I see it in three ways.

432 00:46:16,900 -> 00:46:25,200 Actually, it's about the business, it's about the customers but the people do't work for the business and it doesn't work for the customer and it doesn't work for the rest of the people.

433 00:46:25,300 -> 00:46:34,000 There's a problem and so that often helps remove the bias Factor just because you need to look at it from those three angles and not from any other ankle.

434 00:46:35,500 -> 00:46:43,700 But yeah, it can be really difficult if you really close to someone, especially during the stage of the economy and for what companies are going through right now.

435 00:46:45,900 -> 00:46:48,500 It's also super important always to like trust yourself.

436 00:46:48,500 -> 00:46:56,100 Trust your instincts, look at the facts, but sometimes when you do know, there is a bias involved, you cannot just trust yourself.

437 00:46:56,100 -> 00:47:13,100 Even if you think your objectively looking at the facts, I often think that there are times when it's really important to bring in a trusted Confidant or trusted Confidant who maybe are closer or have other contacts or other perspectives that are not skewed by your own personal biases, whatever that might be, that could be friendship.

438 00:47:13,100 -> 00:47:14,400 That could be recency bias.

439 00:47:14,400 -> 00:47:31,600 How recently, You started working with this person, whatever that might be you might need to get other qualitative opinions that are equally as important as the quantitative before making some kind of decision or whether that be positive or negative for somebody that you have a perceived friendship at work.

440 00:47:34,300 -> 00:47:43,800 Now, the only thing that I would add to that too, is the importance of feedback loops, you know, be they Anonymous be, they, you know, providing a really safe place where people can come tell you directly.

441 00:47:44,900 -> 00:47:50,500 Well I think that with that too is to everyone's Point making sure that we understand that.

442 00:47:50,500 -> 00:47:56,300 That doesn't, that information doesn't may not necessarily control where we go, but it does provide context for it.

443 00:47:56,800 -> 00:47:57,500 It's a data point.

444 00:47:57,500 -> 00:48:04,300 It's something that we need to take in and self-reflect about and let that be, you know, add to the conversation that we're having in situations.

445 00:48:07,100 -> 00:48:08,000 This is great.

446 00:48:08,300 -> 00:48:10,300 All right, I am going to keep going through these questions.

447 00:48:10,300 -> 00:48:21,000 We have one from Sarah and this is touching a question that we may have sort of answered earlier, but what are some of the top ways to facilitate bonding?

448 00:48:21,000 -> 00:48:29,800 So if you were to identify, here's the top one, two, three things that are working right now, with my team, what are those things?

449 00:48:35,100 -> 00:48:42,900 I will start, I think one to me is accessibility rodrigue or touched on it when it comes to introverts.

450 00:48:43,000 -> 00:48:46,900 We have a whole world of difference at this stage, right?

451 00:48:46,900 -> 00:48:47,800 No matter where you work.

452 00:48:47,800 -> 00:48:49,300 There's a complete world of difference.

453 00:48:49,300 -> 00:48:52,200 And so was that difference comes nearer, diversity.

454 00:48:52,900 -> 00:48:54,200 Introverts and extroverts.

455 00:48:54,200 -> 00:49:02,500 It comes so many cultural differences that some folks might be comfortable with, and completely uncomfortable with, or not even normal in their cultural country.

456 00:49:02,900 -> 00:49:15,500 And so on, I think it's really important that you have a fiery nicely documented process or I would lean into documentation have a guideline on how to do social connection.

457 00:49:15,700 -> 00:49:22,400 One to create accessibility for all these amazing people, we have got V RF remote.

458 00:49:22,400 -> 00:49:26,200 Not a lot of people enjoy it, but we do engineers really do enjoy it.

459 00:49:26,200 -> 00:49:31,800 But they also have folks in our growth marketing team that really enjoys it and in the people team and another team's.

460 00:49:31,800 -> 00:49:34,400 So I do see that as a completely different.

461 00:49:34,400 -> 00:49:40,800 Bonding opportunity, they live in their Avatar and that's how they connect and bond, and they know each other's avatars.

462 00:49:41,000 -> 00:49:47,800 And so making space for accessibility for those different groups and different individuals in your organization and different cultures.

463 00:49:48,100 -> 00:50:00,800 I think is incredibly important and my third one, I am going to lean in to say go lead by example, you have got a shot for that sharing being vulnerable at executive leadership level manager level.

464 00:50:01,500 -> 00:50:05,900 And then with your peers, Yeah, I love that.

465 00:50:07,500 -> 00:50:14,900 The only thing you didn't say they're Nadia that you have said before that I think is also equally important is remembering the personal details.

466 00:50:14,900 -> 00:50:22,900 Like I really do think it is so important that if someone tells you something personal about your life like actually make an effort too intentionally.

467 00:50:22,900 -> 00:50:25,600 Remember the pet's name, the partner's name, how many siblings?

468 00:50:25,600 -> 00:50:27,600 They have whatever it is that they felt like sharing.

469 00:50:27,600 -> 00:50:30,900 That's often an extreme moment of vulnerability at work.

470 00:50:30,900 -> 00:50:32,600 So like don't take that for granted.

471 00:50:33,700 -> 00:50:34,600 Absolutely.

472 00:50:36,200 -> 00:50:42,700 I would also say like really setting the precedent of encouraging people to take it off of slack.

473 00:50:43,100 -> 00:50:45,500 I think like we had a previous place.

474 00:50:45,500 -> 00:50:48,700 I worked, we talked about like level one and level two conversations to we're level one.

475 00:50:49,000 -> 00:50:51,700 It's just what happens every day like, you know, just back and forth.

476 00:50:51,900 -> 00:50:55,800 And really it's anytime you have a communication that's not necessarily up for interpretation.

477 00:50:56,100 -> 00:51:10,500 But anytime that goes above that hop on a call, you know, do a quick like, you know, Zoom meeting, you know, do use those funny little like chat features that Have in slack, you know, just because if you look at the statistics, I mean only 7% of communication actually happens.

478 00:51:10,500 -> 00:51:14,100 Be of the words that are said, the rest of it is all tone and body language.

479 00:51:14,400 -> 00:51:21,600 And so in the absence information we fill in the blanks and so really encouraging people to hop on those calls is really, really helpful.

480 00:51:22,400 -> 00:51:27,000 And then, the other thing is really weaving it into the day-to-day.

481 00:51:27,000 -> 00:51:31,700 Those finding those small ways for it to happen, and not relying on the big ways solely.

482 00:51:32,000 -> 00:51:46,700 You know whether it's like, we're Going about, you know, in everyone saying remembering those details for when it comes to birthdays, you know, doing those virtual backgrounds, like those small ways, add up quite a bit and especially if they're kind of happened again and again, and again in the fabric of the day.

483 00:51:49,400 -> 00:51:52,600 So good, thank you, Dan mohel.

484 00:51:52,600 -> 00:51:55,800 Has another question here, work-life balance question.

485 00:51:55,800 -> 00:52:01,300 How do L Foster friendships, while not cutting into personal time?

486 00:52:05,100 -> 00:52:07,700 This is what the idea I said, earlier, about forced fun.

487 00:52:07,700 -> 00:52:08,800 I feel like and naughty.

488 00:52:08,800 -> 00:52:11,000 I think I always knew this to you, I am so sorry.

489 00:52:12,600 -> 00:52:14,500 Lord, I want you to always do not talk.

490 00:52:15,700 -> 00:52:17,100 We always want to talk at the same time.

491 00:52:17,100 -> 00:52:18,200 No, I prefer.

492 00:52:18,200 -> 00:52:19,000 It is.

493 00:52:19,100 -> 00:52:23,100 You go with this and I agree, so I am going to give yes, I think.

494 00:52:23,700 -> 00:52:30,300 All right, and then we will hand it back to you because I am sure you're going to add on to it too, but I think the idea of forced fun is really difficult.

495 00:52:30,300 -> 00:52:38,400 Like if you're forcing your team to join a happy hour during the time that they're usually putting their kids to better bed or trying to make dinner or something like that.

496 00:52:38,600 -> 00:52:45,200 That's when you start showing that you're not making fun accessible and you're not making friendships accessible to these people.

497 00:52:45,400 -> 00:52:48,900 We have to be thoughtful about cultivating relationships at work.

498 00:52:49,100 -> 00:53:00,100 During work hours and understanding that it's just as important to build space for culture and cultural and connection to be happening as it is for them to get projects done during work hours.

499 00:53:00,100 -> 00:53:15,000 So you're making time for social behaviors, should not happen on the weekends or when these people have already set their, like, I am I don't take meetings during these hours types of things like you have to think about prioritizing these hours, while these folks are at work, how do I do natya?

500 00:53:16,300 -> 00:53:17,400 Really, really well.

501 00:53:17,600 -> 00:53:20,400 And like time zone inclusivity is a thing, right?

502 00:53:20,400 -> 00:53:34,100 So exactly what you said, if, if you distribute a teams are hard and the one day I tend to stay away from for social activities, especially considering I have a lot of folks in a pack at remote is Friday's?

503 00:53:34,200 -> 00:53:38,300 Just because if you're doing something on a Friday, you are eating into someone's weekend.

504 00:53:39,100 -> 00:53:42,300 And that someone could be 10% of your organization.

505 00:53:42,300 -> 00:53:43,000 It could be one.

506 00:53:43,100 -> 00:53:44,100 It doesn't matter.

507 00:53:44,700 -> 00:53:45,500 So I agree.

508 00:53:46,800 -> 00:53:53,800 I think what it comes to time zones and this, like, not cutting into personal time, it is about sharing the load.

509 00:53:54,000 -> 00:53:59,000 If you join a company that is this distributed where I am at, you have got to understand.

510 00:53:59,000 -> 00:54:05,000 There will be times when you have got to lean in, but there has to be times when the other person is going to lean into.

511 00:54:05,600 -> 00:54:09,300 And that I share that feeling about social connection as well.

512 00:54:09,500 -> 00:54:17,400 So maybe this week, we have a social time for very earlier mayor, Ed back overlap but next this week we're going to have a man.

513 00:54:17,400 -> 00:54:18,400 Erica saw the lab.

514 00:54:18,500 -> 00:54:29,800 So I think it is a little bit about sharing the experience and knowing that it is going to be different part of the future of work, but time zone inclusivity is so important.

515 00:54:29,800 -> 00:54:33,500 Scheduling something at someone's 6 AM is going to be awful.

516 00:54:33,700 -> 00:54:37,500 They are not going to show up excited and ready for a beard happy hour.

517 00:54:38,900 -> 00:54:41,100 So they'd much rather have a coffee.

518 00:54:41,700 -> 00:54:43,400 So yeah, I agree.

519 00:54:44,000 -> 00:54:44,300 Yeah.

520 00:54:45,700 -> 00:54:49,200 You know, I have actually always struggled with that term work-life balance.

521 00:54:49,700 -> 00:54:51,200 I have always found it.

522 00:54:51,200 -> 00:54:56,600 Much healthier to view it as a work-life rhythm, because balance.

523 00:54:56,600 -> 00:54:58,300 Always, you know, it communicates.

524 00:54:58,300 -> 00:54:59,400 Everything is always the same.

525 00:54:59,600 -> 00:55:01,400 Everything is always static and that isn't true.

526 00:55:01,500 -> 00:55:03,300 You know, it's like you think about, like, what makes a song?

527 00:55:03,300 -> 00:55:03,900 Good.

528 00:55:03,900 -> 00:55:05,900 Sometimes it goes fast, sometimes they go slow.

529 00:55:05,900 -> 00:55:23,500 But that's actually what makes it that rhythm is, what makes it, you know, a good song and understanding those rhythms of our life, like we have had again like As everyone's, you know, alluded to like my on my team were across like a bunch of different time zones, and we have to understand everyone's rhythms.

530 00:55:23,900 -> 00:55:30,000 I remember when I was joining the team, it was right as I was about to become a new father for the first time.

531 00:55:30,300 -> 00:55:37,400 And I was talking to one of my co-workers and I remember when she was asking me how I felt about it and, you know, said a bunch of stuff in somewhere in there.

532 00:55:37,400 -> 00:55:43,200 I said, I just want to make sure it doesn't disrupt my work, and she said, hey, stop right there because that's the wrong way to view it.

533 00:55:43,300 -> 00:55:48,000 It's like, because we really have come to see that It's just all continuous like it's all part of the same thing.

534 00:55:48,000 -> 00:55:54,800 There's going to be times when your kiddo is going to cry and you need to get up and you know go be with your kid over there, going to just jump in the middle of a meeting.

535 00:55:55,100 -> 00:56:01,100 And having that Grace in awareness of each other's Rhythm, has proved Monumental and how we engage with each other.

536 00:56:03,400 -> 00:56:03,900 Wow.

537 00:56:03,900 -> 00:56:04,700 So rich.

538 00:56:04,700 -> 00:56:09,100 I feel like we could continue talking for another hour, but believe it or not.

539 00:56:09,100 -> 00:56:12,900 We have 5 minutes left with our time together.

540 00:56:12,900 -> 00:56:22,100 And the questions have come through All the insights have that have been shared are so amazing, you know, one question that I still have that.

541 00:56:22,100 -> 00:56:26,300 I just quickly wanted to go around with is are there any tools?

542 00:56:26,300 -> 00:56:28,400 Are there any processes?

543 00:56:28,400 -> 00:56:41,400 We have touched a lot of different ideas here, but are there any tactical tools that you see teams can start using today to be able to build productive, strong relationships?

544 00:56:45,400 -> 00:56:50,600 I think we have said a lot of them and I do think a lot of them are like the obvious ones, like it's like Zoom.

545 00:56:50,600 -> 00:57:00,700 Like, do take things off slack to Rodrigo's Point earlier, like bring your body language and your face and how you're trying to communicate things, especially if it could be easily.

546 00:57:00,700 -> 00:57:07,200 Misinterpreted, if you're delivering hard news, if it's something that requires like decision-making, like, don't have that.

547 00:57:07,200 -> 00:57:12,200 Be an asynchronous communication like think about other ways that you can personalize it shames.

548 00:57:12,400 -> 00:57:22,800 Self promotion of loom once again, but I do think that bringing like your face and your body language and your tone to what you're saying is super, super important, and we tend to get really lost in slack.

549 00:57:22,800 -> 00:57:23,800 A lot of the time.

550 00:57:23,900 -> 00:57:29,400 I also think there are fantastic tools to Nadia's point about creating these channels where you're giving shoutouts.

551 00:57:29,400 -> 00:57:42,200 There are tools like bonus lie that exists, where every person at your company gets, you know, ten to twenty dollars a month, and they're able to give those dollars out as think use or congratulations or celebrating people.

552 00:57:42,300 -> 00:57:53,700 Apple, it's a fantastic way to build and drive culture and its way that your tangibly making more money or like getting bonuses for doing good deeds or for connecting with people or for helping out a pier.

553 00:57:53,900 -> 00:58:03,100 And I think that not only helps Inspire like connection like these moments of recognition for folks but it also just creates a more collaborative and inclusive work environment.

554 00:58:04,600 -> 00:58:06,900 We love bonus lie, we use it as well and Loom.

555 00:58:07,800 -> 00:58:12,400 Yeah, I think to Laura's point we have mentioned a ton.

556 00:58:12,400 -> 00:58:15,200 I know when that we use a lot is whisk.

557 00:58:15,300 -> 00:58:28,700 It's like a social network that specifically tailored around work, but one of the things I keep coming back to is like I am reminded of like, you know, when the space race was first happening to the Moon, you know, like they had to solve the problem of, how do you write in you know, zero gravity, you know, in the u.s.

558 00:58:28,700 -> 00:58:34,300 Spent like millions of dollars and thousands of man-hours building a pen that can write a 0?

559 00:58:34,400 -> 00:58:41,700 In the Russians, just use the pencil and sometimes like the simplest approach is the easiest, you know, and it's right in front of our face.

560 00:58:41,700 -> 00:58:59,000 Be, they emojis be, they virtual backgrounds be they everything that we have talked about today don't feel the need to always have to rely on that Silver, Bullet of Technology when you know because that oftentimes the Vols money and involves time and it's okay to, you know, to use the products that you have.

561 00:58:59,100 -> 00:59:01,200 And yes, Laura, that's actually how I fell in love with loom.

562 00:59:01,200 -> 00:59:02,200 Is that same thing?

563 00:59:03,500 -> 00:59:04,200 Sad.

564 00:59:04,700 -> 00:59:16,500 Say I will add one thing that's going to nearly take this on a different straight but just like a thought the more integration and automation you do no matter what team you have.

565 00:59:16,600 -> 00:59:21,300 People team like any team that's doing tactical, operational administrative work.

566 00:59:21,500 -> 00:59:26,900 If you can use the right Tech tools to integrate and automate those stuff so that no one is sitting and doing data.

567 00:59:26,900 -> 00:59:30,800 Capturing, there is so much more time for engagement.

568 00:59:30,900 -> 00:59:33,100 I find that especially in the people team.

569 00:59:33,400 -> 00:59:47,600 So what I find is, if I do that and get rid of like uman data, capturing very heavy, administrative tasks, my team can have space to be more creative and show up for Theory engaging conversations.

570 00:59:47,900 -> 00:59:50,800 But this is not just the people team, it's across the whole book.

571 00:59:50,800 -> 00:59:57,000 So I love HR, Tech and integrating an automating stuff, and leaning on my Engineers for help.

572 00:59:58,200 -> 01:00:06,900 Love it and I think Laura you summed it and chat, you can't automate human connection, it's got to be manual, it's got to be intentional.

573 01:00:07,200 -> 01:00:09,900 So with that, we're going to wrap up our time.

574 01:00:10,100 -> 01:00:12,000 Thank you so much.

575 01:00:12,000 -> 01:00:19,300 Nadia Laura Rodrigo, for sharing your time, your insights, your presence with us today.

576 01:00:19,500 -> 01:00:25,500 Thank you everybody who attended in chat, your engagement, you have been present with us as well.

577 01:00:25,700 -> 01:00:34,300 And though, we're all virtual I can feel the connection with each one of you and it's very special so have a wonderful rest of your day.

578 01:00:35,300 -> 01:00:42,300 You know check out we have got a couple of other Spotlight interviews that we're going to be doing over the next few weeks.

579 01:00:42,600 -> 01:00:48,300 And we have got Alex from first base Brooke from Loom and Mattea from tight form.

580 01:00:48,300 -> 01:00:55,700 And we're going to dive deep actually into their stories and journeys of how they got to doing what they do in B2B marketing.

581 01:00:56,000 -> 01:01:03,200 And also here, there Their expertise and wisdom in what they're learning is working with not working in their practices.

582 01:01:03,500 -> 01:01:10,200 So with that thank you all so much and I look forward to seeing you at our next event.

583 01:01:10,400 -> 01:01:12,100 Alright, have a wonderful rest of your week.

584 01:01:12,200 -> 01:01:12,600 Bye.

1 00:00:16,000 -> 00:00:17,300 Kanikapila in the old Hawaiian way.

2 00:00:20,100 -> 00:00:40,900 We do it from the mountain, to the ocean, from my Windward, to the leeward from now, I will do lives.

3 00:00:41,100 -> 00:00:42,900 From now on, we will do the leaves.

4 00:00:46,900 -> 00:00:48,700 Go Grandma's house on that.

5 00:00:48,700 -> 00:00:49,700 We can clean your.

6 00:00:50,700 -> 00:01:10,500 If we don't know where my God, oh my God, from the mountain, to the ocean from my window.

7 00:01:17,600 -> 00:01:25,000 We do it from the mountain to the ocean from the windward.

8 00:02:12,600 -> 00:02:16,900 My mom's in the kitchen cooking dinner, real nice, beef stew.

9 00:02:16,900 -> 00:02:19,700 Almost all of them are sending with us.

10 00:02:19,700 -> 00:02:34,300 We drink and we sing all the time from now.

11 00:02:41,300 -> 00:02:51,900 We do it from the mountain to the ocean from now, and we will do the leave.

12 00:03:10,600 -> 00:03:12,100 Into the ocean from Maui.

13 00:03:31,600 -> 00:03:33,200 Hi everyone.

14 00:03:33,400 -> 00:03:36,500 Aloha, I hope you enjoyed the tunes.

15 00:03:36,700 -> 00:03:40,100 We are so excited today to see you all here.

16 00:03:40,400 -> 00:03:45,400 We have Alex VP of marketing from first base who be joining us.

17 00:03:45,400 -> 00:03:53,100 I am Gina head of marketing with welcome, and we're starting these Spotlight series, and we're just kicking these off for the first time.

18 00:03:53,100 -> 00:03:55,400 So today is our first interview.

19 00:03:55,400 -> 00:03:59,900 We're going to try to keep it within 30 minutes if we can, and we welcome your questions.

20 00:04:00,400 -> 00:04:05,800 As we're diving into Alex's Journey, his story and ultimately what?

21 00:04:05,800 -> 00:04:22,400 All of us are curious about is the LinkedIn phenomena that first space had where they were able to get their first 100 customers just through LinkedIn as their sole marketing channel alone within 18 months.

22 00:04:22,500 -> 00:04:26,800 So all of us are really curious to hear more about that and Alex is going to share.

23 00:04:26,800 -> 00:04:29,600 But yes, please drop your questions and Q&A.

24 00:04:30,000 -> 00:04:34,500 And in the meantime, Alex would you join me on stage?

25 00:04:36,100 -> 00:04:37,000 Hello.

26 00:04:39,200 -> 00:04:40,100 Hello.

27 00:04:40,700 -> 00:04:42,000 It's great to be here.

28 00:04:42,000 -> 00:04:42,900 Thanks for having me.

29 00:04:43,300 -> 00:04:44,400 Absolutely.

30 00:04:44,400 -> 00:04:57,300 So we had to have the Aloha Island Vibes because, you know, I am actually out here in Hawaii right now, and I am in Ewa Beach because my husband's from here, but I am from La.

31 00:04:57,400 -> 00:05:06,500 So I am still learning about the Aloha Spirit and the pigeon accent, and even how I pronounce Hawaii.

32 00:05:06,500 -> 00:05:10,000 Like it's with a like a V pronunciation.

33 00:05:10,000 -> 00:05:11,200 Write the W?

34 00:05:11,500 -> 00:05:11,800 Yeah.

35 00:05:11,800 -> 00:05:13,700 If you're strictly speaking.

36 00:05:13,700 -> 00:05:15,100 Yeah, be Hawaii.

37 00:05:15,200 -> 00:05:17,600 Actually have a lot Hawaii.

38 00:05:17,700 -> 00:05:23,100 Like, if you see it spelled out there's like a little accent kind of apostrophe after the first.

39 00:05:23,100 -> 00:05:27,200 I so but you know, people argue, no say it, the normal way.

40 00:05:29,900 -> 00:05:30,800 Awesome.

41 00:05:31,000 -> 00:05:40,500 Well, test is when you're driving down the highway in your life, What's kalaniana'ole you like the all the, all the syllable vowels, right?

42 00:05:40,900 -> 00:05:41,500 Totally.

43 00:05:41,600 -> 00:05:43,600 I butcher all the names.

44 00:05:43,600 -> 00:05:51,000 So still learning over here but you're from Hawaii, and we have a quick little poll that Katie in The Green Room.

45 00:05:51,000 -> 00:05:51,600 Our producer.

46 00:05:51,600 -> 00:05:53,200 Thank you for pulling that up.

47 00:05:53,400 -> 00:06:06,600 How many of you have visited, Hope Hawaii, feel free to drop in about they're not yet or yes you have Gone ahead and drop your votes.

48 00:06:07,800 -> 00:06:08,600 All right.

49 00:06:08,800 -> 00:06:10,100 Oh, here we go.

50 00:06:10,600 -> 00:06:11,600 Awesome.

51 00:06:12,000 -> 00:06:19,300 So we have got a good chunk of folks who have Vince of Hawaii and also a good number who haven't yet.

52 00:06:19,300 -> 00:06:21,200 So we're kind of even here.

53 00:06:22,100 -> 00:06:27,800 I mean with that Alex, you actually grew up in Hawaii what part?

54 00:06:28,300 -> 00:06:34,200 So I grew up in a hunter Lulu which is, so I am a city boy in Hawaii terms.

55 00:06:34,200 -> 00:06:36,500 Yeah, for sure we got the tunes.

56 00:06:39,800 -> 00:06:46,600 I was looking all the landscape shots as I was kind of putting me in my feels because it's yeah, it's a beautiful place.

57 00:06:47,700 -> 00:07:02,300 It is and you actually went to Punahou which is a private high school here on Oahu and I had to throw Obama's face on it because Obama went to Punahou, right?

58 00:07:02,400 -> 00:07:03,100 Yeah, right.

59 00:07:03,100 -> 00:07:06,800 He was in the class before my older brother who also want to go home.

60 00:07:07,300 -> 00:07:12,400 So I mean, I never crossed paths with my brother did, but he was not obviously was not famous.

61 00:07:12,400 -> 00:07:15,300 Then he was known as Barry at school.

62 00:07:15,300 -> 00:07:21,100 So you know, he's just like another kid, totally it's.

63 00:07:21,100 -> 00:07:27,000 But when you were going through school you know I guess it had he been known, yet I guess not yet, right?

64 00:07:27,100 -> 00:07:33,400 Totally, not totally not yeah, we're looking at now is the love as an Alum though.

65 00:07:33,400 -> 00:07:39,800 Is it a big deal to be a Punahou Alum and like Obama went there as well?

66 00:07:40,200 -> 00:07:52,200 You know, it's funny for sure that I think the school super proud of that as you would be, you know, it's funny because our class, my graduating class.

67 00:07:52,200 -> 00:07:58,700 But now has another celebrity that they're kind of attached to from the clouds, which is carry out.

68 00:07:58,700 -> 00:08:01,100 Another was one of the judges on Dad's.

69 00:08:01,600 -> 00:08:09,400 So it was like, wow, these little sort of celebrity connection that I take precedence in a particular class.

70 00:08:10,200 -> 00:08:11,300 Super fun.

71 00:08:11,400 -> 00:08:12,000 All right.

72 00:08:12,000 -> 00:08:18,300 Well, I would love to dive into three parts for this time together.

73 00:08:18,400 -> 00:08:23,600 And, you know, first diving into thank you for sharing the little bit of the Aloha.

74 00:08:24,100 -> 00:08:48,700 But diving into your background, your story, your journey about all of this, you know, you're a Serial startup marketing leader and so you know, just walking through a little bit of that journey and then going into the big question that we have around how first base was To get its first 100 paying customers will go into that through LinkedIn as an engine.

75 00:08:49,000 -> 00:08:54,500 And then finally, we'd love to wrap it up with just some sort of point of encouragement for the group that we have here.

76 00:08:54,500 -> 00:09:07,400 So let us start with your story and if you could just track back and walk us through first of all, like you got to be a little crazy To Be A Serial startup leader.

77 00:09:07,400 -> 00:09:17,200 I mean you have been through multiple vc-backed startups building the marketing Ian, can you walk us through a little bit of your Tech background?

78 00:09:18,200 -> 00:09:18,800 Yeah, sure.

79 00:09:18,800 -> 00:09:25,900 I mean, I think, you know, I stumbled into startups relatively early in my career, you know, you know.

80 00:09:25,900 -> 00:09:35,800 And as a marketer one of the things you know, I think about it as I didn't start a, I didn't start out intending to go into marketing per se was a little bit journey to get into that.

81 00:09:35,800 -> 00:09:56,200 I was actually in the field, you know, Solutions engineer and then kind of morphed into and then I kind of Not that I wanted to be kind of in the morning, the center of things and there was doing like tactical marketing and then, but I will end in a start-up where I ended up owning a product line that I had to kind of do everything for, you know.

82 00:09:57,300 -> 00:09:58,900 And, you know, went through an acquisition.

83 00:09:58,900 -> 00:10:03,600 It was my first sort of, like, eye-opener of like, oh my gosh, you know, this happens in startups, right?

84 00:10:04,600 -> 00:10:27,000 And, you know, and from there, I think, you know, journeying through a product management, a little bit of segments of product management, and then I Think I got a taste of the marketing side because I started owning product marketing, you know, and then it just sort of dawned on me that I really, really liked that aspect of the work I was doing.

85 00:10:28,000 -> 00:10:36,500 I mean, not putting on product management enjoyed this, my stint in it but it's a very, very, very process-oriented thing and you know it has its own world.

86 00:10:36,600 -> 00:10:39,700 I love the fact that you know, you know.

87 00:10:39,700 -> 00:10:43,300 And I was already at that point doing startups, right?

88 00:10:44,200 -> 00:10:46,100 And experience all the ups and downs.

89 00:10:46,500 -> 00:11:01,200 That you have in startups like a start-up start an emotional rollercoaster, basically, right at the marketing, part of that, what was fascinating for me is saying, like, Okay, well, how do you actually boot up the connection to, to the market, right?

90 00:11:01,300 -> 00:11:05,500 And in, and I start off in B, to B and B to B is itself.

91 00:11:05,500 -> 00:11:12,500 A very to be startups, are a particular, kind of marketing as anyone who does it know.

92 00:11:12,500 -> 00:11:25,300 It's As much there's as much intuition as data because your sample set of what you're dealing with and customers like your daily with maybe dozens and then hundreds and that, you know, you're not dealing with like okay.

93 00:11:25,300 -> 00:11:30,300 We have a, you know, a million people interacting with the brand, right?

94 00:11:30,600 -> 00:11:45,900 So it's I think that sort of intuition and content and how to create that connection to the market was really fascinating for me, especially because in a start-up environment, usually start Founders or Like you know, how do we do this?

95 00:11:45,900 -> 00:11:57,600 It's the it's often times at least known discipline for Founders because they tend to come from a technical background and that's one of the joys and challenges of being a B2B marketer and start out, right?

96 00:11:59,000 -> 00:11:59,800 That's right on.

97 00:11:59,900 -> 00:12:02,800 Can you walk us through some of the journey?

98 00:12:02,800 -> 00:12:13,400 Like, well, we're different tech companies that you have had the opportunity to work with and, you know, just even to describe a little bit of, like the engines that you have had.

99 00:12:13,500 -> 00:12:15,100 You build over time?

100 00:12:15,600 -> 00:12:21,200 Yeah, I mean, I first kind of marketing leadership get came in a company called package design.

101 00:12:21,200 -> 00:12:34,200 It was started by a Serial entrepreneur and, you know, it was is one of those situations where there's probably like, you know, like 20 people I have started at multiple companies that pretty small, right?

102 00:12:34,200 -> 00:12:36,100 First marketer kind of walking in the door.

103 00:12:36,100 -> 00:12:48,400 Maybe there's a few things written by an enterprising salesperson or someone else that sort of thing or you know someone else who owns And marketing, but it was like, we need someone to go do this and yeah.

104 00:12:48,400 -> 00:12:50,700 So this was a while ago.

105 00:12:50,700 -> 00:13:01,900 So marketing Tech was very nascent, you know, Mark has exploded as we know and there's like a bazillion tools to choose from now and everything, you know.

106 00:13:02,000 -> 00:13:13,400 But, you know, in the sort of the naissance of that flick, how do we actually just got to be a be effective online with web, with SEO, you know, just the, the foundation's is where I started with that.

107 00:13:13,400 -> 00:13:20,500 They first automation stack, I went to an Israeli startup called quali actually.

108 00:13:20,500 -> 00:13:34,300 We rebranded I came there to go from that first start up, and we grew up and then basically went to an Israeli startup called quali and had a really fun time there, but it was a kind of company that was reaped.

109 00:13:34,300 -> 00:13:45,500 It was pivoting, you know, so it wasn't, there was a little bit of marketing at that, but they need to completely redo the positioning, The Branding, the message, They were shifting into a different market.

110 00:13:45,600 -> 00:13:55,700 So that was an interesting, one against River, you know, my job was like to get them from that, you know, from The Old

Company to a new identity, a new brand, new growth market.

111 00:13:55,900 -> 00:13:57,500 So that was a journey there.

112 00:13:58,600 -> 00:13:58,900 I did.

113 00:13:58,900 -> 00:14:07,400 It start up called kentico, which was in the kind of monitoring space of quality was sort of in the devops space can take was sort of in the monitoring.

114 00:14:07,400 -> 00:14:22,100 I did a couple of monitoring things, cantik was one where there was this huge analytics engine, Again, you know, new technology, sort of new approach to an old problem, kind of thing and again, very, very little existed there.

115 00:14:22,100 -> 00:14:25,000 I was the first marketer in the door, you know, building.

116 00:14:25,000 -> 00:14:38,000 You know, it's like one of those things where you have got like five or seven arms, mostly basically contractors as agencies and doing all this stuff for you, you know, trying to build out a tech stack and then growing a staff from there.

117 00:14:38,000 -> 00:14:38,400 From there.

118 00:14:38,400 -> 00:14:43,300 I actually took a little bit of a sideways John into a later stage.

119 00:14:43,400 -> 00:14:49,200 Build out as a head of product marketing company called thousand eyes, where they were kind of trying to get from that.

120 00:14:49,200 -> 00:14:58,700 Let us say 30 40 to 100 journeys, and they needed to redo their go-to market around, you know what's the cross?

121 00:14:58,700 -> 00:15:03,800 The chasm message, and the content of the thought leadership and building that all out.

122 00:15:03,800 -> 00:15:11,000 So we built a big research, go to market research arm that really, you know, to engage market with the data we have and stuff like that.

123 00:15:11,000 -> 00:15:13,000 So what through an acquisition there?

124 00:15:14,000 -> 00:15:30,600 To a little small tiny Australian startup called sineva that wanted to wear the founders were, you know, had built a really cool product and you know, focus on remote work actually, which is sort of the dotted line to how I got to first base because I started get interested in the space.

125 00:15:31,800 -> 00:15:36,800 And that, you know, they had an outcome in mind which was they want to plug into larger tech companies.

126 00:15:36,800 -> 00:15:50,200 So, the job there was a go to market and really grab some share, get some mind share your proof of the product, you

know, build a pipeline and at join another company, which happens so Palo Alto.

127 00:15:50,200 -> 00:16:03,300 They were acquired by, we required by Palo Alto networks and then from there, you know, I did a stint at a company called pack of fabric which is like a newfangled Telco likes is totally automated Telco because I knew one of the co-founders there.

128 00:16:03,300 -> 00:16:06,800 So again full stack, build them almost all these things.

129 00:16:06,800 -> 00:16:13,000 It was a complete from the ground stack, build out, you know, and demand, gen nothing, no programs, no stack.

130 00:16:13,000 -> 00:16:14,800 No nothing, right?

131 00:16:14,800 -> 00:16:17,800 Very little content and then kind of try to grow that.

132 00:16:17,900 -> 00:16:46,200 And first base is sort of is an interesting case where you know as you know hinted by the title of this, the company had actually grown a lot through an incredible organic sort of social presence of the founder which I think is really fascinating to look at and learn from as I look at it and have an I came in again to kind of build the Systemic stuff of marketing, right?

133 00:16:47,400 -> 00:16:48,500 From the ground up.

134 00:16:48,500 -> 00:17:09,700 So that's, I mean that those are kind of like my journey points, you know, in as fast as a nutshells, I could put him Incredible Journey and like, wow, major props and respect because there's probably a lot of Battle Scars and stories that you have for being able to Journey with so many companies.

135 00:17:09,700 -> 00:17:10,300 So many different.

136 00:17:10,300 -> 00:17:29,100 Founders, what are some of the like if Looking back at that Journey, you know if you were to pull out one or two nuggets of the things that really worked, when it when you're talking about like your stack, like this is the one, two, three Tech stacks that I always build.

137 00:17:29,100 -> 00:17:39,700 And these are the layers of foundation that I always start with like, what works and then what didn't work maybe if you'd give us you know, a nugget of each of those, that would be great.

138 00:17:39,800 -> 00:17:40,200 Sure.

139 00:17:40,700 -> 00:17:57,300 I think the foundational Foundation to The stack is, is the message, you know, the message is the thing that drives, you know where you want to take your brand identity, its understanding, you know, getting to a really clear sense of what's our distinctive.

140 00:17:57,300 -> 00:17:58,700 And what is it that?

141 00:17:58,700 -> 00:18:04,100 We because I think it's sort of like marketing is about connecting, right?

142 00:18:04,300 -> 00:18:24,600 And a B2B buyers, not just a Persona, they're a person and their that I think the foundation is empathic connection to the audience and to the problems, a B2B startup has a problem to solve and you have to often times.

143 00:18:24,600 -> 00:18:28,600 If you're innovating, you have to unpack that problem for people.

144 00:18:28,600 -> 00:18:33,400 Because if there hasn't been a solution probably, they have just suppress awareness of the problem.

145 00:18:33,500 -> 00:18:34,100 It's there.

146 00:18:34,100 -> 00:18:37,200 It might be very painful, but they haven't really impacted.

147 00:18:37,500 -> 00:18:46,300 So if you can unpack that then that's the Foundational thing that allows your message and your mechanics to create a connection.

148 00:18:47,000 -> 00:18:57,200 You know, people we want to be felt seen, you know, as a buyer I want to feel seen like you get what I am going through and you're speaking to my needs, right?

149 00:18:57,200 -> 00:18:59,600 So that's the real foundation.

150 00:18:59,600 -> 00:19:06,400 And then, you know, on top of that is then is I am just a huge believer that, you know.

151 00:19:06,400 -> 00:19:06,700 Okay?

152 00:19:06,700 -> 00:19:14,400 So text acts and stuff like that are all about your data, you know, Know your data is Destiny and marketing, right?

153 00:19:14,400 -> 00:19:24,700 So like building a really clean hygienic sort of data set knowing what the value and relative like cost of that data is important, right?

154 00:19:24,800 -> 00:19:36,700 Knowing whether or not you can find your audience, Sofia with, sufficiently targeted way because ultimately marketing is, you know, enables commercial things to happen, like in this, you know, opportunities and Pipeline and stuff like that.

155 00:19:36,700 -> 00:19:53,500 Right is, is sort of like is always taking an Ouch what works for me is always making sure that the way I think about the data and how we identify our potential buyers is a strong fit sometimes that you can just get that out of off the shelf.

156 00:19:54,700 -> 00:19:55,500 You know, whatever.

157 00:19:55,500 -> 00:20:04,600 And sometimes you can't and some which case you have to be willing to go there and enrich and think about the metadata that will help you Target and connect to the right people.

158 00:20:04,700 -> 00:20:05,100 You know.

159 00:20:06,000 -> 00:20:10,800 So the because the rest of the stack is really, you know whether whatever choose your automation sweet.

160 00:20:10,800 -> 00:20:23,700 You know, I have kind of been on a Marketo sort of Journey for a little while so that's kind of the way I tend to build but it's like that's your journey in terms of the stack Stacks can work for whatever your purpose is, right?

161 00:20:24,600 -> 00:20:35,300 But it's really about making sure the data is a good fit so you can deliver that empathic connection and open people's minds to the possibility.

162 00:20:35,700 -> 00:20:38,400 That their problem is something that can be solved.

163 00:20:38,500 -> 00:20:52,100 And if you're the one who's communicating about it, effectively and connecting with them, then they're going to say, well I think I am going to give mentally speaking this brand, a chance to tell me how to solve it right the rest of the mechanics.

164 00:20:52,100 -> 00:20:53,100 I mean, let us face it.

165 00:20:53,100 -> 00:20:54,300 How many ways can you communicate?

166 00:20:54,400 -> 00:20:56,000 With people, they haven't changed.

167 00:20:56,000 -> 00:21:02,700 All right, you know, you have email, you have various platform, kind of things, you know, experiences like this.

168 00:21:02,800 -> 00:21:08,100 Right in person things phone calls, right?

169 00:21:08,100 -> 00:21:14,300 Let us just, you know, I mean, in B2B you're not sending a lot of text messages, you know, typically, right?

170 00:21:15,000 -> 00:21:24,300 So like your mechanics are very similar that automation Stacks are commercial choices your data and how you curate that.

171 00:21:24,500 -> 00:21:27,600 Data at the right cost and volume and, and targeted.

172 00:21:27,600 -> 00:21:36,600 Sort of is the key anyway, that was a long dissertation, but that's I think those are some of the key things I think for success in B2B marketing.

173 00:21:36,900 -> 00:21:37,500 That's great.

174 00:21:37,500 -> 00:21:42,200 And so, when you say data, if you could get a little tactical, are you talking about?

175 00:21:42,200 -> 00:21:47,800 Just the key, insights and attributes on the buyer and their behavior.

176 00:21:47,900 -> 00:21:54,900 Like what kind of data points are you immediately setting up your Tech stack to Capture?

177 00:21:55,200 -> 00:22:00,200 So I want to know the ICP from a sales point of view, right?

178 00:22:00,800 -> 00:22:16,300 Whoo-hoo constitutes the best Prospect, you know, the partnership with sales is super important because the pipeline of service to sales is like you're doing marketing engagement, other engagement, you set meetings through SD or bdr teams Etc.

179 00:22:16,600 -> 00:22:17,900 What's the ICP really mean?

180 00:22:17,900 -> 00:22:22,400 What are the points of insight or qualification or Discovery, right?

181 00:22:22,400 -> 00:22:29,500 That really matter those The thing is, I am going to draw drawn, and so I want to do a really good brainstorm there might be.

182 00:22:29,500 -> 00:22:32,000 For example, if you have technical qualifiers, right?

183 00:22:32,200 -> 00:22:34,900 They have to have these conditions in their environment.

184 00:22:34,900 -> 00:22:40,900 Technically speaking to sell your product, they have to have theirs from a graphic size of company, all those sorts of thing.

185 00:22:40,900 -> 00:22:42,000 What's the zone, right?

186 00:22:42,000 -> 00:22:42,900 You want to be in.

187 00:22:43,200 -> 00:22:51,400 There are, you know what title classes and B2B, oftentimes, you're dealing with title classes, and then there are sorts of like propensity to buy indicators their keywords.

188 00:22:51,400 -> 00:22:53,900 You can find there are other things like that, right?

189 00:22:53,900 -> 00:23:04,700 So, and some of those things, again, are collected commercially by, you know, big databases companies, like, Zoom info or others, or whatever, and some of them are just not, and you just have to go and get it right.

190 00:23:04,800 -> 00:23:23,900 There're different ways to do that, but part of it is also the calculation of targeting and going finding data to go after an audience that you have profiled as it were based on, you know, data that would indicate they could benefit from your solution and would be open to it.

191 00:23:24,500 -> 00:23:26,300 Says the venue based right?

192 00:23:26,300 -> 00:23:39,200 Like hey, if you go to conference, you have you are sort of targeting but you're also having a certain amount of Randomness right to like, people come with interest in all sorts of reasons to various venues.

193 00:23:39,500 -> 00:23:54,100 So the balance of how much but you're going to pay a lot for certain kinds of datasets engaged more or less engaged datasets versus you might pay a lot less to discover although you have to go and engage it.

194 00:23:54,800 -> 00:24:02,900 So that balance because marketing is economics to as like you have a finite amount of money to spend to reach the market, right?

195 00:24:03,800 -> 00:24:04,100 I don't know.

196 00:24:04,100 -> 00:24:06,000 That's at least some of how I think about it.

197 00:24:06,700 -> 00:24:12,000 Any do not dues like, is there something clearly that you have learned through failure?

198 00:24:14,800 -> 00:24:17,300 I don't really believe in content syndication.

199 00:24:19,200 -> 00:24:20,100 Hmm.

200 00:24:20,300 -> 00:24:24,200 And here's why because a lot of (Kit) because content in syndication, it's in of itself.

201 00:24:24,400 -> 00:24:29,100 But I think now they're all sorts of places where people consuming things that you subscribe to this.

202 00:24:29,100 -> 00:24:32,200 Whatever thing you know you go to the site over and over to consume stuff.

203 00:24:32,700 -> 00:25:02,800 How much brand awareness do you really have when you can when you consume a piece of interesting content from that site that you have been visiting over and over again very low right clutch often times the price you pay for that can be pretty high you know I mean because like the brand awareness and that the link to a solution, you know, is Important because often times when you're trying to communicate, it's just those little small degrees of awareness that makes someone more like this segment.

204 00:25:03,100 -> 00:25:05,400 I am going to actually read this email or mmm.

205 00:25:05,500 -> 00:25:07,800 I am gonna actually, you know, right?

206 00:25:07,800 -> 00:25:10,100 You know, like consider a conversation.

207 00:25:10,500 -> 00:25:16,300 It's we're dealing with in because so much of the buyer journey is hidden right today?

208 00:25:16,900 -> 00:25:22,900 Much of the buyer journey is become more digital and more invisible for a variety of reasons.

209 00:25:22,900 -> 00:25:23,800 Privacy reasons.

210 00:25:23,800 -> 00:25:24,900 Also, Two things.

211 00:25:25,500 -> 00:25:37,000 So, your brand awareness points and how much you are paying to get those, that mental awareness, and thought leadership awareness, that degree advances over time.

212 00:25:37,000 -> 00:25:41,200 Many cases ways you don't see It's good.

213 00:25:41,300 -> 00:25:41,800 Okay.

214 00:25:42,400 -> 00:25:43,200 All right.

215 00:25:43,500 -> 00:25:46,500 Due to time and this is this has been rich.

216 00:25:46,500 -> 00:25:49,900 I hope folks can still stay beyond our 30 minute Mark here.

217 00:25:50,800 -> 00:25:53,600 This is our first one, give us Grace on.

218 00:25:53,900 -> 00:25:57,400 They're just such Rich content to be able to discuss here.

219 00:25:57,900 -> 00:25:59,800 Let us jump into the LinkedIn.

220 00:25:59,900 -> 00:26:04,600 Yeah, I beg, you know, I think this is like the burning question that we all have.

221 00:26:05,200 -> 00:26:16,000 How did you guys get 100 paying customers Within In months of literally only Chris, herds LinkedIn profile.

222 00:26:16,000 -> 00:26:19,000 I mean, he's got, is it up to 60,000 followers?

223 00:26:19,000 -> 00:26:19,400 Now?

224 00:26:19,400 -> 00:26:28,900 So as long as 50 feet between 55 and 60, I think now and just to give some do, like he's also very active on Twitter and is about the same number of followers there.

225 00:26:30,000 -> 00:26:34,700 So I think there's a combo effect, you know, there're different objects, audiences, that lurk different places.

226 00:26:34,700 -> 00:26:43,100 And I think the, you know, the lessons I take away is that You know, he took what I was.

227 00:26:43,100 -> 00:26:51,600 What I am going to say is a cultural thought leadership angle, he was not, flogging the service, right?

228 00:26:51,700 -> 00:27:07,400 He was speaking to a big felt need and I think that the thing that's the important lesson there is that your you have a corporate brand and a corporate brand, has a communicate at a business level of value, right?

229 00:27:07,600 -> 00:27:10,300 Corporate Brands need to take business value, thought leadership.

230 00:27:11,200 -> 00:27:27,100 But in Social, you're really dealing often times with a different level felt need, which is about the things that are driving those the needs and the felt sort of problems or the challenges in the environment, you know.

231 00:27:27,700 -> 00:27:34,600 So I think one of the lessons from what I saw see you know that Chris has done is he really aimed at that higher level?

232 00:27:34,600 -> 00:27:35,300 What I would say?

233 00:27:35,300 -> 00:27:36,600 Cultural thought leadership.

234 00:27:36,800 -> 00:27:37,200 Hmm.

235 00:27:37,500 -> 00:27:44,100 Now in the remote work space, you know, pandemic the Of work, all that kind of stuff was a big ferment, right?

236 00:27:44,300 -> 00:27:50,200 But there maybe you know it's but whatever the field you're in.

237 00:27:50,400 -> 00:28:05,600 I think that social impact really comes from taking that Higher Culture, maybe it's a tech culture angle, maybe it's in this case is about future of work and things like that is very broad, but I think the big lesson is that it can't be about you.

238 00:28:05,900 -> 00:28:10,100 It has to be about what's having a big impact of what.

239 00:28:10,400 -> 00:28:18,300 What is a point of view, you know, that adds value to people's lives or ORS, helps direct of way of thinking.

240 00:28:18,300 -> 00:28:21,100 So, Chris has taken a very, very assertive.

241 00:28:23,000 -> 00:28:24,400 Very assertive stance.

242 00:28:24,800 -> 00:28:24,900 On.

243 00:28:24,900 -> 00:28:39,800 A lot of things he's been willing to put his kind of ego online and say this is what's going to happen, you know, you won't be if you don't Embrace remote work, as a company, you're just going to be less competitive remote work.

244 00:28:39,800 -> 00:28:42,900 Oriented companies are going to be the more successful.

245 00:28:42,900 -> 00:28:44,900 This is akin to e-commerce.

246 00:28:44,900 -> 00:28:54,400 He's taking he's making these sort of level of claims and that is a so that's a stance that Doesn't really have anything to persuade doing with first base.

247 00:28:55,700 -> 00:29:08,000 And I think that's really important lesson, you know, that's really interesting, and he's very like he's willing to push the bar of his perspective and even get angry, you know.

248 00:29:08,000 -> 00:29:15,500 And I think that's, you know, it's a, it's one of those things where, you know, that does get attention.

249 00:29:15,500 -> 00:29:29,800 But it's because it's pushing a, it's pushing the bounds of comfort without being, you know, may be disrespectful but it's saying there're some places where you To push the bounds of comfortable thinking, right about things.

250 00:29:30,000 -> 00:29:33,000 And that's something that I think is very effective.

251 00:29:33,200 -> 00:29:44,000 You know in Social especially if you're not coming from the angle and you know like would you like to buy one of these kind of a no angle?

252 00:29:44,500 -> 00:29:45,600 That's huge.

253 00:29:45,600 -> 00:29:47,700 I mean, it seemed like Chris.

254 00:29:47,900 -> 00:29:52,200 He also was able to just own his profile like you didn't have to.

255 00:29:53,100 -> 00:29:57,400 There wasn't a marketing leader that came along his side and was Like hey you need to build your profile.

256 00:29:57,400 -> 00:30:00,400 Like he took his own initiative right?

257 00:30:00,400 -> 00:30:02,300 As a Founder.

258 00:30:03,300 -> 00:30:17,300 Yeah, I mean I think that's conviction, you know, I think as a founder or someone who's going to lead out on that, you know, you have to have a certain amount of ego strength, you have to have, you know, willingness to go out and not be perfect.

259 00:30:17,300 -> 00:30:20,200 And you have to have a leave with a lot of conviction.

260 00:30:20,500 -> 00:30:21,700 What do you really have?

261 00:30:21,700 -> 00:30:25,300 You know, super strong conviction about that.

262 00:30:25,700 -> 00:30:30,800 That is speaks to the zone of the world or fly fulfill traffic America.

263 00:30:31,200 -> 00:30:33,700 Sorry I got my little one that just entered into the room.

264 00:30:35,200 -> 00:30:43,100 This is what happens, remote work, folks is you know, that level of conviction comes through, right?

265 00:30:43,200 -> 00:30:49,200 And I think that speaks to where people are at and that see, that's connection, right?

266 00:30:49,200 -> 00:30:55,300 That's, that's a real connection, you know, your brand corporate brand cannot do that at the same level, you know?

267 00:30:55,400 -> 00:30:56,900 No, it's good.

268 00:30:57,100 -> 00:31:08,200 So okay so just speaking tactically here, you know, strip strategy and tactics of like okay if I have a B2B SAS brand where I want to elevate my LinkedIn.

269 00:31:08,600 -> 00:31:10,200 What if I don't have a Founder?

270 00:31:10,300 -> 00:31:21,200 Like Chris heard that, you know, has that sort of even the energy the strategy to put into LinkedIn.

271 00:31:21,300 -> 00:31:21,700 Yeah.

272 00:31:21,900 -> 00:31:39,500 Could it be another figure Within The organization that takes that sort of cultural Transcendent stance where they're not getting into buy, buy, buy my product, but like they're really taking a stance culture like can it be or does it need a come from a founder of a company?

273 00:31:39,900 -> 00:31:42,500 I think what recent what needs to be happened?

274 00:31:42,500 -> 00:31:43,400 Is the founder.

275 00:31:43,500 -> 00:31:43,800 You know?

276 00:31:43,800 -> 00:31:52,000 And yes I mean I haven't previously worked for a company where the founders has had this much sort of social presence.

277 00:31:52,500 -> 00:32:01,700 But I have worked in a space where You know, and I have worked with more techie products and sometimes those just aren't as favorable to the level of like culture thought leadership.

278 00:32:01,800 -> 00:32:13,600 But I think the thing is that someone has to have some conviction and courage to go push at things and say, we're going to take some stance on something that's relevant to what we do.

279 00:32:14,000 -> 00:32:18,400 And in service of what people need in our environment.

280 00:32:18,500 -> 00:32:27,700 And maybe you have data, you know, for example, maybe you have data that, that if you actually like positioned in it, Shushes others in the industry.

281 00:32:27,900 -> 00:32:30,500 You have to be willing to do have some controversy.

282 00:32:30,900 -> 00:32:32,900 I mean, a very nerdy sense.

283 00:32:32,900 -> 00:32:34,800 I will give an example for when I was a thousand eyes.

284 00:32:34,800 -> 00:32:38,000 One of the things I saw, when I got there was here, we have got this amazing.

285 00:32:38,000 -> 00:32:44,200 We have got this data about what's happening in these various Cloud applications and stuff, and one of the things realize there's a lot of Business Leaders.

286 00:32:44,500 -> 00:32:50,000 It leaders are like, when something goes wrong with slack or whatever, it's like, nobody knows really why it's happening.

287 00:32:50,000 -> 00:32:57,200 Because of course, if your slack, you're trying to fix that, but you're not going to say like are out all that like It's not your focus to go.

288 00:32:57,200 -> 00:33:01,600 Analyze, what's happening like from an outside in perspective, so it's sort of like we had this data.

289 00:33:01,600 -> 00:33:14,800 So like, let us go put it out there, you know, and that probably was and I fact I know that was uncomfortable for some applications and Cloud providers and such and, you know, we put our reports and stuff like that.

290 00:33:15,000 -> 00:33:24,600 But are found when our co-founders had the conviction, this was the right thing to do because there was so much lack of understanding, you know.

291 00:33:24,700 -> 00:33:51,600 So we went And I just built a program to kind of push that out there in a responsive way and that got a lot of coverage and attention and all that sort of thing and became some that we could stand on to say we're all about providing intelligence and visibility even though in some ways it might be uncomfortable to call out like hey yeah you know this part was the internet but this part might have been the provider sorry but it's just what we see, you know, it's very helpful.

292 00:33:51,600 -> 00:33:52,500 It was very helpful.

293 00:33:52,500 -> 00:33:58,000 People Express a lot of appreciation for but Others expressed that it was uncomfortable for them.

294 00:33:58,700 -> 00:34:05,400 Our co-founder had the conviction that this was worth doing, and we're pushing hard at that you know.

295 00:34:05,800 -> 00:34:19,300 So there's you know is there something like that you can contribute to the dialogue to the value of people's lives that will push the boundaries of the push of comfort a little bit to get at what's real.

296 00:34:20,000 -> 00:34:28,100 So good about let that simmer with all of us because there's something really powerful about that.

297 00:34:28,100 -> 00:34:29,100 Thought, right there.

298 00:34:29,300 -> 00:34:31,500 All right, we have got some questions coming in.

299 00:34:31,699 -> 00:34:43,699 Let us pull up and questioned on to stage and if you don't mind answering this, what is the most effective LinkedIn marketing

tactic you have used at first base?

300 00:34:44,800 -> 00:35:03,100 From know, I tend to believe that especially as a, if you're a startup, that's not very well-known yet.

301 00:35:03,100 -> 00:35:13,900 And, and let us remember that every startup is not very well-known as much as you think like, well, you know, people already know as they don't write, even when you think they really know you, most people don't.

302 00:35:14,000 -> 00:35:21,900 So, I think awareness you know it's like it's the you know the truism awareness that comes in before demand.

303 00:35:22,200 -> 00:35:27,300 That one thing I really like from S cost point of view is doing per company.

304 00:35:27,300 -> 00:35:35,100 Targeted awareness ads you know because creating and going Beyond just your narrow buyer.

305 00:35:35,500 -> 00:35:36,900 You know going a little broader.

306 00:35:36,900 -> 00:35:44,400 I really like that because I think that, you know, it creates brand awareness and it creates if you're proposing sort of problem.

307 00:35:44,400 -> 00:35:50,800 That's You solved it creates an again awareness like oh this is something that we could solve again much of the time.

308 00:35:50,800 -> 00:35:56,200 When doing something new, you have to sell the problem right before you ever get to sell the solution.

309 00:35:56,600 -> 00:36:03,500 So I really like that as, you know, as a way and I have seen in other cases that it works from Prospect point of view.

310 00:36:03,500 -> 00:36:12,200 It also really works in a pipeline point of view, you know, there's a lot of people when someone is considering a purchase that need to start becoming wearing of a brand to, you know.

311 00:36:12,200 -> 00:36:14,000 So I really like that.

312 00:36:15,200 -> 00:36:16,700 That's incredibly helpful.

313 00:36:17,600 -> 00:36:19,900 We have got another question here from Justin.

314 00:36:20,800 -> 00:36:22,300 How do you bridge the gap?

315 00:36:22,300 -> 00:36:26,100 Between cultural messaging and corporate messaging.

316 00:36:26,100 -> 00:36:27,100 Such a good question.

317 00:36:27,400 -> 00:36:31,600 So I think you have to let them have breathing room between them, right?

318 00:36:31,800 -> 00:36:40,000 Let your cultural message be it and then the then you're just doing breadcrumbs, basically, right?

319 00:36:40,000 -> 00:36:44,600 You know, because your corporate messaging should also be value, added thought leadership.

320 00:36:45,000 -> 00:36:55,100 In much, you know, you know, like how to, you know, in a sense you're trying to answer, how to solve a problem that you have that you might not be fully aware of, but we're going to help you understand, right?

321 00:36:55,400 -> 00:36:59,900 That's the cultural thought leadership, the corporate thought leadership is business value thought leadership.

322 00:36:59,900 -> 00:37:07,600 In both cases, there will be a lighter breadcrumb Trail to Brand hey you know, like from a cultural point of view, by the way.

323 00:37:07,800 -> 00:37:09,800 This is what, you know, this is why we, you know, we do.

324 00:37:09,800 -> 00:37:12,000 I start first base or this is my first base exists.

325 00:37:12,000 -> 00:37:13,700 That's really you want to go.

326 00:37:13,700 -> 00:37:25,200 I, in my opinion you want to A little more, just brand awareness kind of thing, corporate value, sort of business value, thought, leadership your bread crumbing from the solution topic 2.

327 00:37:25,700 -> 00:37:29,200 Here's you know, and here's what, you know, this is what we solve, right?

328 00:37:29,600 -> 00:37:33,700 Your cell, your kind of explaining the world of the problem and all that kind of stuff.

329 00:37:33,700 -> 00:37:35,400 And then, you know, this is what we solve.

330 00:37:35,400 -> 00:37:41,800 So they're your bread Crumb from both of them because people don't want to be like assaulted with a pitch.

331 00:37:41,800 -> 00:37:44,800 They want to be, they want to gain knowledge and insight.

332 00:37:45,000 -> 00:37:53,800 And all thought leadership, you have to do that primarily and then you breadcrumb down to if you want to know more, how to solve this, you know, dot here, you know.

333 00:37:54,300 -> 00:37:57,100 So that's my thought about that.

334 00:37:57,200 -> 00:38:12,000 I almost see like an Illustrated buyers Journey, kind of map that likes as you were like saying dotted line to Brand, everything has dotted line to brand, but these are like the levels of messaging that really good thought leadership piece, Alex.

335 00:38:12,000 -> 00:38:19,100 Yeah, hopeful thought leadership dots to brand and Corporate value thought leadership dots to Solution.

336 00:38:20,800 -> 00:38:22,800 That's my mother's whines.

337 00:38:23,300 -> 00:38:24,200 That's good.

338 00:38:24,200 -> 00:38:24,900 All right.

339 00:38:25,100 -> 00:38:27,200 And we have got a question from Sal here.

340 00:38:27,200 -> 00:38:33,400 What are the most effective SEO practices optimizing a marketing campaigns online?

341 00:38:33,400 -> 00:38:34,100 Content?

342 00:38:35,200 -> 00:38:38,800 SEO is all about content now, period, right?

343 00:38:38,800 -> 00:38:41,400 I mean it's that's just the way it's going.

344 00:38:41,400 -> 00:38:43,300 It's less and less about technical games.

345 00:38:43,300 -> 00:38:52,800 There are things you can do to Ruin yourself, technically, just by being bad at constructing websites and stuff like that, but mostly that part's pretty straightforward.

346 00:38:52,800 -> 00:39:03,000 Now, the most effective SEO practice is to is fundamentally to invest in Awareness targeting, their simple tools to do this, right?

347 00:39:03,000 -> 00:39:06,300 You know, the SEO sort of analysis tools, there's a number of those.

348 00:39:06,700 -> 00:39:12,600 And then, and really to do sound, SEO content analysis, fundamentally.

349 00:39:12,700 -> 00:39:17,500 There is a way to write and this is It is a tricky way of it's not easy.

350 00:39:17,800 -> 00:39:33,800 You have to make enough domain knowledge and writing flexibility to do this, but you have to Target things to rank and that is a competitive environment keyword environment, but you also have to have it has value.

351 00:39:34,600 -> 00:40:04,300 That's, you know, say you target then you get a Content analysis and then you have to be really good at writing in between that's How you will you know, that's how you win in my opinion and SEO is, is content optimization in a way, that doesn't lose value to the reader from a, you know, kind of like readability and, you know, I mean, consume ability point of view, I can't just be a pile of weird keywords, you know.

352 00:40:04,300 -> 00:40:06,300 But you do have to pay attention to that.

353 00:40:06,300 -> 00:40:08,400 There's a technical angle to SEO writing.

354 00:40:09,500 -> 00:40:17,900 That's something I have learned through a lot of, experimentation over a number of companies, and investment in tools and agencies and all that kind of stuff.

355 00:40:17,900 -> 00:40:31,300 So that's what, what are your key Tech stack tools that you go to, for SEO and even across the board across other channels, like what CRM?

356 00:40:32,100 -> 00:40:36,600 You know, I mean, social tool, if you have anything like what's your go-to?

357 00:40:37,100 -> 00:40:45,900 Well usually I mean You know, I like I said, sort of, I have been kind of building Marketo Salesforce tax for a while.

358 00:40:46,000 -> 00:40:47,900 I mean, that's what's happened.

359 00:40:47,900 -> 00:41:07,300 I like to have in the flexibility in terms of the programmability, from automation, but without getting into true programming there and I, there are a few, there are a few tools that when one of them got deprecated, that, I mean, I think you should invest in a tool.

360 00:41:07,300 -> 00:41:08,200 I think now.

361 00:41:09,500 -> 00:41:20,000 If I am not mistaken, there might be what for drift that is a routing tool routing is really important intelligent routing and response to email.

362 00:41:20,300 -> 00:41:29,800 Because like, I mean, these are like the fine details of like you send out an email, someone responds to it, who does it get routed to write an owner and sgr?

363 00:41:29,800 -> 00:41:30,500 Someone else.

364 00:41:30,500 -> 00:41:31,000 Whatever.

365 00:41:31,300 -> 00:41:33,500 If there's an auto response, where does that come from?

366 00:41:31,300 -> 00:41:33,500 If there's an auto response, where does that come from?

367 00:41:33,800 -> 00:41:34,300 Right.

368 00:41:35,200 -> 00:41:38,900 If you're sending from an alias, like you don't, you don't want all those things get messed up.

369 00:41:38,900 -> 00:41:41,100 So like there's some nice routing tools.

370 00:41:41,100 -> 00:41:45,500 I think that you that are really smart to invest in, you know.

371 00:41:46,300 -> 00:41:51,300 I think there's gosh, you know, the thing too is like tools.

372 00:41:46,300 -> 00:41:51,300 I think there's gosh, you know, the thing too is like tools.

373 00:41:51,300 -> 00:41:52,800 Keep on like getting Consolidated.

374 00:41:51,300 -> 00:41:52,800 Keep on like getting Consolidated.

375 00:41:52,800 -> 00:42:04,700 There was a tool that I really love that detected out of offices and, you know, noted other potential contacts, but I think that you two got bottles or something like that.

376 00:42:04,700 -> 00:42:08,300 I think it called lead, no more Spike that, but I am not sure if they're independent anymore.

377 00:42:09,800 -> 00:42:22,300 They're like the little oftentimes, like there's the big tools, and then there's a little, you know, sort of that nuanced things that you if that just prevents you from having to do a lots and lots of manual labor from SEO point of view.

378 00:42:22,300 -> 00:42:26,700 I mean you can choose your semrush or other or sort of analytics tools.

379 00:42:26,700 -> 00:42:30,300 I mean there's a number of those and in fact if you want Fidelity, get two of them.

380 00:42:30,700 -> 00:42:40,200 You know and compare because they will have slightly different angles and you know and Gosh.

381 00:42:40,200 -> 00:42:48,600 There's a really nice content optimization tool that I am blanking out on right now.

382 00:42:48,600 -> 00:42:50,800 It's I am having a brain fade moment.

383 00:42:51,200 -> 00:42:52,400 I know there's Jasper.

384 00:42:52,500 -> 00:42:53,200 AI is something.

385 00:42:53,200 -> 00:42:56,200 We have been looking into as far as content generation with AI.

386 00:42:56,600 -> 00:43:08,300 Yeah, that's been interesting and then I am curious about like, like headlines to like is there a tool we use that co-head code, analyzer headline tool.

387 00:43:09,600 -> 00:43:11,400 Do you guys use anything like that?

388 00:43:11,700 -> 00:43:26,800 I mean, for topic subject lines, you know, at this stage not yet, I mean I like some of those tools I think the Part you know part of a lot of what I also get focused on.

389 00:43:26,800 -> 00:43:41,700 It's just the technical enablement tools to check the biggest one of the biggest dangers is just like managing your Center reputation and like you know, your ability to get through today.

390 00:43:43,600 -> 00:43:53,100 So you know, a combination of your MX toolbox and you know, some other things like that, that will analyze for like how will, you know, how will system see it?

391 00:43:53,800 -> 00:44:08,700 You know, I think that's those are you know, kind of your sender reputation and your ability to actually get messages through deliverability and all that is one of the biggest obstacles that we have to overcome now as marketers, right?

392 00:44:09,600 -> 00:44:19,100 So I think those, there's the class of tools that deal with that is something to just make sure that you have in your toolbox like don't neglect that, you know.

393 00:44:21,300 -> 00:44:22,100 That's great.

394 00:44:22,800 -> 00:44:32,400 Wow, there's so much like Rich information here and it looks like we have answered the questions in queue an Alex.

395 00:44:32,400 -> 00:44:41,800 Is there any last word of encouragement or advice that you would give to the broader B2B marketing community?

396 00:44:43,700 -> 00:44:51,700 I mean in a start-up scenario I think just remember that.

397 00:44:52,900 -> 00:45:18,800 It's not uncommon that technical Founders for technical Founders in particular Market is the least understood discipline and always be an educator, you know keep hold onto your conviction, you know and you know you're going to have to devote a certain The energy to just be explaining and educating as to the why, why want to do things this way?

398 00:45:19,000 -> 00:45:21,100 Why, why don't do things that way right?

399 00:45:21,100 -> 00:45:33,100 You know things you know will work because that knowledge isn't necessarily something you can assume and most Founders want to learn but you just can't leave that Gap.

400 00:45:33,100 -> 00:45:42,600 So I think but in an environment like and especially these days, you know, with all the turn, all the things happening, it could be easy to be discouraged, and two questions.

401 00:45:42,700 -> 00:45:47,100 Some of your convictions especially this B2B as I said, you don't have massive amounts of data.

402 00:45:47,500 -> 00:45:55,300 You, you're doing some things based on best practice and unobserved best practice and things like that, right, you know.

403 00:45:55,300 -> 00:45:57,700 So just hold on to that and be encouraged like that.

404 00:45:57,700 -> 00:46:08,200 That's has a lot of value and to lean into being, an educator and Communicator internally as much as externally is super important.

405 00:46:08,200 -> 00:46:26,400 And then, you know, and I think that level of conviction and willingness To say like this is, this is the way to go and here's why and here's you know why we want to stick with this is its just super helpful, I think just for you know, kind of like almost like emotional health as a start-up and B2B marketer, right?

406 00:46:26,400 -> 00:46:33,900 Like to not get so buffeted by all the, you know, things that demands and all that in the pressures.

407 00:46:34,000 -> 00:46:44,500 But also just knowing that you have to You know, educate a lot so that you don't become misunderstood and what you're trying to deliver in the challenges of it.

408 00:46:44,500 -> 00:46:45,000 Right?

409 00:46:45,000 -> 00:46:46,200 Expectations and all that.

410 00:46:46,200 -> 00:46:50,700 That's my big encouragement of one big, big lesson over time.

411 00:46:50,700 -> 00:46:50,900 Is that?

412 00:46:50,900 -> 00:46:54,800 Yeah, Market is just not well understood in B2B often times.

413 00:46:54,800 -> 00:47:00,400 And so, part of our job is to be that, you know, educator internally.

414 00:47:00,400 -> 00:47:03,800 And as we do it reinforces our convictions, right?

415 00:47:03,800 -> 00:47:07,000 Helps us believe in what we're doing and like to follow that path.

416 00:47:07,000 -> 00:47:09,900 We You know, obviously follow the data and all that kind of stuff too.

417 00:47:10,700 -> 00:47:11,100 But I don't know.

418 00:47:11,100 -> 00:47:19,300 That's that would be my encouragement is don't lean away from that like lean towards that and it's super helpful.

419 00:47:19,600 -> 00:47:22,000 It's encouraging for yourself, right?

420 00:47:23,200 -> 00:47:24,700 To believe in yourself in that way.

421 00:47:24,700 -> 00:47:26,300 And it's helpful for others.

422 00:47:26,900 -> 00:47:30,800 So you know, that would be my encouragement.

423 00:47:30,800 -> 00:47:33,100 I would give love that.

424 00:47:33,300 -> 00:47:34,700 Thank you so much.

425 00:47:35,000 -> 00:47:46,500 Alex, it has been a pleasure To be able to spend this time with you and glean your wisdom and insights of your experience, thank you for sharing your Aloha with us today.

426 00:47:46,900 -> 00:47:52,600 And with that, we will be sharing this recording with all of you who are here today.

427 00:47:52,600 -> 00:47:59,000 Thank you to everybody who's here joining us, and feel free to LinkedIn.

428 00:47:59,000 -> 00:48:02,100 Connect with either one of us and DMS.

429 00:48:02,100 -> 00:48:07,000 If you have any questions, we'd love to stay in touch with you because we are here for one another.

430 00:48:07,500 -> 00:48:10,800 We're all in this crazy B2B game together.

431 00:48:10,900 -> 00:48:23,700 So, just a point of encouragement from Alex and I even to the rest of those here attending, you know, we're all here for each other, so, feel free to message us, and we'd love to connect.

432 00:48:23,800 -> 00:48:29,200 And if you got any questions about what you're solving for and marketing, feel free to hit us up.

433 00:48:29,600 -> 00:48:30,000 All right.

434 00:48:30,000 -> 00:48:31,100 Thank you, Alex.

435 00:48:31,300 -> 00:48:36,000 And in the meantime, Katie is gonna pull up another.

436 00:48:36,000 -> 00:48:37,200 Yes thanks Katie.

437 00:48:37,400 -> 00:48:43,000 So we're going to continue this interview series week over week next week.

438 00:48:43,000 -> 00:48:52,900 We're going to be meeting with Madison who's the head of demand gen at Loom, and she's going to be talking about Revenue marketing across the entire customer lifecycle.

439 00:48:53,200 -> 00:48:56,000 So, please join us for that.

440 00:48:56,000 -> 00:48:57,400 It's going to be great.

441 00:48:57,600 -> 00:49:03,600 And until then Aloha and have, it's actually a greeting.

442 00:49:03,600 -> 00:49:05,500 Both goodbye and hello.

443 00:49:05,500 -> 00:49:07,200 So aloha to all of you.

444 00:49:07,600 -> 00:49:10,500 And I hope you can enjoy this.

445 00:49:10,700 -> 00:49:13,100 These Tunes, it's John Crews.

446 00:49:13,100 -> 00:49:18,700 It's called Island style and it's a classic Hawaiian song that Katie's going to flip on right now.

447 00:49:18,700 -> 00:49:19,800 Have a wonderful rest of your day.

448 00:49:32,200 -> 00:49:33,400 We do it anyway.

449 00:49:36,900 -> 00:49:40,900 From the mountain to the ocean from Mountain, to the leeward.

450 00:49:40,900 -> 00:49:41,100 Side.

451 00:49:43,800 -> 00:49:49,200 Only are we do it again?

1 00:00:15,700 -> 00:00:18,100 I am confused on some chiffon and stuff.

2 00:00:18,100 -> 00:00:20,200 She fought off that come to use.

3 00:00:20,200 -> 00:00:57,700 It will cause Only one is John Kohler Company may want for the police.

4 00:00:57,700 -> 00:00:58,300 Can't do.

5 00:00:58,300 -> 00:01:06,100 I find the real life and set them pain killer, you must think, also some emotion has a lesson, some wind flipping to be bleak.

6 00:01:15,700 -> 00:01:16,200 F***** up.

7 00:01:16,400 -> 00:01:19,600 Yes, I saw him connect song last 15 years.

8 00:01:19,600 -> 00:01:42,000 Having my lunch before can walk.

9 00:01:42,000 -> 00:03:01,900 It comes name gonna be Hi everyone.

10 00:03:02,200 -> 00:03:06,100 Oh, it's so great to see folks trickling in right now.

11 00:03:06,300 -> 00:03:16,000 For me, it's early morning, I am tuning in from Hawaii and so it's 8 AM and I know we got folks NYC your six hours ahead of me.

12 00:03:16,000 -> 00:03:18,900 Jordan and we got Quan from Chile.

13 00:03:19,100 -> 00:03:20,500 Hello, Kylie.

14 00:03:21,300 -> 00:03:22,800 And we have got Janet.

15 00:03:22,800 -> 00:03:24,900 Okay, we have got some fun folks.

16 00:03:24,900 -> 00:03:26,200 Today, it's going to be great.

17 00:03:26,200 -> 00:03:29,500 I am so excited to have our guest.

18 00:03:30,000 -> 00:03:30,800 Addison.

19 00:03:31,000 -> 00:03:40,800 She is the head of demand gen at Loom, and she's gonna walk us through some of just her thinking behind Revenue marketing.

20 00:03:40,800 -> 00:03:45,700 I mean, I think all of us have questions and how she's defining Revenue marketing.

21 00:03:45,800 -> 00:03:59,900 So, before we jump into that note that we have a Q&A tab, so at any given time, feel free to drop in your questions, upvote questions that you see that you really want answered and throughout our conversation.

22 00:04:00,000 -> 00:04:03,600 Verse ations will pull those in and get those answered.

23 00:04:03,600 -> 00:04:08,200 All right, so Madison jump up here and join me on stage.

24 00:04:09,700 -> 00:04:10,800 Hello.

25 00:04:10,800 -> 00:04:13,300 Hello how are you?

26 00:04:13,700 -> 00:04:14,700 I am good.

27 00:04:14,700 -> 00:04:20,500 It's a beautiful Wednesday here in New York, you got mid-60s, gorgeous fall weather, so I can't complain.

28 00:04:21,000 -> 00:04:21,800 Oh, I love it.

29 00:04:21,800 -> 00:04:23,900 So your six hours ahead.

30 00:04:23,900 -> 00:04:28,700 I think what time is it for you to PM at night?

31 00:04:28,900 -> 00:04:29,800 8:00 AM over?

32 00:04:30,000 -> 00:04:30,600 Annoy.

33 00:04:31,100 -> 00:04:35,200 Well, I am still drinking coffee even at this hour, so I don't matter.

34 00:04:36,400 -> 00:04:40,200 Yeah, here's to that awesome.

35 00:04:40,500 -> 00:04:41,000 Mmm.

36 00:04:41,800 -> 00:04:42,700 All right.

37 00:04:42,800 -> 00:04:57,000 Well, you know before we jump in, I don't know if you know Madison you noticed, but we had in our intro video a runner, he was a French Runner who is chasing that van really fun video there.

38 00:04:58,000 -> 00:05:00,200 And your Runner is As well.

39 00:05:00,200 -> 00:05:02,200 In fact, I heard you.

40 00:05:02,200 -> 00:05:04,300 Do you have a half-marathon that you're running?

41 00:05:04,900 -> 00:05:08,500 I do this Sunday will be my first half-marathon.

42 00:05:08,500 -> 00:05:13,000 So I want to know, say I am a full Runner but I have gotten into running and it's been fun.

43 00:05:13,000 -> 00:05:15,200 So half-marathon this weekend.

44 00:05:15,200 -> 00:05:16,800 I am going on PTO soon.

45 00:05:16,800 -> 00:05:18,700 So I have no complaints right now.

46 00:05:18,700 -> 00:05:21,800 Excited for some first across off The Bucket List.

47 00:05:22,600 -> 00:05:23,500 Nice.

48 00:05:23,600 -> 00:05:28,400 And how long is a half-marathon 13.1 miles?

49 00:05:28,900 -> 00:05:32,600 Wow, that's still Seems poof like quite a journey.

50 00:05:33,100 -> 00:05:39,100 Yes, when I actually put it into perspective of like walking a mile versus running a mile and how many 13 is I regretted it.

51 00:05:39,100 -> 00:05:43,300 But I had already signed up so couldn't turn back at that point.

52 00:05:43,500 -> 00:05:46,300 Good for you, I look forward to hearing how that goes.

53 00:05:46,700 -> 00:05:55,800 The other thing that I know about you is you're a movie buff and you know, trivia like no other.

54 00:05:55,800 -> 00:05:59,800 So we actually have a fun poll that we're going to get on stage right?

55 00:05:59,900 -> 00:06:04,100 Now all about movie trivia, okay?

56 00:06:04,100 -> 00:06:15,200 So for any other movie Buffs that we have our there, feel free to drop your answer to this which nominated musical won the Oscar for Best Picture.

57 00:06:16,400 -> 00:06:17,900 Go ahead and drop your votes.

58 00:06:20,300 -> 00:06:23,000 I don't even know if I it I don't know if I know this one.

59 00:06:23,000 -> 00:06:28,100 I mean, it's their all pretty up there Madison in the Jeopardy music.

60 00:06:28,100 -> 00:06:33,000 Just really takes it to a whole nother level like the intensity is there, it's there.

61 00:06:33,800 -> 00:06:44,300 All right, looks like votes are still coming in alright it's head-to-head with Wizard of Oz, in la-la land but majority votes are in West Side Story.

62 00:06:44,600 -> 00:06:45,300 Oh, there we go.

63 00:06:45,400 -> 00:06:45,700 Okay.

64 00:06:48,900 -> 00:06:51,700 Madison, you are our trivia buff.

65 00:06:51,700 -> 00:06:52,700 What is the answer?

66 00:06:53,500 -> 00:06:56,500 It is as the majority voted West Side Story.

67 00:06:56,500 -> 00:06:59,400 The 1961 version, not the most recent.

68 00:06:59,600 -> 00:07:00,700 Who?

69 00:07:01,300 -> 00:07:02,200 Yes, Jordan.

70 00:07:02,200 -> 00:07:03,400 I see in the chat, you mentioned.

71 00:07:03,400 -> 00:07:04,000 LOL.

72 00:07:04,000 -> 00:07:05,400 And one for about 5 seconds.

73 00:07:05,400 -> 00:07:05,800 LOL.

74 00:07:05,800 -> 00:07:08,600 And at the 2017 Oscars was announced as the winner.

75 00:07:08,700 -> 00:07:09,400 Hold back.

76 00:07:09,400 -> 00:07:10,800 And it was actually moonlight.

77 00:07:10,800 -> 00:07:14,800 So that's honorable mention will give it as Jordan called out.

78 00:07:15,300 -> 00:07:15,800 Nice.

79 00:07:16,900 -> 00:07:17,700 Wow.

80 00:07:17,700 -> 00:07:18,400 Okay.

81 00:07:18,400 -> 00:07:20,800 Well that is some good stuff.

82 00:07:20,800 -> 00:07:32,600 I know who to go to next time, you know if I am up there and money's on the line for a movie trivia Madison, I am giving you a call, I will be your phone a friend.

83 00:07:32,900 -> 00:07:33,400 Thank you.

84 00:07:34,500 -> 00:07:42,000 All right, well, we'd love to hear more about your journey and your story getting into demand generation.

85 00:07:42,000 -> 00:07:45,800 Loom, can you walk me through you and I had a little dialogue?

86 00:07:46,100 -> 00:07:49,300 Our to this and walk me through.

87 00:07:49,300 -> 00:07:54,500 Like, when you just, you started your journey just getting into B2B marketing.

88 00:07:55,200 -> 00:07:56,400 How do you re?

89 00:07:56,900 -> 00:08:01,000 So I actually started in the fintech world as an account manager.

90 00:08:01,000 -> 00:08:06,900 So really customer success focused and I started at Bloomberg and it was a great experience.

91 00:08:06,900 -> 00:08:20,600 It was so amazing to be able to work at a big company that had clients all around the world, not only the us, and what I learned from that, Experience was I love to speaking with the customers was a B2B side of it.

92 00:08:20,600 -> 00:08:23,200 So you know, how are people using your product?

93 00:08:23,200 -> 00:08:24,700 What is it solving for?

94 00:08:24,700 -> 00:08:26,400 How do you think of it?

95 00:08:26,400 -> 00:08:28,400 Internally verse how your customers are using?

96 00:08:28,400 -> 00:08:33,000 It can be so different or it can have unique use cases that you never had thought of.

97 00:08:33,000 -> 00:08:39,100 So I really loved working with customers and I had the opportunity to travel across the u.s.

98 00:08:39,100 -> 00:08:40,900 And meet with them in their offices.

99 00:08:40,900 -> 00:08:46,100 So back in the day, when people were traveling like crazy, I was always on the plane, I am racking up.

100 00:08:46,100 -> 00:08:50,600 As Delta SkyMiles to meet with people and just like, how are you using Bloomberg?

101 00:08:50,600 -> 00:08:51,800 What problems are you facing?

102 00:08:51,800 -> 00:08:55,000 Not only that Bloomberg is solving for but like that's top of mind.

103 00:08:55,000 -> 00:08:56,400 Like what are you worried about?

104 00:08:56,400 -> 00:08:58,200 What's, what are you thinking through?

105 00:08:58,500 -> 00:09:05,900 And then trying to figure out how as a complete partner, not just a vendor or a software, can we work to solve those?

106 00:09:06,100 -> 00:09:14,700 So that's kind of where I started was more on the account management side and then I realized fintech Financial Services was great, but maybe not.

107 00:09:14,700 -> 00:09:17,300 But kept me up at night and Was riveting to me.

108 00:09:17,300 -> 00:09:26,100 So I moved into the more Tech space and I have tried to keep more marketing roles since then and more like marketing B2B SAS still, as kind of like through and through.

109 00:09:26,300 -> 00:09:40,600 But started in a very different world compared to where I am today, I would say, wow, okay, so roots are really with the customer in stripping them, as an account manager, and getting the ins and outs there.

110 00:09:40,800 -> 00:09:45,900 So then from Bloomberg, where did you go next and face?

111 00:09:46,200 -> 00:09:53,700 So from Bloomberg, I knew I wanted to get into a more marketing role but also a little bit more, like the more Tech space I wanted to try out.

112 00:09:53,700 -> 00:10:03,200 So I moved still to a SAS B2B company but called Bounce X, which then up branded to wunderkind and I moved into a sales role.

113 00:10:03,200 -> 00:10:06,800 So kind of instead of the post sale what about the pre-sale motion?

114 00:10:07,000 -> 00:10:10,600 And I worked in both like a bdr and account executive fashion.

115 00:10:10,600 -> 00:10:12,700 So very top of the funnel.

116 00:10:12,700 -> 00:10:15,700 How are you understanding the market landscape?

117 00:10:15,700 -> 00:10:26,800 And you're proud of your solution and how do you, how do you solve for the problem at hand and actually trying to gain that interest from people and start at the top of the funnel from a sales perspective.

118 00:10:26,800 -> 00:10:35,200 So did that for about a year when I got to try to break through the noise of like, hey, this is how Wonder can help your company.

119 00:10:35,300 -> 00:10:45,300 Worked with some great e-commerce Brands learned so much about the pre-sale cycle and what that looks like from initial conversations up until signing a contract and formalizing a partnership.

120 00:10:45,600 -> 00:11:00,600 But Realized once again I loved the customer and the prospect conversations but the selling aspect and that AE role wasn't necessarily what I found a lot of passion, so I made a pivot internally at one Dirk into their customer marketing team.

121 00:11:00,800 -> 00:11:11,800 So really looking at customer advocacy and how do you do that through referral programs customer advisory boards events partner with our events, team case study is.

122 00:11:11,800 -> 00:11:18,400 So how are you taking that customer voice and bring it to all the different channels which I just Fell in love with marketing from there?

123 00:11:18,900 -> 00:11:25,400 So that's kind of the transition from Bloomberg to wunderkind and then from sales to my first quote, unquote,

marketing title.

124 00:11:25,800 -> 00:11:26,400 Wow.

125 00:11:26,400 -> 00:11:27,200 And then from one organ.

126 00:11:27,200 -> 00:11:29,500 Did you go to loo right after that?

127 00:11:30,000 -> 00:11:33,400 Yeah, so from one Jerkins, one of my really good friends.

128 00:11:33,400 -> 00:11:36,200 And also co-workers Kate, we work together at wunderkind.

129 00:11:36,200 -> 00:11:39,900 She leads our Event Channel and it's just an absolute rock star.

130 00:11:40,200 -> 00:11:45,800 And she was joining Loom, and she was like, hey, they are starting a strategic marketing.

131 00:11:46,100 -> 00:11:47,900 And you would be a great fit.

132 00:11:47,900 -> 00:11:52,700 You should apply and Kate and I have worked together and I adore her.

133 00:11:52,700 -> 00:11:53,300 So I was like, sure.

134 00:11:53,300 -> 00:11:55,000 I will take the call, we will see what it is.

135 00:11:55,000 -> 00:11:57,200 And I fell in love with looms Mission.

136 00:11:57,800 -> 00:12:03,400 I fell in love with the team from both the marketing and sales team at Loom, I was leadership was great.

137 00:12:03,400 -> 00:12:05,300 That it was kind of great opportunity.

138 00:12:05,300 -> 00:12:19,900 To not only further my career with a new industry and a new product, but also start strategic marketing from the ground up at a hyper growth startup, which I just Couldn't pass up the opportunity from every aspect, that's awesome.

139 00:12:20,100 -> 00:12:26,000 And your collective experience working pretty much across the entire Prospect to customer Journey.

140 00:12:26,000 -> 00:12:30,200 Gave you the experience and tools needed to really be successful.

141 00:12:30,200 -> 00:12:32,800 So like coming in Tulum.

142 00:12:32,800 -> 00:12:37,400 What were some of the key problems that you were solving for?

143 00:12:37,900 -> 00:12:44,800 And, you know, then we can go into some of the revenue marketing questions that we have, and how you guys are solving for Revenue marketing.

144 00:12:44,800 -> 00:12:47,200 But yeah, what were some of The initial problems.

145 00:12:47,200 -> 00:12:49,200 And how did you go about tackling them?

146 00:12:49,900 -> 00:13:00,000 Yeah, I think when I was looking at joining Loom and when this role was created, it was leading the Strategic marketing team was, which was going to be a net new function within Loom.

147 00:13:00,000 -> 00:13:09,800 So it was also building it from the ground up and not necessarily a lot of problems, but a lot of opportunities that Loom was looking into finally like breaking into and growing out.

148 00:13:09,900 -> 00:13:15,800 So, when you're looking at the Strategic marketing World from looms lens, we kind of break it up into new busy.

149 00:13:16,000 -> 00:13:17,000 Account-based marketing.

150 00:13:17,000 -> 00:13:21,600 So how do you do, like, one too few and one-to-one campaigns to generate Pipeline?

151 00:13:21,800 -> 00:13:30,800 And then from the customer marketing perspective, how can you have close alignment with your customer success team for renewals upsells expansion opportunities?

152 00:13:30,800 -> 00:13:32,900 How do you create that customer advocacy?

153 00:13:33,200 -> 00:13:45,800 So it was a really big, like, Boulder project of what does strategic marketing look like at Loom and getting to work with marketing, folks and colleagues and also sales and customer success to understand.

154 00:13:46,300 -> 00:13:47,700 What does the moon look like today?

155 00:13:47,700 -> 00:13:58,900 From a customer's perspective in the Enterprise world and how do we want to up level that and take it to a Next Level compared to necessarily like these are the gaps we're like hey these are the opportunities they're endless.

156 00:13:58,900 -> 00:13:59,900 Where do we want to start?

157 00:14:00,000 -> 00:14:01,600 And what's most impactful to start?

158 00:14:02,200 -> 00:14:04,400 Oh, that's so good and interesting.

159 00:14:05,400 -> 00:14:10,400 So then I have a question just going into your initial like even targeting.

160 00:14:10,700 -> 00:14:17,900 You know, you said that you guys focused more on like an ABM type of strategy versus a one Many strategies or let us ?

161 00:14:17,900 -> 00:14:18,800 Do you do both?

162 00:14:18,800 -> 00:14:24,600 Like, is it more so a spear fishing game versus a Netflix?

163 00:14:25,300 -> 00:14:28,400 So I think it depends on the channel of marketing you're looking at.

164 00:14:28,400 -> 00:14:45,900 So when I was joining, I joined in the Strategic marketing role I and now head up, our demand generation team, so it kind of oversees both you have your one too many tactics but you also have your one, too, few in your one-to-one and it kind of depends on what is your goal outcome.

165 00:14:46,000 -> 00:14:57,200 Um, so Loom is a product LED Growth Company, which means anyone who's listening right now, can go on lulu.com, sign up for free, try out the product, learn to use it, and then we also have an Enterprise offering.

166 00:14:57,200 -> 00:15:05,900 So, if your org is looking at bringing on loom as a partner for asynchronous work in collaboration, that's the kind of side that the demand gen team focuses on.

167 00:15:05,900 -> 00:15:15,900 So we do one too many campaigns like content, launches and webinars and conferences to get the loom name and brand out there and educate people on the shift to a sink.

168 00:15:16,100 -> 00:15:31,600 Is work, but we also do some really high level one too few and 121 channels like executive dinners or an account-based marketing like campaign from a gifting perspective, so we get I think demand generation and my current role.

169 00:15:31,600 -> 00:15:33,700 I love it because it's a really good balance of both.

170 00:15:34,000 -> 00:15:36,800 Just depending on like who the audience is at hand.

171 00:15:37,200 -> 00:15:38,500 Mmm, that's good.

172 00:15:38,800 -> 00:15:46,600 And you know, one of the things I think is constantly keeping that pulse on the data that you're getting, you know, Across.

173 00:15:46,700 -> 00:15:51,500 What are some of the key metrics that you're constantly?

174 00:15:51,800 -> 00:15:53,400 Just keeping top of mine.

175 00:15:53,800 -> 00:16:00,500 And you know, how are you measuring that and having those conversations with sales and customer success?

176 00:16:01,100 -> 00:16:11,400 Yeah, I think we're looking at like the who were targeting, there's a couple of things but like, keeping the customers, keeping the customer Centric, which of course, is the topic of this.

177 00:16:11,400 -> 00:16:15,300 But like who, what is the end goal of like, their current knowledge?

178 00:16:15,300 -> 00:16:26,500 So we're in a great spot where we have a free and a business product, and we still want to continue to get people just using loom and on the mission of transforming, the way people work.

179 00:16:26,500 -> 00:16:36,600 So when you're looking at that group of people, you really want to make sure you're nurturing them from like a thought, leadership, activation and usage, adoption perspective.

180 00:16:36,600 -> 00:16:45,900 But then, when you look at what you'd consider, like your ideal customer profile for the Enterprise skew, which is where our demand generation is really focused on driving that.

181 00:16:46,000 -> 00:16:52,600 Ripa sales from our sales lead and our prize offering perspective, you're looking at who is the right fit for us?

182 00:16:52,700 -> 00:17:03,600 Do are these topics like distributed work, hybrid work, top of mind for them and like making sure that your value prop is aligning with their business needs.

183 00:17:04,000 -> 00:17:06,200 And that's kind of like what you're keeping a pulse.

184 00:17:06,200 -> 00:17:15,900 I was like who's talking about async work, who's talking about looking on collaborating through different time zones and like that's the data you want to make sure you're staying on.

185 00:17:16,000 -> 00:17:21,700 Above because it makes you a partner compared to just a line item, vendor or solution.

186 00:17:23,000 -> 00:17:23,900 That's great.

187 00:17:24,300 -> 00:17:33,100 There's actually a question that just popped in and I actually think it aligns very well to what her talking about here.

188 00:17:34,200 -> 00:17:41,300 So I am going to pull it on stage, oops, sorry, Katie.

189 00:17:41,300 -> 00:17:42,200 Katie is my producer.

190 00:17:42,200 -> 00:17:43,800 They're all right.

191 00:17:43,800 -> 00:17:53,300 So how do you prioritize your budget and resources between campaigns for your free product versus your Enterprise offering?

192 00:17:53,300 -> 00:17:54,000 Great question.

193 00:17:54,300 -> 00:18:05,600 Yeah and I will say if anyone has a full correct answer to this like let me know because this is how we're approaching it but there are so many different ways from Marketing perspective.

194 00:18:06,000 -> 00:18:15,200 I am really fortunate to have great marketing Partners within looms marketing, departments such as like products marketing, growth marketing, our brand Team and then our comms team.

195 00:18:15,400 -> 00:18:22,400 So, when you're looking across the different marketing channels, we all have different like key Focus areas while we're all leading up to the same goal.

196 00:18:23,000 -> 00:18:26,200 So something like our product marketing team.

197 00:18:26,200 -> 00:18:33,700 There's a few people on that team who are really focused on like creating products for a marketing products, like the free offering and our growth marketing.

198 00:18:33,900 -> 00:18:35,500 Team is really focused on just sign up.

199 00:18:35,500 -> 00:18:39,800 So across our free business, they're really focused on that, like, self-serve side.

200 00:18:40,000 -> 00:18:46,400 When we're looking at like demand gen, so my team specifically, our number one, focus is going to be that Enterprise offering.

201 00:18:46,600 -> 00:18:56,100 So majority of our budget and our time and our resources will go for our Enterprise offering with in helping our counterparts, that growth marketing who's focused on signups.

202 00:18:56,400 -> 00:18:59,900 Because I always feel like you hear this flywheel of, like, you start.

203 00:18:59,900 -> 00:19:00,900 Someone as a sign up.

204 00:19:00,900 -> 00:19:02,200 They begin to use Loom.

205 00:19:02,200 -> 00:19:03,500 They might switch companies.

206 00:19:03,500 -> 00:19:03,800 Then they.

207 00:19:04,000 -> 00:19:07,500 Common Enterprise client possibly, then you can in front of them.

208 00:19:07,500 -> 00:19:09,500 So you're having that whole life cycle.

209 00:19:09,700 -> 00:19:22,500 So our team focuses on our budgets and resources for the Enterprise offering and then different marketing functions and teams within Loom, like our product and growth team will focus more on like a sign ups for our freedom business.

210 00:19:22,800 -> 00:19:26,100 So that's kind of how we break it up based off of teams and priorities.

211 00:19:26,600 -> 00:19:27,200 Gotcha.

212 00:19:27,500 -> 00:19:41,000 And, and okay, so here's another question because you mentioned a growth team and you guys are working on, demand, generation mainly, Jean Enterprises you mentioned, but I see sometimes growth getting intermixed with demand gen.

213 00:19:41,500 -> 00:19:55,600 Yeah, how do you define, you know, even just from Madison's perspective, like, how are you defining the differentiation

between demand generation and growth and how they work with the right teams to?

214 00:19:55,600 -> 00:19:56,000 Yeah.

215 00:19:56,400 -> 00:20:01,800 Comes so our head of growth marketing, Nick Lafferty is a phenomenal human being that.

216 00:20:01,800 -> 00:20:03,200 I am so blessed to work with as well.

217 00:20:03,200 -> 00:20:06,400 And when Looking at kind of like his world in my world.

218 00:20:07,100 -> 00:20:09,900 Nick works with our product and growth team as well.

219 00:20:09,900 -> 00:20:11,700 So they're focused on signups.

220 00:20:11,900 -> 00:20:21,200 So how do we get more free and work signups and then my world is then when they're ready to graduate to our Enterprise offering, how do we engage those people?

221 00:20:21,200 -> 00:20:29,600 So I couldn't necessarily do my job without their team focusing on signups and where you have that intersect is something like ads.

222 00:20:29,800 -> 00:20:55,100 So if you're trying to run some ads on LinkedIn, that growth team would typically maybe take a lead on but there's a really specific Target list that we want to get in front of from an Enterprise offering how can Nick and I work together to launch at ad campaign both for a wider audience but also for a specific account list to get in front of them or when it's looking at launching new ads, and he really wants to integrate the customer voice.

223 00:20:55,400 -> 00:20:57,000 How does he work with customer marketing?

224 00:20:57,000 -> 00:21:03,700 Which is under my team to like, get those customer voices in those case studies to launch from an SEO or an ad perspective.

225 00:21:04,500 -> 00:21:09,100 The way we Define it as they're really focus on those like free and business offerings.

226 00:21:09,100 -> 00:21:12,100 And we're focused on graduating those to an Enterprise offering.

227 00:21:12,800 -> 00:21:15,900 But there's so many cross-sectional areas in campaigns.

228 00:21:15,900 -> 00:21:21,500 We both get to work on together which I think just makes the entire Loom message and voice.

229 00:21:21,500 -> 00:21:28,100 One holistic company, compared to siloed, teams working for different goals.

230 00:21:28,400 -> 00:21:29,300 That's good.

231 00:21:29,400 -> 00:21:29,800 Wow.

232 00:21:29,800 -> 00:21:31,800 Okay, so going back to holistic.

233 00:21:31,800 -> 00:21:33,600 This is where I think the term Revenue.

234 00:21:33,800 -> 00:21:35,800 Getting comes into play.

235 00:21:36,300 -> 00:21:40,500 And how do you define revenue marketing?

236 00:21:41,000 -> 00:21:42,800 They're seeing different things out there.

237 00:21:43,100 -> 00:21:49,500 I have to, I have always seen different definitions and I think it's really interesting the way I have historically, like viewed.

238 00:21:49,500 -> 00:22:03,700 It is like, how are you using marketing tactics or campaigns events or programs to drive pipeline opportunity for whether that's however your business is set up?

239 00:22:03,900 -> 00:22:10,500 How are you driving like marketing campaigns and efforts to drive pipeline or realized Revenue as a company?

240 00:22:10,800 -> 00:22:14,000 And I think that looks different depending on every company structure.

241 00:22:14,000 -> 00:22:23,500 But from looms perspective, we're looking at the revenue from demand General Revenue marketing, like really close alignment with your marketing and sales team to generate that.

242 00:22:23,500 -> 00:22:32,200 So, I think Revenue marketing to me has a closer alignment with sales, then some other types of marketing at different companies.

243 00:22:32,900 -> 00:22:37,200 Gotcha and describe that relationship with sales.

244 00:22:37,200 -> 00:22:42,000 I know this is also another big topic that often, but how is it for you?

245 00:22:42,000 -> 00:22:44,700 What's your philosophy on that partnership?

246 00:22:44,700 -> 00:22:49,600 And you know what does that interaction look like for you on a daily on a weekly monthly basis?

247 00:22:50,300 -> 00:23:02,100 Yeah, I historically and even now say I think the thing I love about demand generation, strategic marketing is you get to work, so cross-functional across different companies.

248 00:23:02,600 -> 00:23:08,100 I think I have always gravitated towards a customer marketing, strategic, marketing, or demand generation Rule.

249 00:23:08,400 -> 00:23:17,900 And I think, when you're looking at the partnership between sales and marketing, the biggest thing for me is making sure that you have one unified goal across both teams.

250 00:23:17,900 -> 00:23:20,500 So, like, how can you create a goal?

251 00:23:20,600 -> 00:23:32,400 If it's pipeline, if it's close one Revenue, if it's signups that both teams are incentivized to work together or there's at least a flow of, if marketing hits their goals, it clearly translates.

252 00:23:32,500 -> 00:23:37,900 Stu, how sales can then achieve their goals and I think that has been huge for me.

253 00:23:37,900 -> 00:23:46,800 And at Loom, one of the reasons I came to loom, is the sales leaders and the sales team I was working with were just phenomenal, Advocates of marketing, and vice versa.

254 00:23:47,100 -> 00:23:56,500 So I work with our sales team, they're probably some of my biggest stakeholders is making sure that we're helping them hit their closed, one Target.

255 00:23:56,500 -> 00:24:07,900 And when we're launching campaigns from a one-to-many went too few one-to-one, we have their support, and we're Speaking, that's a message of we're going after the same targets, we're having a unified message.

256 00:24:08,200 -> 00:24:15,700 My success is directly linked to your success and like, making sure that is like, in lockstep has been great.

257 00:24:15,700 -> 00:24:21,600 But I think I talked to sometimes our sales and say yes to more than my actual like marketing counterparts at times.

258 00:24:22,000 -> 00:24:23,000 Wow.

259 00:24:23,200 -> 00:24:25,900 So that the frequency is quite often.

260 00:24:26,000 -> 00:24:29,800 And is it like a daily interaction on check-in?

261 00:24:29,800 -> 00:24:32,200 You know each other's metrics and holding each other accountable?

262 00:24:32,900 -> 00:24:33,600 We do.

263 00:24:33,600 -> 00:24:36,200 So at Loom we have like a revenue leadership.

264 00:24:36,200 -> 00:24:42,500 So from the go-to-market side of our business, we do weekly check-ins from a sales leadership and Market leadership.

265 00:24:42,500 -> 00:24:47,800 I try to also meet with the leaders one-on-one every week, every other week, just to make sure we're in alignment.

266 00:24:47,900 -> 00:24:56,200 And then on top of that, I think, like, throughout the day, there's plenty of things or ideas or hey, can you jump in this team meeting to explain this new campaign that's going live.

267 00:24:56,200 -> 00:25:01,300 Our hey, we're thinking about investing into this conference or this ABM campaign.

268 00:25:01,400 -> 00:25:02,300 Do you have some time to chat?

269 00:25:02,500 -> 00:25:03,200 Through it.

270 00:25:03,800 -> 00:25:06,100 So we're all in the same shared slack channel.

271 00:25:06,100 -> 00:25:07,900 So we see what each other are posting.

272 00:25:08,400 -> 00:25:16,000 We have sync time, check-ins, and then selfish plug is like, I use Luma lot to be like, hey this, these are my thoughts of the team's planner.

273 00:25:16,000 -> 00:25:17,800 Hey, this is a campaign, I am going to run.

274 00:25:17,800 -> 00:25:21,100 Can I get your eyes on and I send it over, and they send thoughts back?

275 00:25:21,100 -> 00:25:31,200 So I would be shocked if there's a day I go without talking to anyone from sales, but we do have formal check-ins as much as just informal check-ins as well.

276 00:25:31,700 -> 00:25:32,300 That's great.

277 00:25:32,400 -> 00:25:37,000 And I love how you all are using your product asynchronously we use Loom.

278 00:25:37,500 -> 00:25:40,300 Similarly, so we're making it.

279 00:25:40,600 -> 00:26:00,200 Yeah, it just helps when you, I think the thing with sales and marketing is you're just running a million miles a minute like very other teams and departments and personas as well, but, you know if someone's on a live call and that's the only time I am between a call, it's just hard to always, like, a line schedules with, like, calendar Tetris so looms.

280 00:26:00,200 -> 00:26:02,100 When a great way to be like, hey, here's a campaign idea.

281 00:26:02,100 -> 00:26:06,700 Let me, We have a second or like the salesman cake, here are some feedback of what's worked in our sales process.

282 00:26:06,700 -> 00:26:11,200 Like feel free to take a look when you have some time, and then we can mold that into each other's work as well.

283 00:26:11,600 -> 00:26:12,500 That's great.

284 00:26:12,600 -> 00:26:24,700 So, as far as the key stakeholders across the company that you're in touch with regularly, are you in touch with the head of sales, the head of growth marketing, the head of customer success.

285 00:26:24,700 -> 00:26:28,800 Like are those the key folks that you're working with Anna?

286 00:26:28,800 -> 00:26:29,200 Yeah.

287 00:26:29,300 -> 00:26:30,400 Even a weekly basis.

288 00:26:30,700 -> 00:26:33,200 I would break it up kind of into like the Different departments.

289 00:26:33,200 -> 00:26:50,200 So from the marketing perspective, Laura had our VP of marketing very closely with her and the other marketing leaders which span across a growth marketing, our brand, our products, marketing, and our columns because we want to make sure that the message we're saying is Unified across all of our marketing channels.

290 00:26:50,200 -> 00:27:03,600 So meeting with them frequently weekly as well, and then from a sales perspective, looking at our head of customer success, our head of sales, but also the managers for our AES, the managers for our Those Dev teams as well.

291 00:27:03,600 -> 00:27:08,600 And then, I think another benefit that I get to work closely with is our products team.

292 00:27:08,600 -> 00:27:13,500 So when you're looking at something like your site and web forms, how can you experiment with our product?

293 00:27:13,500 -> 00:27:17,700 How do we build Enterprise features and offering?

294 00:27:17,700 -> 00:27:21,100 So then you also have the product team that I work closely with.

295 00:27:21,100 -> 00:27:24,600 And then very fortunate that we have great exec team here at Loom.

296 00:27:24,600 -> 00:27:25,600 So getting to work with them.

297 00:27:25,600 -> 00:27:30,400 I like what's resonating with people different areas we want to test into marketing how they view.

298 00:27:30,400 -> 00:27:32,800 Our Relations.

299 00:27:32,800 -> 00:27:34,600 And then also using them to get it from the customer.

300 00:27:34,600 -> 00:27:44,900 So how can we create more executive relationships and like, full Partnerships from a thought, leadership, a Solutions, a networking opportunities as well?

301 00:27:45,100 -> 00:27:50,500 So looking at like a full partnership with people and bringing our execs into that as well, so good.

302 00:27:50,500 -> 00:27:51,200 Okay, cool.

303 00:27:51,200 -> 00:27:52,500 That's really helpful.

304 00:27:52,800 -> 00:28:25,700 If anyone has questions, feel free to drop them in QA Madison, I would love to move into the conversation that you and I had Before this time when we were talking about just the inundation of crowded in boxes and how, you know, we're in a funky time right now, with the recession with tech layoffs, taking place, you know, you see a lot of folks, missing forecasts especially this quarter, yet Revenue numbers are still higher than last year.

305 00:28:25,700 -> 00:28:41,900 So it's kind of like this like a really funky time and so you know from a B2B marketing standpoint Fires and Prospects are inundated with emails, in particular, seems to be like that's like one of the go twos.

306 00:28:42,600 -> 00:28:48,800 But I mean, I hundreds of emails a day and it's like, ah, you know, noise there.

307 00:28:49,000 -> 00:28:51,400 You're now LinkedIn, massive Channel.

308 00:28:51,400 -> 00:28:54,200 Like there're other channels, Facebook Tip, Top stuff.

309 00:28:55,000 -> 00:28:57,700 You know what's working for you?

310 00:28:58,100 -> 00:29:00,500 What, what, what's like some tea?

311 00:29:00,800 -> 00:29:07,400 I don't know if you figured out your Bullet to get in front of, get through the noise, what's working?

312 00:29:07,400 -> 00:29:08,300 What's not working?

313 00:29:08,400 -> 00:29:17,900 You know, I think that's, I mean, I definitely feel it from both sides from like the consumer of getting lots of emails, then from the marketer trying to break through the noise.

314 00:29:18,400 -> 00:29:32,500 And I think the thing we try to keep in mind, is every person consumes information differently, and I think you go back like elementary school and then you get learn to you get taught to learn different ways like Hands-On verse reading.

315 00:29:32,600 -> 00:29:33,800 Denver's video.

316 00:29:34,000 -> 00:29:41,100 And I think what we try to keep in mind is like, how can we continue to diversify our channels or hit multiple channels?

317 00:29:41,100 -> 00:29:49,200 So you know, some people might still prefer email, but then we have to do that channel incredibly well because it is so crowded.

318 00:29:49,400 -> 00:29:53,600 And then there might be another person whose like, hey you know what, something that's kind of hard to do.

319 00:29:53,600 -> 00:29:56,100 Because we're distributed now, but like Direct Mail.

320 00:29:56,300 -> 00:29:58,600 I am a huge fan of gifting and direct mail.

321 00:29:58,600 -> 00:30:00,100 I think you break through the noise that way.

322 00:30:00,100 -> 00:30:06,900 And I know personally, like, I check our Box every day I do, I am not expecting anything, but I love a letter, I love a package.

323 00:30:06,900 -> 00:30:08,700 Like I will always look that way.

324 00:30:09,600 -> 00:30:13,600 So how do you take what's under your marketing or sales per view?

325 00:30:13,600 -> 00:30:17,900 And like, make sure you're hitting people through different channels at a respectable Cadence.

326 00:30:17,900 -> 00:30:20,900 So how can you partner in email touch point?

327 00:30:20,900 -> 00:30:22,900 And then maybe three to five days later.

328 00:30:22,900 -> 00:30:26,700 Try a LinkedIn touch point and then see who's engaging from there.

329 00:30:27,000 -> 00:30:28,500 Okay, both of those were myths.

330 00:30:28,500 -> 00:30:34,300 Okay, let us try to introduce a direct mail piece or hey, email the Age, but they didn't click through?

331 00:30:34,500 -> 00:30:36,600 How can we take email a step further?

332 00:30:36,800 -> 00:30:46,600 You know, maybe we add a layer of personalization with like a specific landing page or an image, like really just evaluating everything on an ongoing basis.

333 00:30:46,600 -> 00:30:54,300 So, you're partnering LinkedIn with in-person events with direct mail with gifting and then still doing email.

334 00:30:54,700 -> 00:31:02,500 So I think for us it's just like how many channels can we use and continue to like keep a pulse on the learning.

335 00:31:03,300 -> 00:31:05,400 So that if something is working, we can catch it.

336 00:31:05,400 -> 00:31:07,300 If something's not working, we can pivot.

337 00:31:07,500 -> 00:31:12,600 I think that's the name of the game is, like pivoting quickly, while still realizing like some things will work.

338 00:31:12,600 -> 00:31:13,400 Let us test them.

339 00:31:13,400 -> 00:31:15,700 Some things will test, and they won't work, and that's okay.

340 00:31:15,800 -> 00:31:16,300 You learned.

341 00:31:16,800 -> 00:31:18,500 Mmm, that's good.

342 00:31:18,900 -> 00:31:24,400 And you mentioned the pulse not going back to your customer experience passion.

343 00:31:24,400 -> 00:31:27,500 You know, you got to be tight with your customer.

344 00:31:27,600 -> 00:31:28,800 You gotta know.

345 00:31:28,900 -> 00:31:30,300 So how do you all do that?

346 00:31:30,300 -> 00:31:32,100 Like, how do you keep that pulse?

347 00:31:32,700 -> 00:31:34,500 Because it could get very, you know, how it is.

348 00:31:34,500 -> 00:31:38,700 There's so many channels so many things to manage in marketing.

349 00:31:39,000 -> 00:31:40,400 How do you keep your pulse?

350 00:31:40,400 -> 00:31:42,500 Really close with your customer?

351 00:31:43,100 -> 00:31:47,400 Yeah, I think that's whereas much as you can.

352 00:31:47,500 -> 00:31:53,400 You create a holistic relationship with a customer compared to a transactional relationship.

353 00:31:53,600 -> 00:31:55,900 Now, not everyone wants that at Time Square.

354 00:31:55,900 -> 00:31:58,800 Like, hey, I need a solution and that's fine in.

355 00:31:58,800 -> 00:32:02,500 Those can still be your strongest Advocates but are there ways?

356 00:32:02,600 -> 00:32:04,900 As you can row, a relationship with the customer.

357 00:32:04,900 -> 00:32:06,200 Are they hiring for their team?

358 00:32:06,200 -> 00:32:08,300 Can you share that job posting with someone?

359 00:32:08,300 -> 00:32:16,100 You might think it's good fit, your personal Network are they having issues with like figuring out how to onboard in a remote World?

360 00:32:16,100 -> 00:32:28,500 Okay, can we share how we do that at Loom and how we have approached it is they looking to you know maybe they want to get into content more, do we have a case study, we could feature them in or do we have a blog post?

361 00:32:28,500 -> 00:32:32,600 We could have them post and I think we have a phenomenal customer success team.

362 00:32:32,700 -> 00:32:47,100 Here that is able to build those personal relationships and then when you take it, that next level is like, okay, how do we up level that to be a more thoughtful, istic partner than just that transactional like, hey here's our service.

363 00:32:47,200 -> 00:32:50,500 You use our service, I will talk to you at renewals, which RCS?

364 00:32:50,500 -> 00:33:02,500 Tune does not do their phenomenal but sometimes you have to go that white glove service, a little bit above and beyond compared to other times, which takes more work, takes a little bit more creativity, but your point in turn.

365 00:33:02,600 -> 00:33:08,500 Having your pulse on your customers and getting to use their voices tenfold every single time.

366 00:33:08,800 -> 00:33:09,500 Mmm.

367 00:33:09,600 -> 00:33:09,800 Okay.

368 00:33:09,800 -> 00:33:10,800 That's interesting.

369 00:33:11,200 -> 00:33:18,900 So, do you find yourself, aligning prioritizing, even a lot of strategy towards that custom Mark marketing angle.

370 00:33:18,900 -> 00:33:28,400 Like, like when you have the prioritize across that Journey, where do you see is like really strategically important to focus on?

371 00:33:29,200 -> 00:33:32,400 I think it depends on your company goals, as well.

372 00:33:32,400 -> 00:33:36,800 Like We're how mature are you from a sales outside of the business, and I am.

373 00:33:37,500 -> 00:33:37,800 Sorry.

374 00:33:37,800 -> 00:33:47,800 There are some construction going on, if anyone can hear that but well at my previous role at wunderkind where I was specifically full-time in customer marketing.

375 00:33:48,000 -> 00:33:52,000 That was we were more mature company in terms of like our customer base.

376 00:33:52,000 -> 00:33:54,100 We had so many Brands we had to show them love to.

377 00:33:54,400 -> 00:33:58,200 So our primary focus was we had one clear buyer.

378 00:33:58,200 -> 00:34:02,500 So how do we work with that fire to be like they're complete partner?

379 00:34:02,600 -> 00:34:12,100 Through all things that they might worry about when you're looking at Loom, and we're still growing, our sales inside the business and our Enterprise offering you have to balance it with.

380 00:34:12,100 -> 00:34:18,500 How do you get new customers versus how do you continue to love and nurture your existing customers?

381 00:34:18,500 -> 00:34:21,100 But we will throw is like the same love.

382 00:34:21,100 -> 00:34:22,600 You'd give to your existing customers.

383 00:34:22,600 -> 00:34:25,800 You have to apply to your prospects because they could be that customer.

384 00:34:25,800 -> 00:34:34,000 And the moment you start interacting with them from that first touch point with loom, that's going to set the stage for the Our customer lifecycle.

385 00:34:34,300 -> 00:34:36,699 So how do you make sure from that first patch Point?

386 00:34:36,699 -> 00:34:50,699 You're still giving them that white glove service or that flower that solution, that then will nurture them and continue to grow, through the sales cycle, through closing through becoming a customer and then the lifetime of renewals and expansions and partnership opportunities.

387 00:34:51,300 -> 00:34:52,900 That's key it.

388 00:34:52,900 -> 00:35:04,000 And would you say like that's something I know you're passionate about is being able to align that thread line experience across Ross, all those touch points.

389 00:35:04,900 -> 00:35:07,300 I mean, how challenging is that, though?

390 00:35:07,400 -> 00:35:08,400 You know what I am saying?

391 00:35:08,400 -> 00:35:09,300 Like, why?

392 00:35:10,200 -> 00:35:15,600 I mean, you're looking at bandwidth to like in a world that's distributed at you can't get in person anymore.

393 00:35:15,600 -> 00:35:16,800 You can always travel.

394 00:35:17,000 -> 00:35:20,700 So I think it's like an ongoing question of, like, what is the right way to do it?

395 00:35:20,700 -> 00:35:22,500 What's the most effective way to do it?

396 00:35:22,600 -> 00:35:30,000 I think from My Lens it's just like being very thoughtful in your brand and how you want that to come across?

397 00:35:30,000 -> 00:35:36,600 And that's where we work really closely with like Brand Team, visually our content team from the content we're putting out.

398 00:35:36,600 -> 00:35:38,500 And like, how do you from the beginning?

399 00:35:38,500 -> 00:35:50,200 Make sure that like, your brand voice is consistent through a webinar or piece of content or a one-pager follow-up, and that you become more of just, instead of just like a name, you're like, oh Loom.

400 00:35:50,300 -> 00:35:52,900 I understand like they're, they have that logo.

401 00:35:52,900 -> 00:35:55,100 They have like this, you at work messaging.

402 00:35:55,100 -> 00:36:00,700 They have those reduced meetings, the meetings canceled candle, like how do you become more of a moment?

403 00:36:00,700 -> 00:36:15,000 No movement, then just Unnecessary, like, oh, I think I heard of loom weights, and that, then we will have that credibility, that will bring you throughout the entire life cycle, whether it's high level or 121 touch points.

404 00:36:15,800 -> 00:36:16,800 That's great.

405 00:36:16,800 -> 00:36:31,900 I am going to ask a more tactical question when it comes to Journey mapping and you know, just beginning to ideate shape and strategically identify the areas that you want to focus on.

406 00:36:32,300 -> 00:36:33,800 Is there like a team?

407 00:36:33,900 -> 00:36:39,700 Like do you guys work as a team to build out journey maps of your existing prospects?

408 00:36:40,000 -> 00:36:41,900 And is that how you get alignment?

409 00:36:41,900 -> 00:36:51,600 So that everybody is pretty streamlined or what's an Activity or thing that you guys do to be able to map that out.

410 00:36:52,000 -> 00:37:05,200 I think when it comes to our Enterprise offering and working closely with our sales teams like our sales Dev leader and r8u leaders and just the head of sales as we do talk to you through.

411 00:37:05,200 -> 00:37:07,700 Like okay, who are we targeting?

412 00:37:08,300 -> 00:37:09,300 What's that account?

413 00:37:09,300 -> 00:37:10,400 What does that Persona?

414 00:37:10,400 -> 00:37:15,400 What is that customer profile, that's a right fit and then what is the message?

415 00:37:15,500 -> 00:37:18,500 Messaging that lands with them and then who's going to own that?

416 00:37:18,500 -> 00:37:23,000 So what is that formal process of like, hey marketing will own these efforts.

417 00:37:23,100 -> 00:37:27,400 This is where we will need support from the sales Dev team sales devil on these efforts.

418 00:37:27,700 -> 00:37:31,100 Okay, we have alignment there now, what's the handoff process look?

419 00:37:31,100 -> 00:37:34,200 Like, how involved is marketing from an open Ops perspective?

420 00:37:34,200 -> 00:37:35,100 What's that Cadence?

421 00:37:35,100 -> 00:37:37,600 Like, it's really mapping out.

422 00:37:37,800 -> 00:37:42,400 How do we need this journey to look, internally from what we think and then who's going to own what?

423 00:37:42,400 -> 00:37:44,000 And how does that all speak together?

424 00:37:44,300 -> 00:37:46,800 And then when you're looking from a Smurf success perspective.

425 00:37:46,800 -> 00:37:47,900 It's kind of similar.

426 00:37:47,900 -> 00:37:48,700 It's okay.

427 00:37:48,700 -> 00:37:49,900 What are the biggest?

428 00:37:50,400 -> 00:37:51,500 What are the biggest issues?

429 00:37:51,500 -> 00:37:52,700 Our customers are facing.

430 00:37:52,800 -> 00:37:56,000 Do we not have, you know, executive relationships that are strong enough?

431 00:37:56,300 -> 00:37:59,900 Do we have questions regarding use, cases and adoption?

432 00:38:00,100 -> 00:38:00,300 Okay.

433 00:38:00,300 -> 00:38:09,500 So what does that Journey look like with our head of onboarding Brittany and then our head of Cs like, what does that Journey look like from signing a contract to Renewal?

434 00:38:09,700 -> 00:38:11,200 And what points do we need?

435 00:38:11,200 -> 00:38:12,000 Touch points?

436 00:38:12,100 -> 00:38:15,400 And that, how did marketing support that how will onboarding on that?

437 00:38:15,500 -> 00:38:17,200 How will see s on that?

438 00:38:17,300 -> 00:38:25,600 So it's really just like when you're looking at the life cycle, understanding who's going to own what and with what channels and then keeping those touch points on.

439 00:38:25,600 -> 00:38:28,200 So be like, hey guys, this is where we're at with this.

440 00:38:28,200 -> 00:38:31,700 Where are you at with that and keeping those lines of communication open?

441 00:38:32,100 -> 00:38:33,500 That's really good.

442 00:38:33,900 -> 00:38:35,300 Thank you for breaking that down.

443 00:38:35,400 -> 00:38:37,800 I think that's helpful to hear.

444 00:38:38,400 -> 00:38:44,700 I often think time like everyone does it a little bit differently, you know, hearing how you all aligned to it.

445 00:38:45,600 -> 00:38:49,800 Far as creating objectives and like accountability.

446 00:38:49,800 -> 00:39:04,500 That way, is it also done in a similar fashion where you're aligning with each team head and determining where the priorities are for the business need and then coming up with objectives together.

447 00:39:05,400 -> 00:39:07,500 Yeah, I would say it's a little bit of both.

448 00:39:07,500 -> 00:39:11,100 So it's looking if you're looking at the revenue side of it.

449 00:39:11,100 -> 00:39:13,100 So the go-to-market side, it's like, you know what?

450 00:39:13,100 -> 00:39:18,900 Our goals for closed, one Revenue This quarter and, you know, how do we want to Pace towards a company?

451 00:39:18,900 -> 00:39:20,700 Okay, so this is how much we need to close.

452 00:39:20,900 -> 00:39:22,500 How much pipeline do you need to generate?

453 00:39:22,500 -> 00:39:27,400 Because an ideal world, every deal you open closes to pipeline, but we obviously know things.

454 00:39:27,400 -> 00:39:27,800 Come up.

455 00:39:27,800 -> 00:39:28,900 Timing isn't perfect.

456 00:39:28,900 -> 00:39:31,700 So you know what is our goal for closed?

457 00:39:31,700 -> 00:39:38,200 One Revenue as a company, then how do we need pipeline generated and what does that pipeline ownership look like?

458 00:39:38,200 -> 00:39:44,500 So, you know, looking at your typical like pipeline generating functions like a sales development team or a marketing team.

459 00:39:44,500 -> 00:39:48,200 And this case Duration breaking those out into ownerships.

460 00:39:48,400 -> 00:39:55,600 So then what we do is when we have our pipeline Target or our opportunity Target, you know, I bring that back to my team, and we say, OK, this is our goals.

461 00:39:55,600 -> 00:39:57,000 How do we think we can hit this?

462 00:39:57,200 -> 00:40:00,500 What campaigned, what events, what content can we create?

463 00:40:00,500 -> 00:40:08,100 Launch and run that will help us get to those goals and then you bring that back to your cross-functional partners and say this is our cue for plan.

464 00:40:08,500 -> 00:40:10,400 This is the calendar we're proposing.

465 00:40:10,600 -> 00:40:13,300 Does this work in alignment with your guys's goals as well?

466 00:40:13,500 -> 00:40:15,200 You know, can we get the brand support?

467 00:40:15,200 -> 00:40:18,400 We For this the product marketing support the cam support.

468 00:40:18,400 -> 00:40:28,100 And, you know if sales comes back with a very different calendar, okay, now, we know ahead of time, we have to both reset and like, figure out what that makes up was, but really just coming together.

469 00:40:28,100 -> 00:40:32,200 Collectively then going to the experts in each area and saying, how do we hit this?

470 00:40:32,500 -> 00:40:37,700 Then coming back together and be like, is everyone aligned on this calendar, to start great.

471 00:40:37,800 -> 00:40:38,500 Let us run with it.

472 00:40:38,500 -> 00:40:42,600 And then you those weekly check-ins really helped be like, hey, we're under pacing.

473 00:40:42,600 -> 00:40:43,600 We're over pacing.

474 00:40:43,600 -> 00:40:53,500 We need to Pivot But as much as is much pre understanding of like, this is what our goal is as an entire sales on motion.

475 00:40:53,800 -> 00:40:56,600 Here's a the demand gen team thinks we can do in terms of achieving it.

476 00:40:56,600 -> 00:40:58,900 And how does that align with it?

477 00:40:58,900 -> 00:41:05,400 You guys are thinking or are there any red flags that either team needs to call out or get support on for this to work?

478 00:41:06,000 -> 00:41:13,100 So that's a whole like pre-planning process and Alignment before you go into execution.

479 00:41:13,700 -> 00:41:14,300 Exactly.

480 00:41:14,300 -> 00:41:21,700 Because I think the worst thing you can do is silo that off to, okay, I have this pipeline goal.

481 00:41:21,800 -> 00:41:37,400 I think this is what we will hit it, and I am just going to run in my race and do what I am doing without other input because, you know, you could be missing something huge, the alignment could be a little bit off, or if you don't have that cross functional support or understanding.

482 00:41:37,400 -> 00:41:43,000 Like, you could be running all of these efforts which are great but then the follow-up falls through.

483 00:41:43,300 -> 00:41:59,000 So I really make sure before Or anything is executed, you guys that you have buy-in and you have an understanding of the

impact in why I think translates into a program success in smooth execution before you're even like Off to the Races.

484 00:41:59,800 -> 00:42:00,600 That's good.

485 00:42:01,400 -> 00:42:02,100 Wow.

486 00:42:02,100 -> 00:42:02,500 Okay.

487 00:42:02,500 -> 00:42:04,200 Rich.

488 00:42:04,200 -> 00:42:05,200 Insights that.

489 00:42:05,200 -> 00:42:15,300 If it is anybody has any questions feel free to drop them otherwise we can move into you know, we here.

490 00:42:15,400 -> 00:42:36,400 We're trying to create an environment where we can encourage one another as well, because B2B marketing is tough right now, you know, I mean, you called out like the market trends the cluttered in boxes, like now more than ever to you have so many other obstacles and new barriers of prejudice, but we used to have.

491 00:42:36,400 -> 00:42:39,600 So, I mean, it's yeah, it's a tough world.

492 00:42:40,700 -> 00:42:41,300 It is.

493 00:42:41,300 -> 00:42:45,400 So with that Madison, do you have any words of encouragement?

494 00:42:45,500 -> 00:42:47,900 It or advice to us.

495 00:42:47,900 -> 00:42:52,400 It could be a tactical point of encouragement or general.

496 00:42:52,900 -> 00:42:54,300 Feel free to share that.

497 00:42:55,200 -> 00:43:08,300 Yeah, I think my professor and one of my mentors once said, it's when you're looking at like an obstacle or climbing a mountain, you know, you take it one step at a time and you can't do it alone.

498 00:43:08,600 -> 00:43:18,900 And I have been incredibly fortunate to have so many great mentors and even just co-workers and friends who have I am willing to share insights and advice and thoughts exactly.

499 00:43:19,100 -> 00:43:20,300 Like we're doing right now.

500 00:43:20,700 -> 00:43:30,600 But like thing, my biggest piece of advice is just give that back if someone asks a question, if someone raises their hand, if someone wants to network, take that coffee chat.

501 00:43:30,600 -> 00:43:41,900 Promote thought leadership, as much as like, each company has their own goal will make it a better community and will become smarter more efficient marketers if we're all willing to like work together.

502 00:43:42,200 -> 00:43:48,900 So I think for myself it's like you take it step by step, so you Each challenge by each Challenge and take it for face value.

503 00:43:48,900 -> 00:43:49,400 Do the best.

504 00:43:49,400 -> 00:43:55,900 You can learn how to Pivot quickly but also be grateful for what you have learned in those moments.

505 00:43:56,300 -> 00:43:57,900 And then you can't do it alone.

506 00:43:58,100 -> 00:44:03,300 So, you know, reach out a helping hand because there will be a time when you will need help too.

507 00:44:03,600 -> 00:44:14,800 So, just continue to give back and network and be willing to promote thought leadership, whether you think it's thought leadership or not, I guarantee you someone will find it useful or helpful.

508 00:44:15,500 -> 00:44:23,000 So I am always wanted to be like a try to give it back as much as you can, because it means that much, and then they do it tenfold as well hoof.

509 00:44:23,900 -> 00:44:25,900 Powerful, those are powerful words.

510 00:44:26,300 -> 00:44:31,300 Madison, thank you so much for taking the time to share your wisdom.

511 00:44:32,600 -> 00:44:42,000 I know I am going to re-watch this recording and definitely take some notes and share them with Wendy for having me to it was a great way to spend my Wednesday afternoon, you are Wednesday morning.

512 00:44:43,100 -> 00:44:44,500 Well it's a pleasure.

513 00:44:44,500 -> 00:44:51,500 In fact what I love to do, I know this is a little impromptu, let us open up breakouts because we have an intimate enough group here.

514 00:44:51,600 -> 00:44:53,400 Anybody wants to join a man.

515 00:44:53,700 -> 00:45:00,600 If you have some time, we'd love to have you in there, as folks may have some questions they want to ask you directly and maybe just meet you.

516 00:45:00,800 -> 00:45:10,600 So if we can open up breakouts or our lounge, and then we can click on the tab above and feel free to jump in just to say hello.

517 00:45:11,100 -> 00:45:17,200 Other than that Madison, we're going to be connecting with you on LinkedIn and like what?

518 00:45:17,200 -> 00:45:20,200 I like what I like to say is rdms are open.

519 00:45:20,700 -> 00:45:23,500 So like why thoughts questions.

520 00:45:23,600 -> 00:45:24,300 Russians.

521 00:45:24,900 -> 00:45:28,100 We're going to be pinging you and vice versa.

522 00:45:28,100 -> 00:45:29,400 Anybody has thoughts questions.

523 00:45:29,400 -> 00:45:30,500 My DMs are open to.

524 00:45:30,600 -> 00:45:32,200 So thanks Madison.

525 00:45:32,600 -> 00:45:33,700 All the message for you.

526 00:45:34,200 -> 00:45:38,700 Yeah, okay, great.

527 00:45:38,800 -> 00:45:44,400 Well that wraps up our time here if you can join us in Lounge please do so say hello.

528 00:45:44,900 -> 00:46:02,000 Otherwise, our next interview will be same time, same place with Mattea who is leading Partnerships at Form, and so she's going to talk about the key Magical elements that make remote Partnerships successful.

529 00:46:02,900 -> 00:46:03,300 Alright?

530 00:46:03,300 -> 00:46:10,900 Everyone have a wonderful rest of your day, your evening, whatever, time zone, you're tuning in from join us in lounge.

531 00:46:10,900 -> 00:47:16,300 If you can catch you next week, Choose the book.

1 00:02:11,700 -> 00:02:20,200 Hello everyone, I am Gina, and I am so stoked to be here with you all tuning in from Ewa Beach.

2 00:02:20,400 -> 00:02:24,700 White, which is on Oahu about 30 minutes from Honolulu.

3 00:02:24,700 -> 00:02:30,300 If you all know and are familiar today, we have a really special guest.

4 00:02:30,900 -> 00:02:35,700 Her name is Mateo, and she is the partner manager at tight form.

5 00:02:35,700 -> 00:02:37,600 So we're going to dive into her story.

6 00:02:37,800 -> 00:02:39,500 But before we go into that, let you see.

7 00:02:39,600 -> 00:02:40,300 Is tuning in.

8 00:02:40,300 -> 00:02:44,100 We have got Laura from Texas, Janet Mendocino.

9 00:02:44,100 -> 00:02:45,300 Hello.

10 00:02:45,300 -> 00:02:47,200 Ivan from Jersey City.

11 00:02:47,200 -> 00:02:49,600 So glad that you're here, feel free to drop.

12 00:02:49,700 -> 00:02:52,100 What city you're tuning in from and chat?

13 00:02:52,200 -> 00:03:08,200 There's also a Q&A tab, so as you're going through and listening to Mathias story, and if you got questions for her, feel

free to drop them in the Q&A, and we will be sure to pull those on stage as we're getting to know, Mattea.

14 00:03:08,400 -> 00:03:14,700 So with that, I would love to introduce Matea to the stage for free to join me up here.

15 00:03:16,100 -> 00:03:17,400 Hello.

16 00:03:18,500 -> 00:03:21,400 Hey Tina, how are you?

17 00:03:22,600 -> 00:03:23,400 I am doing great.

18 00:03:23,400 -> 00:03:24,300 Thanks for having me.

19 00:03:25,100 -> 00:03:26,200 Good, good.

20 00:03:26,200 -> 00:03:30,100 And you're tuning in from where today?

21 00:03:31,200 -> 00:03:34,400 I am from Seattle awesome.

22 00:03:34,500 -> 00:03:43,800 And what's the weather like It's sunny, but deceptively cold, and it's about 40 degrees, so Seattle will get you that way.

23 00:03:45,100 -> 00:03:46,600 Yeah, absolutely.

24 00:03:46,800 -> 00:03:48,100 But we will take it over the rain.

25 00:03:48,800 -> 00:03:50,300 Okay, nice.

26 00:03:50,300 -> 00:03:51,900 Nice, great.

27 00:03:52,000 -> 00:03:58,600 Well, before we kick off into this really great breakdown of your story that we have got here outlined.

28 00:04:00,100 -> 00:04:04,400 We wanted to play a quick little game to get to know you a little bit.

29 00:04:04,400 -> 00:04:06,800 It's called two truths and a lie.

30 00:04:07,100 -> 00:04:11,000 And basically, there are going to be three facts.

31 00:04:11,200 -> 00:04:13,900 So let us go ahead and get that on stage.

32 00:04:14,000 -> 00:04:17,000 It's a quick poll, okay?

33 00:04:17,200 -> 00:04:23,800 So of these two of them are the truth and one will be a lie.

34 00:04:23,900 -> 00:04:30,200 So Mattea could you break down these troops and what of one of these?

35 00:04:30,200 -> 00:04:34,700 It's a lie and folks, feel free to vote wherever you think the LIE is.

36 00:04:35,800 -> 00:04:37,300 So what are these fun facts about?

37 00:04:39,000 -> 00:04:42,600 My brothers, are the fifth generation of twins in my family.

38 00:04:42,800 -> 00:04:46,600 I was a D1 athlete and my favorite food is hamburgers.

39 00:04:48,600 -> 00:04:50,500 All right, go ahead and drop your votes.

40 00:04:53,000 -> 00:04:54,700 Like D1 athlete?

41 00:04:54,800 -> 00:04:55,400 Hmm.

42 00:04:57,400 -> 00:04:59,300 And twit fifth generation of twins.

43 00:04:59,300 -> 00:05:02,300 That's like, I don't know.

44 00:05:02,800 -> 00:05:03,300 Hamburgers.

45 00:05:03,300 -> 00:05:04,300 I love hamburgers.

46 00:05:09,100 -> 00:05:09,700 Hmm.

47 00:05:13,000 -> 00:05:13,800 All right.

48 00:05:13,900 -> 00:05:19,900 Okay, so votes are in All right, Mattea, reveal of these?

49 00:05:19,900 -> 00:05:21,000 Which one is the LIE?

50 00:05:22,900 -> 00:05:25,600 My favorite food is not hamburgers.

51 00:05:25,600 -> 00:05:31,300 I have been a vegetarian my entire life, so definitely out of the question.

52 00:05:31,500 -> 00:05:38,900 But someone put in the chat and no cheese, I love cheese, so I am not vegan, but yeah, I was a D1 athlete.

53 00:05:38,900 -> 00:05:45,300 I played tennis University of Dayton and my brothers are the fifth generation of twins in my family.

54 00:05:45,600 -> 00:05:49,600 It actually didn't skip a generation either, so pretty crazy.

55 00:05:50,600 -> 00:05:52,700 Wow, that is crazy.

56 00:05:53,500 -> 00:05:56,100 And how long do you were a D1 athlete?

57 00:05:56,100 -> 00:05:57,000 We're at again.

58 00:05:58,500 -> 00:06:00,500 University of Dayton in Ohio.

59 00:06:00,800 -> 00:06:01,600 Wow.

60 00:06:01,900 -> 00:06:02,900 Very cool.

61 00:06:03,000 -> 00:06:05,000 Tennis head-to-head.

62 00:06:05,000 -> 00:06:14,400 I don't think got, I think, you'd totally slam me in that and I would not want to make very cool.

63 00:06:14,400 -> 00:06:22,600 Well Mattea, tell us a little bit about your journey getting into partner management.

64 00:06:22,900 -> 00:06:28,200 And, you know, I would love to hear a little bit of your story getting into Tech as well.

65 00:06:28,300 -> 00:06:28,600 Well.

66 00:06:29,900 -> 00:06:30,700 Yeah, definitely.

67 00:06:30,700 -> 00:06:40,900 So I majored in entrepreneurship and Supply Chain management when I was at Dayton and then I went directly into a sales role.

68 00:06:41,000 -> 00:06:46,400 After college, my dad has been in sales pretty much his entire career.

69 00:06:46,400 -> 00:06:56,100 So, followed in his footsteps and I worked at AWS started in their sales internship program and then into a full-time role.

70 00:06:56,100 -> 00:07:28,900 So, had a couple years there where I was helping on the inbound sales team and then on the outbound sales team and then I transitioned into an account manager role, Amazon's on the other side, not on the cloud services anymore, where I was working with our vendors in Latin America for Amazon Explorer, which is a virtual travel experience, and it happened to launch kind of right around covid, even though it wasn't really a covid play.

71 00:07:29,000 -> 00:07:38,300 Say, and so I was in that role for a bit working with folks in Latin America that were providing those travel experiences which is wow.

72 00:07:38,900 -> 00:07:41,400 Okay, so describe that a little bit.

73 00:07:42,400 -> 00:07:45,900 Because we're yeah, we're in the events world as well.

74 00:07:45,900 -> 00:07:55,300 So you all were providing virtual experiences like what kind of experiences Yeah, so, in Buried.

75 00:07:55,300 -> 00:08:04,000 So you can have a shopping experience if you wanted to go to local shops in Argentina, and they would send you a pair of earrings.

76 00:08:04,000 -> 00:08:08,000 You could have that or you could have one of my vendors in.

77 00:08:08,000 -> 00:08:20,600 My favorite experience was visiting a rescue ranch in Costa Rica where you got to see like toucans loss of all these animals up close.

78 00:08:21,800 -> 00:08:23,500 So I was yeah, it was pretty cool.

79 00:08:23,600 -> 00:08:27,000 Well, unfortunately, they're they have shut down.

80 00:08:27,500 -> 00:08:33,200 I think a couple weeks ago but yeah, the time being it was yeah various thought.

81 00:08:33,200 -> 00:08:34,500 They tried something out.

82 00:08:34,500 -> 00:08:35,100 Yeah.

83 00:08:36,200 -> 00:08:39,900 And you said yeah, an experience to we did after.

84 00:08:39,900 -> 00:08:54,800 So after you mention that Katie and I were just like, so curious about this, we went on AWS, we're like whoa, they actually do offer these virtual experiences there was like a tour in Israel and a Sorry and all these things.

85 00:08:54,800 -> 00:09:03,200 So we signed up for one just to try it out and it was an amazing, just whole rundown with this with the Safari.

86 00:09:03,400 -> 00:09:08,400 Dude, that walked us through different animals that he brought up to the camera.

87 00:09:08,400 -> 00:09:11,500 There were like these exotic animals, it was really fun.

88 00:09:11,900 -> 00:09:20,100 So very cool experiment by AWS and you know, unfortunate that it had to get shut down.

89 00:09:20,100 -> 00:09:30,900 But so you were reading that and were you managing and identifying and getting all of the different vendors and partners that would be part of this program.

90 00:09:32,100 -> 00:09:36,600 Yeah, so it was an interesting time because it happened all around covid.

91 00:09:36,600 -> 00:09:45,400 A lot of travel companies were starting to go out of business or looking for ways to make up that Revenue that they weren't getting within person travel.

92 00:09:45,400 -> 00:10:06,100 And so it was a very, I would say easy way for us to get involved with them in the beginning, because they wanted to diversify how they were making revenue and oh, well, we can off, we can solve our tour guides, you can pay them, they can offer these experiences like they would Good in person and have them on Amazon.

93 00:10:06,100 -> 00:10:09,000 So, Gotcha.

94 00:10:09,000 -> 00:10:09,600 Wow.

95 00:10:09,600 -> 00:10:16,100 So interesting was that hard to identify them or like, how would you go about demon find?

96 00:10:16,100 -> 00:10:21,400 Yeah, somebody that gives you a tour and Israel, or how do you find?

97 00:10:21,400 -> 00:10:21,700 Yeah.

98 00:10:23,500 -> 00:10:30,600 Most of them were major tour companies and then a lot of them have individual hosts, that do the experience.

99 00:10:31,200 -> 00:10:36,800 And so we started with a bigger ones, and then scaled down to smaller tour companies as well.

100 00:10:36,800 -> 00:10:42,900 Because some were just not built for the virtual experience environment.

101 00:10:42,900 -> 00:10:52,600 Like getting them, they had to get a phone, download our app and go through training with our team and everything and it was somewhere just not built for that.

102 00:10:52,600 -> 00:10:55,400 So It was a Rancher.

103 00:10:56,200 -> 00:10:56,900 All right.

104 00:10:57,100 -> 00:10:57,300 Okay.

105 00:10:57,300 -> 00:11:04,800 So then fast-forward you're working with AWS managing these incredible epic experiences and then.

106 00:11:04,800 -> 00:11:11,300 And then what Yeah, and then I joined type Forum, which is where I am now as a partner manager.

107 00:11:11,500 -> 00:11:22,200 And I kind of wanted to switch out of a sales role and go more into business development Partnerships because I think that's kind of the way of the future of selling.

108 00:11:22,600 -> 00:11:36,400 And luckily I have had a really good team of mentors to coach me through the process of Partnerships and kind of get me up to speed because I was coming from a sales back.

109 00:11:36,600 -> 00:11:40,800 Round, but a lot of (Mike) my skills were really transferable, I think.

110 00:11:42,000 -> 00:11:43,800 How long have you been with typeform?

111 00:11:45,000 -> 00:11:45,300 In this.

112 00:11:45,300 -> 00:11:46,500 Just over a year now.

113 00:11:46,800 -> 00:11:48,100 Yeah, yes.

114 00:11:48,200 -> 00:11:55,500 Okay, so break it down a little bit because Partnerships, you know, there're Partnerships and marketing, there're Partnerships and product.

115 00:11:55,500 -> 00:11:58,500 There's so many different types of Partnerships.

116 00:11:58,600 -> 00:12:03,200 How do you define it with the role that you're in at tight form?

117 00:12:04,400 -> 00:12:06,200 Yeah, that's a good question.

118 00:12:06,200 -> 00:12:08,900 I think Partnerships could sit under sales.

119 00:12:08,900 -> 00:12:10,600 They can send or Business Development.

120 00:12:10,600 -> 00:12:13,800 They can sit under product depending on the type of partnership.

121 00:12:14,200 -> 00:12:20,100 We're under business development, but we work with all of those cross-functional teams.

122 00:12:20,100 -> 00:12:24,300 So we have, I would say two major types of Partnerships out type form.

123 00:12:24,600 -> 00:12:26,700 We have our Tech integration Partners.

124 00:12:26,700 -> 00:12:33,300 So, for example, HubSpot you can build a type form and then push your responses in top spot.

125 00:12:34,200 -> 00:12:36,400 Or we have our referral Partners.

126 00:12:36,400 -> 00:12:41,300 So marketing agencies that we work with that refer typeform to their clients.

127 00:12:41,700 -> 00:12:43,900 Those are our two main partner types.

128 00:12:43,900 -> 00:12:47,600 We have you know affiliate style like a few others.

129 00:12:47,600 -> 00:12:49,700 But those are our main focus.

130 00:12:51,500 -> 00:12:52,100 Gotcha.

131 00:12:52,200 -> 00:12:52,600 Okay.

132 00:12:52,600 -> 00:12:54,900 And then, where is your main focus?

133 00:12:56,700 -> 00:12:58,700 It's a great, it's a great question.

134 00:12:58,700 -> 00:13:06,200 I would say, mainly on our marketing agency referral Partners, it's who I work most closely with gotcha.

135 00:13:06,300 -> 00:13:11,500 Okay, so can you walk us through what, what's a day in the life?

136 00:13:11,500 -> 00:13:16,000 Like are you identifying agencies talking to them?

137 00:13:16,000 -> 00:13:19,500 And then ultimately what does a win-win look like?

138 00:13:21,200 -> 00:13:30,300 Yeah, definitely, so most of our partners right now come in organically, they love type warm, and they want to be a partner.

139 00:13:30,300 -> 00:13:42,900 So they apply on our landing page, we get them review the application, put them into our partner relationship management tool which is partner stack, and then we will work with them and have like an onboarding call work.

140 00:13:42,900 -> 00:13:46,800 With them to get up to speed and different enablement material certified.

141 00:13:47,100 -> 00:13:50,900 And then from there, that's when they're referring clients.

142 00:13:51,000 -> 00:13:56,700 It's to type form, and then we're sharing leads to them because they will go up on our directory.

143 00:13:56,700 -> 00:14:08,500 And so for example, if someone needs help with their typeform, they can go on our directory and find a certified partner to work with and get that started on their own.

144 00:14:10,400 -> 00:14:11,100 Gotcha.

145 00:14:11,900 -> 00:14:18,300 So, when, when you're trying to get a win-win going, what does, what does that look like for you?

146 00:14:18,300 -> 00:14:19,400 And also for the partner?

147 00:14:21,200 -> 00:14:35,900 Yeah, definitely I think the most important thing about Partnerships and if you don't take anything else away from this entire conversation is that it has to be mutually beneficial and it has to be a win-win for both us and for the partner, otherwise, it's not going to be successful.

148 00:14:36,200 -> 00:14:44,400 And so, you know, kind of what we look for in a good partner is having a shared ideal customer profile or ICP.

149 00:14:44,800 -> 00:14:53,300 If we don't have that it's not going to be successful and then also an overlap in our Text, a core ecosystem is also really helpful.

150 00:14:53,300 -> 00:15:10,700 So if we have an agency, that is also certified in HubSpot, for example, and type form, then were continually growing that customer base, and it's kind of win-win for all types of Partners and that's the ideal situation.

151 00:15:12,600 -> 00:15:13,400 Gotcha.

152 00:15:13,400 -> 00:15:15,000 Okay, that, that's interesting.

153 00:15:15,000 -> 00:15:29,800 And at a given time, are you meeting to manage like X number of relationships, you know, and how do you do that well, especially remotely and, or do you go in person and meet with some of these Partners sometimes?

154 00:15:29,800 -> 00:15:33,900 Or, I mean, how, how do you all keep the relationship?

155 00:15:34,300 -> 00:15:34,900 Good.

156 00:15:36,100 -> 00:15:44,100 Yeah, I think it's a tricky question and something that everyone's figuring out in the remote environment.

157 00:15:44,200 -> 00:15:48,200 I have actually been I think over 90% of my time.

158 00:15:48,400 -> 00:15:51,800 Working has been remote and building relationships.

159 00:15:51,900 -> 00:15:54,500 Pretty much through a little square on the screen.

160 00:15:54,500 -> 00:16:05,900 So I think the biggest thing for us is Obviously developing a personal relationship and figuring out little things that you can take away from a call with someone really listening.

161 00:16:06,400 -> 00:16:17,500 You know maybe it's something personal to not related to the deal or what you're working on but you can pull that into the next conversation and just show that you're a human being and you care about them.

162 00:16:17,800 -> 00:16:41,500 But also automating our program where possible and so obviously, for getting a lot of inbound interest into our program, we still want our partners to feel You know, like they have this personal connection, but we can use tools like type form where it feels like a more genuine connection and video, ask is our other tool and so, it's a synchronous video.

163 00:16:41,600 -> 00:16:43,100 And we have right now.

164 00:16:43,100 -> 00:16:48,900 We have a welcome video to all of our partners and it's basically me on the screen, so they don't just get an email.

165 00:16:48,900 -> 00:16:49,800 Hey, what's up?

166 00:16:50,000 -> 00:16:57,200 They get me on the screen and it's talking them through the program, what to expect and it's just definitely a more personal way to do it.

167 00:16:57,400 -> 00:17:10,000 And so, if you can find But always to do that for Automation and it helps you scale the program because obviously, we can't have a one-to-one relationship with every single partner that we have.

168 00:17:10,000 -> 00:17:17,300 There're certain ones that will get that, and then certain ones, that it will be more automated that makes sense.

169 00:17:18,099 -> 00:17:18,900 Wow, that's interesting.

170 00:17:18,900 -> 00:17:36,200 So you have got this process dialed in, and we touched that a little bit about your process in starting the Bishop all the way through to nurturing it and then continuing to maintain the win-wins and the checkpoints along the way to know.

171 00:17:36,200 -> 00:17:41,700 Okay, this is a good partner to keep, or this is probably a partner that we should probably part ways with.

172 00:17:42,500 -> 00:17:46,800 So, could you just walk through that process?

173 00:17:46,800 -> 00:17:55,300 Like, you know, once the request comes through, then you started to touch like the video intro do, does everybody get that?

174 00:17:55,300 -> 00:17:58,400 Like, just walk us through that, that experience.

175 00:17:59,800 -> 00:18:03,500 Yeah, so first is figuring out.

176 00:18:03,500 -> 00:18:08,500 Is this going to be a beneficial relationship for both parties because you can have a pretty simple process there?

177 00:18:08,500 -> 00:18:11,700 If it's not just walk away, no hard feelings.

178 00:18:12,300 -> 00:18:14,800 But if it is then we would kind of go through.

179 00:18:14,800 -> 00:18:19,200 They would join our program, they get the video, Welcome, everyone does get that.

180 00:18:19,300 -> 00:18:29,400 And then we have time set with me and my colleagues so that they can put a face to the name of who's messaging them when I have questions.

181 00:18:29,600 -> 00:18:30,700 And stuff like that.

182 00:18:31,000 -> 00:18:42,500 But I would say as far as the process goes for ass off identifying if it's a win-win second is building off of our current ecosystem, kind of smarter not harder approach.

183 00:18:42,500 -> 00:18:57,300 So you know, we have our Tech partners, and we want to make sure that we're utilizing them and creating a better relationship and that's how we get a lot of our agencies and then Third.

184 00:18:57,300 -> 00:19:05,300 It would be building the personal relationship where we can identify which partner is really fit under our ideal partner profile.

185 00:19:05,600 -> 00:19:16,700 Because there are some that we get that apply that might not be exactly what we think is going to be the best, but they will still get in our program, they will get all the resources and information that they need.

186 00:19:17,000 -> 00:19:26,700 And then the ones that we think will be really successful will develop that personal relationship with kind of that give to get mentality.

187 00:19:27,300 -> 00:19:36,900 And then really creating an open line of communication, so making sure that they get product updates, and they are in the know of what's going on.

188 00:19:36,900 -> 00:19:42,500 And they feel like they're really an extension of our team, pretty much as how we want them to feel.

189 00:19:42,700 -> 00:19:48,100 And then I would say the last piece of that is continuously asking for feedback.

190 00:19:48,100 -> 00:19:54,200 So we can improve the program and implementing changes where Hospital.

191 00:19:55,600 -> 00:20:01,200 Gotcha, thank you so much for breaking that down, A-Z, that could be your white paper.

192 00:20:01,700 -> 00:20:05,000 You just turn on Partner management.

193 00:20:05,200 -> 00:20:11,400 This from Matea Matias, key Magical elements that make partnership successful remotely.

194 00:20:13,000 -> 00:20:15,100 Yeah, so that's interesting.

195 00:20:15,100 -> 00:20:26,100 Now, as far as the agencies that come through, are they already customers a type form or are they folks are just interested in Snoring?

196 00:20:28,200 -> 00:20:29,300 It's a mixed bag.

197 00:20:29,300 -> 00:20:37,300 I would say, probably 60% of them actually, probably 80% of them, at least have a free plan with us.

198 00:20:37,400 -> 00:20:38,900 So they were familiar with type form.

199 00:20:38,900 -> 00:20:40,200 And that's how they found us.

200 00:20:40,200 -> 00:20:46,000 They love the product, and they really want to be a partner, which is awesome for us.

201 00:20:46,000 -> 00:21:03,100 And it's a really easy way to start that relationship when you don't have to explain you know the solution that your product solves But then the ones that don't, they're usually from us reaching out, so they might have hurt.

202 00:21:03,100 -> 00:21:08,000 Usually they have heard of type form, but they might not use the tool yet.

203 00:21:09,100 -> 00:21:09,800 Gotcha.

204 00:21:09,900 -> 00:21:10,500 Okay.

205 00:21:10,500 -> 00:21:12,100 So do you guys take both?

206 00:21:12,100 -> 00:21:24,600 Like almost like an AVM approach in identifying, certain accounts that you want to partner with along with, you have got sort of that product lead, growth motion of folks, just coming.

207 00:21:24,700 -> 00:21:26,500 To you asking to be partners.

208 00:21:26,500 -> 00:21:28,000 So is it a mix of both?

209 00:21:29,300 -> 00:21:36,700 Yeah, I would say for a long time, it's just been in Bound which has been a great way to grow the program.

210 00:21:36,700 -> 00:21:42,000 Just because we have that organic interest, and we have a pretty small and mighty team over here.

211 00:21:42,000 -> 00:21:45,900 So it's nice to have, you know, that organic growth coming in.

212 00:21:46,200 -> 00:21:55,100 But now we're starting to be a little bit more strategic on the types of partners that we want to add as well as what's organically coming in.

213 00:21:57,400 -> 00:22:00,500 And for typeform, like what would that?

214 00:22:01,100 -> 00:22:02,500 What's your ideal partner?

215 00:22:04,200 -> 00:22:18,500 Yeah, so for our referral partner, it's pretty much a digital marketing agency or digital experience agency and a lot of times they already use our ecosystem Partners.

216 00:22:18,500 -> 00:22:25,700 So HubSpot slack MailChimp, they are very well versed in that Tech stack.

217 00:22:27,000 -> 00:22:31,700 And yeah, I would say mostly that inbound marketing.

218 00:22:31,700 -> 00:22:33,500 They do branding design.

219 00:22:34,100 -> 00:22:35,100 Web design.

220 00:22:35,400 -> 00:22:38,100 That's pretty much our ideal partner profile.

221 00:22:39,300 -> 00:22:41,000 And they're mostly agencies.

222 00:22:41,000 -> 00:22:42,300 They're not necessarily.

223 00:22:42,300 -> 00:22:47,400 Yeah, they're always okay, gotcha, very interesting.

224 00:22:49,300 -> 00:22:49,800 Wow.

225 00:22:49,800 -> 00:23:03,900 Okay so quick question here on like key outcomes of success so when you're looking your in a journey with the partner and you're like oh this is like exactly what we want to see happen.

226 00:23:04,700 -> 00:23:07,000 What does that look like for you all?

227 00:23:08,600 -> 00:23:37,200 Yeah, I think the key the major key outcome is sustainable growth for us and for them like if they're growing their client base because now they offer type form or refer type form to their clients and their certified in it, and they know how to use it, and they know the ins and outs, and they can be a champion for us and that grows their client base while also growing our client base, because we're getting more lie.

228 00:23:37,300 -> 00:23:41,800 Needs more clients that are interested in type form because they work with that agency.

229 00:23:42,900 -> 00:23:51,800 And also they are getting more leads from us to by being honored being on our directory being a certified partner.

230 00:23:51,900 -> 00:24:02,200 I think it's comes back to the win-win, and we look for just that sustainable growth instead of just oh, they referred one big client, which is great.

231 00:24:02,200 -> 00:24:08,600 But we want to see like, repeatable, motions, and beautiful clients.

232 00:24:09,000 -> 00:24:09,700 That's good.

233 00:24:09,800 -> 00:24:12,600 And you mentioned earlier an ecosystem.

234 00:24:12,700 -> 00:24:13,300 Partners.

235 00:24:13,300 -> 00:24:15,400 And you were saying, like, MailChimp and HubSpot.

236 00:24:15,400 -> 00:24:22,200 All these others is that a different type of partnership, relationship versus the agency relationships that you have like, went what is it?

237 00:24:22,300 -> 00:24:24,900 How do you define your ecosystem partners?

238 00:24:26,200 -> 00:24:33,300 Yeah, I think ecosystem is kind of buzz word thrown around in insides for now.

239 00:24:33,300 -> 00:24:38,700 But basically, our ecosystem, I think it includes are all of our partner type.

240 00:24:38,700 -> 00:24:44,800 So if you think of it like a circle type forms in the middle, for our Circle, not for everyone else's.

241 00:24:45,100 -> 00:24:50,500 But we have, you know, HubSpot MailChimp on there, and then we have our marketing agencies on there.

242 00:24:50,500 -> 00:24:55,800 We have our Affiliates on there, so that's that kind of encompasses the entire ecosystem.

243 00:24:56,400 -> 00:25:02,900 And then when I think of our Tech stack or figure Partners like that, HubSpot MailChimp, etc.

244 00:25:02,900 -> 00:25:05,500 Those are our integration Partners.

245 00:25:05,500 -> 00:25:16,800 So the partnership is much different because they're not exact, it's more about because we integrate with HubSpot.

246 00:25:17,400 -> 00:25:25,300 A lot of their clients want to use type form or vice versa because they're using type form, and they see, oh, I can actually add this into my CRM.

247 00:25:25,300 -> 00:25:26,200 That's awesome.

248 00:25:26,500 -> 00:25:28,900 And so it kind of goes both ways like that.

249 00:25:28,900 -> 00:25:37,200 Instead of a direct referral model, it's more of like an influence model that makes sense.

250 00:25:37,900 -> 00:25:38,500 Gotcha.

251 00:25:38,700 -> 00:25:39,800 Yeah, that makes sense.

252 00:25:40,300 -> 00:25:41,500 Wow, that's interesting.

253 00:25:41,500 -> 00:25:50,000 So your team needs to strategically be aligned on all the different types of partners that you all are managing.

254 00:25:50,600 -> 00:25:54,500 What is that even look like for your team's alignment?

255 00:25:54,600 -> 00:25:58,900 You know you got different folks that are managing different types of Partnerships.

256 00:25:59,800 -> 00:26:04,000 Do you guys all aligned on goals together and meet on a weekly stand up?

257 00:26:04,000 -> 00:26:05,600 Like how does that work remotely?

258 00:26:07,100 -> 00:26:08,200 Yeah definitely.

259 00:26:08,200 -> 00:26:15,200 I would say We're really lucky because we're all on the same team even though we manage different types of Partnerships.

260 00:26:15,200 -> 00:26:19,400 So we work really closely together and there's, we're a pretty lean team.

261 00:26:19,400 -> 00:26:30,500 So we're in touch at least obviously once a week when we go over when or what everyone's working on and what people should know about.

262 00:26:30,800 -> 00:26:42,400 But we're also trying to go forward work a lot more closely together because for example, if we have a new product features, Launch with one of those Tech Partners.

263 00:26:42,800 -> 00:26:49,100 How do we get an agency involved as maybe as a spotlight story, for example?

264 00:26:49,300 -> 00:26:58,000 And so there's a lot more that can be done with using the different partner types and making a bigger Splash per se on that.

265 00:26:59,600 -> 00:27:00,400 Very nice.

266 00:27:00,400 -> 00:27:06,300 Alright, if anybody has questions for Mattea, feel free to drop them in Q&A.

267 00:27:07,600 -> 00:27:28,500 Otherwise, you know, I think for those that are interested in getting into partnership like how where do you start I think that you can come from a lot of different backgrounds because the skill set is transferable.

268 00:27:28,500 -> 00:27:53,700 Obviously sales is a pretty natural fit, but say if you worked in product before you'd be a great fit for our product level Partnerships because a lot more of that is more technical base or if you're like a customer success manager, for example, you could switch into Partnerships because you're working with a customer To deliver on an outcome together.

269 00:27:53,700 -> 00:27:55,800 And that's really similar to partnership.

270 00:27:55,800 -> 00:27:58,900 So I don't think it's, I think it's similar, but different.

271 00:27:58,900 -> 00:28:03,900 And if you can apply your skills, I mean, we're all of us are learning every day.

272 00:28:03,900 -> 00:28:10,000 And, so I have been lucky to learn from my co-workers a lot that have had more experience in Partnerships.

273 00:28:10,000 -> 00:28:18,700 But if you can just bring your transferable skills and interpersonal skills, I think a lot of different people could go into Partnerships.

274 00:28:20,800 -> 00:28:21,700 That's great.

275 00:28:21,800 -> 00:28:31,600 Yeah, so basically like if you're if you have got a background in, go to market or even in product management, it could be a really good get path.

276 00:28:31,700 -> 00:28:41,100 If you're interested in getting into Partnerships, all right, we have a question that is popped on what was your best partnership and why?

277 00:28:43,800 -> 00:28:45,200 That's a good question.

278 00:28:47,300 -> 00:28:48,700 I would say.

279 00:28:51,000 -> 00:28:59,200 I don't want to say exactly who are what it is, because I don't want other ones of our partners to be sad or offended.

280 00:28:59,200 -> 00:29:20,600 But I would say, the reason why it's great, and one of our best is because there's an open line of communication and the relationship, I mean Partnerships take time and so developing that if you have an open line of communication and you're sharing, when's, you're sharing things that are working things that aren't working.

281 00:29:20,800 -> 00:29:24,600 Being and you're constantly changing and developing off of that.

282 00:29:24,600 -> 00:29:29,800 There's a lot of partners that aren't as open with the communication.

283 00:29:29,800 -> 00:29:31,300 I think that's the biggest thing.

284 00:29:32,700 -> 00:29:33,500 Hmm.

285 00:29:34,100 -> 00:29:34,700 Gotcha.

286 00:29:34,800 -> 00:29:34,900 Yeah.

287 00:29:34,900 -> 00:29:36,300 Maintaining.

288 00:29:36,300 -> 00:29:37,800 That Communications both ways.

289 00:29:37,800 -> 00:29:41,400 It's not just yeah, on your side.

290 00:29:41,400 -> 00:29:43,200 It's also on their side as well.

291 00:29:44,400 -> 00:29:47,400 Yeah, it looks like we have another question from Brielle.

292 00:29:48,600 -> 00:29:51,100 What are the main types of Partnerships?

293 00:29:51,100 -> 00:29:59,900 If you had to categorize at a high level, and do you take a different strategy for each inbound versus outbound?

294 00:30:02,100 -> 00:30:03,200 That's a good question.

295 00:30:04,100 -> 00:30:11,700 I think the main types of Partnerships depend on the company and where you're at and your stage of growth.

296 00:30:11,800 -> 00:30:18,600 But overall, I would say Tech partners are or product Partnerships or integration Partners.

297 00:30:18,600 -> 00:30:31,700 That's all pretty much synonymous for the same thing and then referral Partnerships and affiliate Partnerships or kind of the main three and four.

298 00:30:32,100 -> 00:30:34,000 Taking a different strategy for each.

299 00:30:35,200 -> 00:30:39,400 I would say that again, depends on where you are in your stage of growth.

300 00:30:39,400 -> 00:30:51,100 So for us in the beginning of starting our program, we realize that a lot of our customers using type form where agencies and so that was a perfect way to get started and bringing them in as partners.

301 00:30:51,400 -> 00:31:01,800 Whereas now that we have grown a lot more we can identify what is our, you know, best partner type look like and how do we get more of those and it becomes more of an outbound?

302 00:31:01,900 -> 00:31:05,100 Sound strategy but in the beginning, it was more inbound.

303 00:31:05,100 -> 00:31:14,700 So I think it depends on where you're at in the journey and it's hard to know what your ideal partner type is until you get started.

304 00:31:14,700 -> 00:31:23,600 You can say, you know, do research and say, I think it's going to be this type of company and get really specific and then you start working with those types of companies.

305 00:31:23,600 -> 00:31:26,600 You don't you realize it's not ideal.

306 00:31:26,600 -> 00:31:29,900 So then you have to Pivot and go to a different partner time.

307 00:31:29,900 -> 00:31:31,700 So I think casting a wide net.

308 00:31:31,700 -> 00:31:39,700 When you're first starting out is probably the best way to do it and then over time realizing what is the best partner type and focusing in on that?

309 00:31:39,900 -> 00:31:41,900 And going more of an outbound strategy.

310 00:31:45,300 -> 00:31:45,900 That's great.

311 00:31:45,900 -> 00:31:46,200 All right.

312 00:31:46,200 -> 00:31:48,000 Angela's got a question.

313 00:31:49,200 -> 00:31:55,700 How do you manage Outreach to new potential partners and then how do you prioritize who to approach?

314 00:31:57,000 -> 00:31:57,400 Yeah.

315 00:31:58,500 -> 00:32:09,800 So I think that being methodical with your Outreach is the most important, instead of, you know, kind of doing a mass blast on LinkedIn.

316 00:32:09,800 -> 00:32:14,700 Like, I think we have all received those messages and you realize it wasn't just meant for you.

317 00:32:15,200 -> 00:32:23,100 So I think focusing in, on obviously understanding who their target audiences and making sure that's the same as yours.

318 00:32:23,400 -> 00:32:26,600 Because then, you can say, I really do think this is going to be a positive.

319 00:32:26,800 -> 00:32:27,400 Relationship.

320 00:32:27,400 -> 00:32:30,500 And we're going to grow, because we have the same types of customer.

321 00:32:30,700 -> 00:32:51,200 And so, you will get more of your time working with us, and we will get more working with you and prioritizing who to approach is kind of, if you are able to see customer overlap, like in tools like crossbeam and reveal, those are ways to prioritize, kind of whom to work with.

322 00:32:51,200 -> 00:33:03,000 You can see how much overlap you have, but if you don't have that, You kind of just have to do trial and error and see what works best and who's the most responsive?

323 00:33:03,100 -> 00:33:08,900 And what types of partners are providing the best relationship?

324 00:33:11,900 -> 00:33:12,300 That's great.

325 00:33:12,300 -> 00:33:21,100 So you mentioned crossbeam as a tool that you used to identify strategically partners that are using type form a 10, our customers.

326 00:33:22,200 -> 00:33:22,800 Yep.

327 00:33:22,800 -> 00:33:32,500 Yeah, so you can share your overlap with a potential partner and you can see what your overlap is and Prospects.

328 00:33:32,500 -> 00:33:34,700 You can see what it is and paying customers.

329 00:33:34,700 -> 00:33:38,800 You can kind of see that full picture which definitely helps prioritize.

330 00:33:40,400 -> 00:33:54,800 I know it's a way that we have prioritized our Integrations and kind of what product level work goes into it as well, because we can see, you know, once the we want To get the biggest bang for our efforts.

331 00:33:54,800 -> 00:33:57,700 Oh, because it takes a lot of work.

332 00:33:58,700 -> 00:34:01,200 Yeah, to have to get these Partnerships.

333 00:34:01,400 -> 00:34:06,500 I mean, the process you walked us through, you know, that takes some work to get done.

334 00:34:06,500 -> 00:34:12,400 So it makes sense that you guys want to be very strategic with where you place your resources time and efforts.

335 00:34:13,800 -> 00:34:14,400 Awesome.

336 00:34:14,400 -> 00:34:17,000 Okay, here's another question from Angela.

337 00:34:17,900 -> 00:34:21,500 Do you manage referral reward programs?

338 00:34:21,600 -> 00:34:27,199 If so, do you use any tools to manage those programs and awarding perks to your Partnerships?

339 00:34:28,600 -> 00:34:29,000 Yeah.

340 00:34:29,000 -> 00:34:30,800 So it's a great question.

341 00:34:31,100 -> 00:34:43,600 We do have a referral reward programs, it's a rev-share model with those agencies that I spoke about, and we managed that all through partner stack which is a partner or CRM tool.

342 00:34:43,600 -> 00:34:58,200 And so they will see their rewards referrals, they will see click signups, and they will also get our we have a certification

program that also lives in partner stack so it's a way for us to kind of how's everything?

343 00:34:58,700 -> 00:35:02,700 And if we wanted to email a bunch of our partners all at once, we can do that.

344 00:35:02,700 -> 00:35:07,800 Also, through Partner stock That's great.

345 00:35:07,800 -> 00:35:11,200 So then go piggybacking off of Angela's question.

346 00:35:11,200 -> 00:35:19,100 As far as your Tech stack of what helps you get, your day-to-day work done, how would you map that out?

347 00:35:21,000 -> 00:35:25,800 Yeah, I would say I use partner sock, the most for sure, and then type form.

348 00:35:27,000 -> 00:35:37,800 We use a lot for our or like, for applications for working with cross-functional teams for, you know, our sales, team needs, a partner to get involved to close a deal.

349 00:35:37,800 -> 00:35:41,900 They submitted type form to us and that, and then we connect that with slack.

350 00:35:41,900 -> 00:35:48,700 So I think there's a lot of productivity hacks and you could almost have an entire session on that.

351 00:35:48,700 -> 00:35:54,000 I love learning more productivity hacks and all about automation that you can use.

352 00:35:54,300 -> 00:36:01,300 And, so I would say, partner stack, typeform, slack, those are the most that I personally use.

353 00:36:01,300 -> 00:36:12,500 I know on the other side of our Partnerships team, they use crossbeam a lot and seeing overlap more for their Partnerships make sense, okay?

354 00:36:13,500 -> 00:36:14,300 Great.

355 00:36:14,400 -> 00:36:19,200 And then as far as slack, do you create slack groups for each of your partners?

356 00:36:19,200 -> 00:36:22,000 Or how do you manage communication with Partners in Slack?

357 00:36:24,500 -> 00:36:25,700 That's a great question.

358 00:36:26,000 -> 00:36:36,000 We have I think it depends on we try and stay away from it unless that's exactly how the partner wants to communicate.

359 00:36:36,100 -> 00:36:44,000 The reason being is you don't want to have a million slack messages from your partner is just Vic.

360 00:36:44,000 -> 00:36:50,200 A lot of times they will ask a question where it will build, you know resolve it on their own as well.

361 00:36:51,100 -> 00:36:53,900 So we encourage them to reach out to us on Partner stack.

362 00:36:54,500 -> 00:36:56,300 Messaging because it's just easier.

363 00:36:56,300 -> 00:36:59,100 And that's where all their referrals and information is.

364 00:36:59,100 -> 00:37:08,000 So it's one platform, but we do, you know, make exceptions for a certain Partners if that's kind of the only way to communicate with them.

365 00:37:08,000 -> 00:37:13,000 Then we will make it work but That's great.

366 00:37:13,300 -> 00:37:24,500 It's always, you know, these details of how you work together, how we work to the community that can either like make or break these experiences and ultimately the productivity.

367 00:37:24,500 -> 00:37:25,900 So that's why I ask those kind of questions.

368 00:37:26,400 -> 00:37:40,700 Yeah, and I think, I mean, I think traditional ways of communicating are kind of being thrown out the window now and it's all what works best for a partner or for yourself and your own productivity.

369 00:37:40,700 -> 00:37:52,900 So I think it's just Being flexible on what people like to do, some people don't like to get on Zoom or like, some people are video shy, and they prefer to go over email, you know?

370 00:37:52,900 -> 00:37:55,000 You just have to be flexible.

371 00:37:57,300 -> 00:38:09,100 So with that, we would love to wrap up with a point of advice or any encouragement that you have for the overall B2B Tech Community.

372 00:38:10,300 -> 00:38:15,600 This morning, we heard the news about meta Letting Go almost 11,000 employees.

373 00:38:15,600 -> 00:38:26,000 Salesforce, there's a lot of these lip layoffs, taking place left and right and it's just a hard time to see your friends and fellow colleagues go through all of this.

374 00:38:27,000 -> 00:38:30,700 So you know, just being mindful of what's happening today.

375 00:38:31,000 -> 00:38:40,100 And then also just, you know, with the best practices that we're all learning they today, is there anything that you would offer out there as advice or encouragement?

376 00:38:41,500 -> 00:38:51,300 Yeah, I would say, as far as the layoffs and everything going on in the tech world, that can be kind of nerve-racking to see everything that's going on.

377 00:38:51,300 -> 00:38:57,000 But you are not defined by your job, you know, you bring a lot of skills to the table.

378 00:38:57,000 -> 00:39:02,500 So even if you are laid off, you know, there's a lot of opportunities out there.

379 00:39:02,500 -> 00:39:06,300 There are areas of tech that are still growing a ton.

380 00:39:07,100 -> 00:39:12,300 And, so I would say just kind of keep your head up and it's not you.

381 00:39:12,300 -> 00:39:17,100 It's your fault and yeah, keep pushing forward.

382 00:39:17,100 -> 00:39:19,000 And see, where can you go from here?

383 00:39:21,300 -> 00:39:22,100 That's awesome.

384 00:39:22,400 -> 00:39:28,100 Alright well thank you so much Mattea, really appreciate your time.

385 00:39:28,400 -> 00:39:40,300 Sharing your story with us and giving us some really awesome strategic and tactical points of insights that we can now hit the ground running with if we're interested in getting into Partnerships.

386 00:39:40,700 -> 00:39:42,800 So, thank you so much.

387 00:39:43,400 -> 00:39:49,000 We will be sending out this recording to all of those who registered and attended.

388 00:39:49,000 -> 00:39:50,600 So, thank you for joining.

389 00:39:50,600 -> 00:40:03,600 We have our next event coming up as soon as next week, and it is going to be about creating human marketing experiences across the pipeline.

390 00:40:03,600 -> 00:40:08,600 So, we will cut off there at the top, but we have got a great lineup of speakers from sin do.

391 00:40:08,600 -> 00:40:16,600 So and roll works, and Marco were also going to have a magic show that we're going to wrap up this event with.

392 00:40:16,600 -> 00:40:18,600 So it's going to be a great event.

393 00:40:18,600 -> 00:40:24,200 Check it out and I will see you next week, have a wonderful rest of your week.

394 00:40:24,300 -> 00:40:24,800 Take care.

1 00:03:07,200 -> 00:03:08,900 Hello, everyone.

2 00:03:09,100 -> 00:03:11,000 How are you doing?

3 00:03:11,100 -> 00:03:12,900 Happy Wednesday.

4 00:03:13,100 -> 00:03:17,000 And I know the temperatures range all across wherever you're tuning in from.

5 00:03:17,000 -> 00:03:26,900 I see, folks from Scottsdale Texas to Chi from the cold in Boston here I am in Honolulu Hawaii, and it's about 80 degrees or so.

6 00:03:26,900 -> 00:03:28,000 So I am not complaining.

7 00:03:29,900 -> 00:03:31,100 Hello danilot.

8 00:03:31,100 -> 00:03:31,500 Yep.

9 00:03:31,500 -> 00:03:33,300 And we got Natalie Seattle.

10 00:03:33,300 -> 00:03:37,500 So this is, this is great to have representation across the states.

11 00:03:37,800 -> 00:03:45,100 Today, we're going to have a great panel plus bonus magic show.

12 00:03:45,300 -> 00:03:47,500 So it's going to be a really fun event.

13 00:03:47,500 -> 00:03:53,800 We're going to have first part, A really rich discussion around human-to-human marketing, even more.

14 00:03:53,800 -> 00:04:04,800 So this is such a key element to having those human touch points across your entire buyer Journey, even through the customer retention experience.

15 00:04:04,800 -> 00:04:12,700 So we have got some of our panel It's represented from Roll, Works sin do so and Marco will become joining very shortly.

16 00:04:12,900 -> 00:04:24,300 In the meantime, as you have questions, feel free to drop them in the Q&A Tab and I will pull them up as they're relevant to the conversation that we're having.

17 00:04:24,300 -> 00:04:25,500 So you are just as much.

18 00:04:25,500 -> 00:04:36,700 A participant in this conversation as we are dialoguing on stage, then we're going to wrap up this event with an amazing virtual magic show all led by.

19 00:04:36,900 -> 00:04:39,200 Bye Marco experiences and Kevin Blake.

20 00:04:39,200 -> 00:04:44,000 So that's going to be really fun and yeah it's going to be great event today.

21 00:04:44,200 -> 00:04:49,900 So with that I would love to introduce our panelists to the stage.

22 00:04:49,900 -> 00:04:51,100 Please join me.

23 00:04:51,300 -> 00:04:55,400 Emily Daniel O Brien Suman.

24 00:04:58,200 -> 00:04:58,200 Hi.

25 00:04:59,500 -> 00:05:00,200 Hey, how's it going?

26 00:05:01,000 -> 00:05:01,500 How's it going?

27 00:05:04,200 -> 00:05:06,000 Will be colder out to be you're doing.

28 00:05:06,000 -> 00:05:10,600 And if you don't mind, Reducing your cells, will start with Brian, and then go all the way around.

29 00:05:11,200 -> 00:05:15,800 Let us know where you're tuning in from and what you do?

30 00:05:15,800 -> 00:05:19,100 And a little bit about each of your company's, your thanks.

31 00:05:19,100 -> 00:05:27,800 I am joining you from Long Island, New York, and I am the EBP of sales and account management at send do so.

32 00:05:28,300 -> 00:05:38,300 And really looking forward to this conversation and, you know, the human market experience in human to human approach is Everything that Santos was built on.

33 00:05:38,300 -> 00:05:40,000 So looking forward to the discussion.

34 00:05:42,600 -> 00:05:43,000 Awesome.

35 00:05:43,000 -> 00:05:44,800 I handed over to you, Emily.

36 00:05:46,100 -> 00:05:47,000 Hi, everyone.

37 00:05:47,300 -> 00:05:48,100 I am Emily.

38 00:05:48,100 -> 00:05:50,000 I am a technical marketing manager.

39 00:05:50,000 -> 00:05:58,400 Over a troll Works where an account based platform focused on helping our customers deliver or in find and deliver.

40 00:05:58,400 -> 00:06:04,300 Their most high-quality leads, I have been a troll works for about three years and super excited to chat with you all today.

41 00:06:05,900 -> 00:06:06,800 Thanks, Emily.

42 00:06:07,000 -> 00:06:07,600 Daniel.

43 00:06:07,600 -> 00:06:15,100 Oh, hey, sorry, I am having some technical difficulties here but hopefully everybody can hear me.

44 00:06:16,300 -> 00:06:19,500 I head up the SDR team here at roll.

45 00:06:19,500 -> 00:06:21,600 Works been doing it for it.

46 00:06:21,600 -> 00:06:26,900 Would take about 15 or so years and just love the space.

47 00:06:27,700 -> 00:06:32,200 I have been with companies like Marketo, semantics Aruba Networks and so forth.

48 00:06:32,200 -> 00:06:37,800 So very happy to be here and To be with this amazing panel.

49 00:06:39,600 -> 00:06:40,900 Thanks, Daniel asuman.

50 00:06:41,700 -> 00:06:46,800 Hey, Gina Suman CEO and co-founder of Marco equally excited to be here.

51 00:06:46,800 -> 00:06:47,600 As part of the panel.

52 00:06:47,600 -> 00:06:55,800 Similar to what Brian said, what we're building at Marco is really centered around, making the human kind of connection through experiences more accessible.

53 00:06:56,000 -> 00:07:00,200 So, so excited to be here Great, thank you all.

54 00:07:00,400 -> 00:07:07,400 Alright, so, you know, in this age of big data and automation, it's so important.

55 00:07:07,400 -> 00:07:13,400 I mean, even more than that, let us layer on what's Happening across Tech with layoffs and recession uncertainty.

56 00:07:13,400 -> 00:07:14,600 So, even more.

57 00:07:14,600 -> 00:07:28,300 So, in the sea of emails ads calls, it's like, I feel like every B2B marketer is completely Reinventing how they approach marketing with tighter budgets and being a lot smarter.

58 00:07:28,400 -> 00:07:30,500 Smarter and more performance data driven.

59 00:07:30,500 -> 00:07:42,900 So human centricity across the customer journey is going to stand out over the others and you know, how we're defining human to human marketing.

60 00:07:42,900 -> 00:07:54,000 And I would love to hear each of your definitions to this too, but it's a way you can see and interact with your customers as human first and customers second.

61 00:07:54,000 -> 00:07:58,300 So let us unpack this a little more how to each of you.

62 00:07:58,700 -> 00:08:00,500 Human to human experiences.

63 00:08:00,500 -> 00:08:05,300 In go-to-market across each of your relative areas of responsibility.

64 00:08:09,500 -> 00:08:10,300 I can hop in here.

65 00:08:10,900 -> 00:08:15,300 So I think I was thinking about how to answer this question.

66 00:08:15,500 -> 00:08:19,800 And first of all, in my opinion, how you think about like marketing or sales?

67 00:08:19,800 -> 00:08:28,400 Just generally is helpful and so to us, you know, marketing and sales is really educating customers and then kind of selling your offering ultimately.

68 00:08:28,400 -> 00:08:33,600 But a lot of people talk about sales and marketing really is being able to find customer pain.

69 00:08:33,799 -> 00:08:37,900 And so they're not going to folks are going to listen to you as customers and purchase from you.

70 00:08:37,900 -> 00:08:40,799 If you don't really Understand their problems.

71 00:08:40,900 -> 00:08:51,500 So for us I think you're much more likely to find that pain if you come at it from a human angle so you actually have empathy for your customers and I think you mentioned a couple of themes.

72 00:08:51,500 -> 00:08:56,900 One is like big data and how do you kind of Leverage that but also, how do you be human at the same time?

73 00:08:56,900 -> 00:08:59,000 And I think those aren't mutually exclusive to us, right?

74 00:08:59,000 -> 00:09:18,700 So you can still have a robust kind of data me, analytics, and use those to measure kind of how efficacy of your marketing programs but still show up as a human still listen to your Various still use that to inform how you show up in individual interactions, as well as how that manifests in your overall brand and your value proposition.

75 00:09:19,500 -> 00:09:26,200 So yeah, I think fundamentally, you know, having that as part of how you view marketing is a function to us is super important.

76 00:09:29,100 -> 00:09:34,200 Little bit duplicative to that is, it's all about the connections.

77 00:09:34,200 -> 00:09:49,700 You create with the people you're speaking to and, you know, in an age of video that has completely turned our Outreach upside down, the human connection is much harder to make without walking through the hallways and sitting in a conference room with your clients and Prospects.

78 00:09:50,500 -> 00:09:56,700 So finding new ways to make those connections is vital to the growth of, you know, marketing and sales organizations.

79 00:09:57,100 -> 00:10:00,400 So having I am these new opportunities to do.

80 00:10:00,400 -> 00:10:02,100 So, through companies like mine.

81 00:10:02,100 -> 00:10:02,500 It's a do.

82 00:10:02,500 -> 00:10:11,000 So, and Marco and roll words, these are just things you have to have in your Tech stack in order to create these connections moving forward.

83 00:10:11,200 -> 00:10:14,500 So it's all to me and to us, it's know so it's all about.

84 00:10:14,500 -> 00:10:17,500 What is that human connection mean and how do you get there quickly?

85 00:10:19,900 -> 00:10:27,900 For me, for me, from a marketing perspective, I really do think about human to human experiences.

86 00:10:28,100 -> 00:10:35,600 Like I think all of you said is as finding those pain points that your customers are having and really providing them with those actionable Solutions.

87 00:10:36,400 -> 00:10:41,700 And then I am also thinking about how we can get really focused on the Right audience for those programs.

88 00:10:41,700 -> 00:10:49,200 So using all the data at our fingertips, thinking about how I can make my programs be more one-to-one or one too few?

89 00:10:49,700 -> 00:10:53,700 Even if they are one of the few, how can I make them feel more one-to-one?

90 00:10:54,500 -> 00:11:04,700 So part of that is just getting really focused on who has the highest likelihood of buying right now who's raising their hands wanting to talk to sales and then really tightening up that messaging.

91 00:11:04,700 -> 00:11:06,900 So you know what your audience cares about?

92 00:11:06,900 -> 00:11:13,400 You're not throwing out 20 different messages at once and just hoping one sticks were able to deliver the right message every time.

93 00:11:15,700 -> 00:11:17,900 Yeah, that's something that I just wanted to Echo.

94 00:11:17,900 -> 00:11:20,000 You know what Emily said, right?

95 00:11:20,000 -> 00:11:27,100 We tend to talk about, you know, being empathetic, being personalized and so forth in our Outreach.

96 00:11:27,100 -> 00:11:30,700 But like before you even get to that point, right?

97 00:11:30,700 -> 00:11:39,700 I think you need to take a, you know, broader, you know, look at things and really think about it from a 30,000 foot view what that really means, right?

98 00:11:39,700 -> 00:11:44,700 So for us it's really taking that customer Obsession that everybody.

99 00:11:44,900 -> 00:11:48,900 It's about its one of those buzzwords and operationalizing it, right?

100 00:11:48,900 -> 00:11:53,000 So what I mean by that is you know Emily talked about this, right?

101 00:11:53,000 -> 00:11:58,300 Reaching out to the right people with the topic that they care about, at that time, right?

102 00:11:58,300 -> 00:12:04,400 So we have Technologies today that are available to help us get a lot more focused, you know.

103 00:12:04,400 -> 00:12:08,200 So we're not, you know, spraying and praying sort of speak, right?

104 00:12:08,400 -> 00:12:14,300 Or even in a situation where you try and personalize the message, but it's not the right message at that time.

105 00:12:14,800 -> 00:12:16,000 It's a miss, right?

106 00:12:16,000 -> 00:12:33,600 So as much as you want to do that, you know, good work of, you know, getting into the weeds personalizing really looking up, you know, someone's background or doing research on the company, you got to step back a little bit and just make sure is this the right company and the right person to reach out to at this point, right?

107 00:12:34,100 -> 00:12:37,200 Because that's going to be a huge, huge piece of it.

108 00:12:37,500 -> 00:12:44,700 The other thing that I like to think about that, we do really well here internally, you know a troll works, is it?

109 00:12:44,900 -> 00:12:47,800 Not just about the handoff these days, right?

110 00:12:47,800 -> 00:12:51,500 It's a lot about the cross functional overlap, right?

111 00:12:51,500 -> 00:12:53,600 It may be a situation, Emily, what?

112 00:12:53,600 -> 00:13:00,200 Then I will talk about this later where, you know, there is an initial hand off, but then it gets Revisited, right?

113 00:13:00,200 -> 00:13:03,600 Like she's just going to jump in afterwards then nasty.

114 00:13:03,600 -> 00:13:05,900 Our team is going to jump in and so forth, right?

115 00:13:05,900 -> 00:13:13,100 So you really got to think through this in terms of the human to human component, from operational perspective as well.

116 00:13:13,400 -> 00:13:14,700 And not just coach people.

117 00:13:14,800 -> 00:13:21,100 People to talk about, you know, specific items that, you know, or messaging that's going to be relevant.

118 00:13:22,700 -> 00:13:23,100 Yeah.

119 00:13:23,500 -> 00:13:24,600 Oh, go ahead, jump in.

120 00:13:25,300 -> 00:13:32,900 No, I was just going to say I think it's sometimes helpful to giving anecdotes for some of these things we can't talk about it.

121 00:13:32,900 -> 00:13:33,400 Conceptually.

122 00:13:33,400 -> 00:13:38,100 So give one which is what we something we were doing with internally with their team.

123 00:13:38,300 -> 00:13:44,300 So Marco helps companies build culture through event so that could be virtual personal TD Retreat.

124 00:13:44,500 -> 00:13:58,700 And one of the things we do, and we're trying to operationalize to delete danilo's point is we did a retreat for a company went well but then now we're operationalizing kind of pre and post sale kind of conversations and Vague.

125 00:13:58,900 -> 00:14:28,000 And I joined one yesterday with a great company and mental health space and learned a lot from a human who was a customer and a happy customer but then walked away with their from the conversation with the head of sales saying, oh these are you know various things we did clarify within our offering or improve and this is how we're going to sell again, but that's almost like a nice knock-on effect but really the important thing was we were able to form a human connection and really View.

126 00:14:28,100 -> 00:14:36,800 Do the relationship as a partnership versus just kind of transactional sale, which I think is really helpful, particularly, we're fairly early stage, right?

127 00:14:36,800 -> 00:14:51,000 So for us, getting feedback from customers is truly, I mean, I think it is always a gift, but it's particularly more so a gift as you're, as you're really kind of iterating on the product in the offering to us, that to me, that's a good example.

128 00:14:51,300 -> 00:14:58,000 And then I attended an event yesterday with a company called Mutiny, which is basically they optimize your landing pages with kind of AI.

129 00:14:58,200 -> 00:14:59,100 Really cool company.

130 00:14:59,400 -> 00:15:06,300 And one of the individuals there have looked into me and, you know, looked into what Market was, and that sort of thing.

131 00:15:06,400 -> 00:15:08,100 And, and we had a good conversation.

132 00:15:08,100 -> 00:15:14,500 And then we both talked about how we might build work together, help each other, and so that, but I will remember that person, right?

133 00:15:14,500 -> 00:15:16,500 And kind of their story.

134 00:15:16,700 -> 00:15:19,800 And so, at the end of the day, we are all human rights.

135 00:15:20,300 -> 00:15:22,400 All of us on this call and all the folks listening.

136 00:15:22,800 -> 00:15:27,800 So, I think that's important to keep in mind, especially in a time when things can be quite stressful.

137 00:15:28,100 -> 00:15:41,600 And you're kind of Doom scrolling on the news and Twitter and then just sometimes reminding yourself that like the person on the other side of the conversation is in kind of row in a spreadsheet that you're trying to optimize, but they're human being is helpful.

138 00:15:42,900 -> 00:15:53,500 Yeah, and I want to Echo that, right because a lot of times, you know, what happens is people you know really fixate on the short-term, right?

139 00:15:53,500 -> 00:15:53,700 Sure.

140 00:15:53,700 -> 00:15:54,600 We all have a quarter.

141 00:15:54,600 -> 00:15:56,200 We need a head, right?

142 00:15:56,400 -> 00:15:58,000 It's cute for we got a closed business.

143 00:15:58,300 -> 00:16:00,300 CL from a Str perspective.

144 00:16:00,300 -> 00:16:02,400 How do we build that pipeline, right?

145 00:16:02,400 -> 00:16:11,600 And see that immediacy but, you know, to your point sumon on this one, you got to think about, you know, building that relationship.

146 00:16:11,600 -> 00:16:17,800 You got to think about the long game and a lot of people on the collar like, well, that doesn't help me right now.

147 00:16:17,900 -> 00:16:18,900 Yeah, it doesn't.

148 00:16:18,900 -> 00:16:28,000 But it will come around right, and so I always, you know, talk about this from an SD, our perspective, it's not just about book in the meeting right now.

149 00:16:28,100 -> 00:16:35,400 Oh, it's about, you know, incorporating, you know, the nurture piece of it into the equation.

150 00:16:35,400 -> 00:16:39,400 It's not just the responsibility of the marketing team to do that.

151 00:16:39,400 -> 00:16:41,300 You got to do that from a sales perspective.

152 00:16:41,300 -> 00:16:49,000 You got to do that from a Str perspective, you know, so much spot on man with building that relationship.

153 00:16:49,000 -> 00:16:51,000 That's, that's, that's what it's about.

154 00:16:53,300 -> 00:16:53,900 That's really powerful.

155 00:16:53,900 -> 00:17:06,700 What you're beginning to describe, especially with the I meant the one team alignment between sales and marketing to really make that human touch authentic and meaningful across the funnel.

156 00:17:07,900 -> 00:17:23,000 I would love to double-click a little bit more into the strategies like a cross across a process, but before we go into strategies and tactics, you know, we were talking a little bit about some of the vital qualities of human-to-human marketing.

157 00:17:23,000 -> 00:17:26,400 So just continuing to unravel a little bit more of that.

158 00:17:27,300 -> 00:17:33,900 Meaning like, okay, so we're talking about being human and yeah, it's like, duh, we should know what that's like.

159 00:17:33,900 -> 00:17:35,100 But what is that?

160 00:17:35,100 -> 00:17:38,700 What are some of the key qualities that you all are seeing?

161 00:17:39,300 -> 00:17:42,800 That's translating over into the work that you do?

162 00:17:44,700 -> 00:17:47,000 I think the human to human interactions.

163 00:17:47,000 -> 00:17:53,100 Are obviously their personalized, transparent authentic, but at the same time, something really important.

164 00:17:53,100 -> 00:17:55,000 There's their also really timely.

165 00:17:55,800 -> 00:18:14,100 So, as marketers and the salespeople, we have so many data at our fingertips, that we can use to really Target somebody with the right message at the right time, the right buying Persona, so I Rovers freezing, our own product to define journey stages, basically, buying stages that I work with Noah, and his team on defining.

166 00:18:14,600 -> 00:18:16,100 It's kind of two-way street.

167 00:18:16,100 -> 00:18:21,700 There were able to get a really clear picture by a combined combining data from our CRM.

168 00:18:21,700 -> 00:18:24,000 So that's like sales engagement or marketing.

169 00:18:24,000 -> 00:18:33,800 Automation platform, more of those like form fills campaign responses, intent data and then website engagement to get a really clear picture of where somebody's at in their buying journey.

170 00:18:34,800 -> 00:18:44,400 And from there, we can really zero in on, you know, the people that are sales ready, raising their hands and from the marketing side we're going after those folks with air cover.

171 00:18:44,600 -> 00:18:56,900 Odds, nurture, emails Etc but then from the sales side, Nolan has teams using that information to really reach out to those people at the right time and were able to identify what message is going to work right for them.

172 00:18:57,500 -> 00:19:10,100 And then even create Dynamic campaigns that can change the offer or message depending on when the final stage changes to really, just support the sales team and stay top of Mind against competition.

173 00:19:12,900 -> 00:19:18,800 Yeah, just to add to that, just very basic things that are really important.

174 00:19:18,800 -> 00:19:24,600 It's, you know, I think the know who you're talking to piece really helps create that experience.

175 00:19:25,600 -> 00:19:37,100 If you know, you're going to be speaking to someone who is in a VM, why you talk, while you tell them how your use cases for sales of Client Services can benefit them, they don't care, right?

176 00:19:37,100 -> 00:19:42,300 So if you create the conversation on what they care about, that's really important.

177 00:19:42,700 -> 00:19:48,900 And that alone will create this personal Human Experience because now you're having a conversation about what they really care about.

178 00:19:50,300 -> 00:19:51,700 Sometimes you just miss the basics.

179 00:19:52,300 -> 00:19:52,900 Hmm.

180 00:19:54,200 -> 00:19:56,900 So can we dive into some of the tools?

181 00:19:56,900 -> 00:20:00,100 Like what our strategy and tools that you're starting to touch it?

182 00:20:00,100 -> 00:20:11,000 Emily, you know, cross funnel, but what are some key strategies and tools that, and we can start from even at the awareness part of the funnel and let us make our way all the way through.

183 00:20:11,500 -> 00:20:19,200 So just from that initial touch point because there was a recent Forrester stat that said that it requires close to 27.

184 00:20:20,000 -> 00:20:22,700 All touch points for the average B2B buyer.

185 00:20:22,700 -> 00:20:24,400 These days post pandemic.

186 00:20:24,800 -> 00:20:26,200 It might even be more than that.

187 00:20:27,000 -> 00:20:33,400 And majority of that exploration of the buyer is taking place so low and that's how they want it.

188 00:20:33,900 -> 00:20:38,400 So how are we making that experience human?

189 00:20:39,600 -> 00:20:48,900 Well, I mean, I am a little passionate around this, you know, in and I get a little irritated by the stats.

190 00:20:49,100 -> 00:21:02,300 You know, because I will be honest, you know, you hear these stats and it's, you know, and what happens, you know, you have the SDR is that are basically adopting that, right?

191 00:21:02,300 -> 00:21:12,700 And you got Str teams that are like emulating that and, you know, quite honestly, you know, Actuated and reinforcing that narrative, right?

192 00:21:13,100 -> 00:21:23,700 Because will hero, you got to have a sequence as, you know, 13, 14 touches, right and Outreach or salesloft, or, you know, whatever tool you're using out there.

193 00:21:24,200 -> 00:21:36,300 And as opposed to figuring out a way to cut that amount of interaction down, we just actually create those sequences that long and just reinforce it, right?

194 00:21:36,300 -> 00:21:37,300 And that's brutal.

195 00:21:37,300 -> 00:21:46,000 Because if you're on the other end of it, It, you know, you're opting for more of a, you know, quantity than a quality approach, right?

196 00:21:46,200 -> 00:21:53,100 And so, you know, the goodness is, in the details doubles, not in the details, it's a goodness.

197 00:21:53,100 -> 00:21:55,100 That's in the details right now, like that.

198 00:21:55,100 -> 00:22:08,400 Well, you know, that just to give a shot out to get O'Brien of the team out there at Sand, do, so we use the heck out of, so do, so I don't care what our budget is forced to do.

199 00:22:08,400 -> 00:22:12,900 So if we're booking Things like let us get that budget as big as possible.

200 00:22:12,900 -> 00:22:15,400 So Brian and closing some deals here for you.

201 00:22:15,700 -> 00:22:19,400 But like, that's the approach you want to take, right?

202 00:22:19,400 -> 00:22:23,900 Is it's not about throwing out a, you know, Amazon gift card.

203 00:22:23,900 -> 00:22:24,300 Right?

204 00:22:24,300 -> 00:22:28,400 It's about, you know, maybe doing a, you know, Wellness kit.

205 00:22:28,400 -> 00:22:34,500 Emily can talk a little bit about that or you see somebody that you know, has you know pets.

206 00:22:34,600 -> 00:22:38,200 You know you're doing a kit for, you know for dogs.

207 00:22:38,200 -> 00:22:39,200 I got three of them.

208 00:22:39,700 -> 00:22:47,200 So if I am getting a Centos will gift, you know, that's pet-related got one of those lazy dogs, right next?

209 00:22:47,200 -> 00:22:51,000 To me, sleep in a way as I am on a webinar, right?

210 00:22:51,000 -> 00:22:57,400 So you just got to get more relevant with what you're actually putting out there, right?

211 00:22:57,400 -> 00:23:02,800 And not taking the, you know, oh, it's sticking to take 27 touches.

212 00:23:02,800 -> 00:23:06,000 Okay, well that maybe you know what we're doing.

213 00:23:06,000 -> 00:23:07,700 Now, how do we get that?

214 00:23:07,700 -> 00:23:10,300 Like 12 or a Right?

215 00:23:10,700 -> 00:23:26,500 So that we're providing a lot more relevancy to what they're going to digest versus that, you know, mentality of like, I am going to choke you with so much information until you know, scream uncle and okay.

216 00:23:26,500 -> 00:23:27,200 Sure you're going to.

217 00:23:27,200 -> 00:23:28,900 You're going to hear back from me, right?

218 00:23:28,900 -> 00:23:30,700 But it's going to be a no, right?

219 00:23:30,700 -> 00:23:32,100 Or it's going to be a knock-down.

220 00:23:32,600 -> 00:23:37,100 So I know I went off there a little bit, but I am just passionate about this.

221 00:23:37,700 -> 00:23:52,100 Yeah, it's Really, really important to me that our team is providing value to the folks on the other end and be mindful of when do we get those replies?

222 00:23:52,100 -> 00:23:58,100 Are we getting them on step 3, or is it 9:00, you know, and how do we get better?

223 00:23:58,400 -> 00:24:02,100 So I will shut up and pass the someone else greens.

224 00:24:03,500 -> 00:24:05,400 I think you missed the fine print on that survey.

225 00:24:05,400 -> 00:24:09,100 It said, if you're doing things, the way you were 10 years ago, it's going to take you 27.

226 00:24:10,200 -> 00:24:10,500 Right?

227 00:24:11,800 -> 00:24:17,300 We need to change the way you're doing your Outreach, and lean on the new things that are in Market to help you get there.

228 00:24:18,100 -> 00:24:19,600 So do so obviously being one of them.

229 00:24:19,600 -> 00:24:23,400 So, thank you for the shout out but there are things you can be doing differently.

230 00:24:23,400 -> 00:24:26,100 It's the stale organizations that are still happy.

231 00:24:26,100 -> 00:24:26,600 That's trouble.

232 00:24:29,700 -> 00:24:30,400 That's kind of funny.

233 00:24:30,400 -> 00:24:32,500 So I sent an email to a we're doing it.

234 00:24:32,500 -> 00:24:35,100 We do events for internal and external use cases.

235 00:24:35,100 -> 00:24:37,100 So, we're doing ahead of community of that.

236 00:24:37,100 -> 00:24:44,900 We will often sell to VCS or heads of community at companies, and they do a bunch of events to activate their Community as commercial interest and so forth.

237 00:24:45,100 -> 00:24:49,100 But we're doing this really curated event with Robert.

238 00:24:49,100 -> 00:24:51,000 Who's the founder of daybreaker?

239 00:24:51,000 -> 00:24:51,800 It's amazing Community.

240 00:24:51,800 -> 00:24:52,900 She's also an entrepreneur.

241 00:24:53,000 -> 00:25:02,300 She wrote a book called The Long, which is about community building, and then we invited the head of Immunity who hadn't responded to a few emails of mine in a bit for this BC.

242 00:25:02,300 -> 00:25:05,000 And she immediately goes, oh my gosh, this looks amazing.

243 00:25:05,000 -> 00:25:06,100 I actually can't make it.

244 00:25:06,100 -> 00:25:07,700 But thank you so much for the invite.

245 00:25:07,700 -> 00:25:14,100 I am going to invite this, you know, had a couple of my people from my firm join unless definitely catch up as soon as possible.

246 00:25:14,600 -> 00:25:21,600 So it's kind of interesting because, of course, we have certain sequences, and we're figuring out who to Target, but that resonated, right?

247 00:25:21,600 -> 00:25:27,000 And so, it resonated because we thought about the actual format of what that what we're asking.

248 00:25:27,200 -> 00:25:27,400 Yeah.

249 00:25:27,700 -> 00:25:34,200 Ask given a skit, hopefully that experience should be providing value to them the same way.

250 00:25:34,200 -> 00:25:35,500 I mean, Junior putting this together.

251 00:25:35,500 -> 00:25:41,100 Hopefully folks, on this, on this call can get some value, and it's not just a one-way value Street.

252 00:25:41,100 -> 00:25:46,200 You're asking, and receiving as well, but So good.

253 00:25:46,800 -> 00:25:53,100 So what are some strategies and tactics that we have a sense?

254 00:25:53,100 -> 00:25:54,200 Clearly not working.

255 00:25:54,200 -> 00:26:05,600 So that's the inundation all of us are experiencing right now with emails ads and it's not really resonating, you know, but what is working.

256 00:26:05,700 -> 00:26:07,800 So what have you all been doing it?

257 00:26:07,800 -> 00:26:13,500 Like, are there any strategies or creative ideas that you're currently implementing?

258 00:26:13,500 -> 00:26:14,400 That's really working?

259 00:26:14,400 -> 00:26:19,400 Well, I can touch on the wellness kit that Danilo mentioned.

260 00:26:19,400 -> 00:26:25,900 So basically all of our reps have this Wellness kit has like chicken noodle soup.

261 00:26:25,900 -> 00:26:33,900 Like all things kind of comfort related in this Wellness kit and all of our reps have access to some this, to their customers and their prospects.

262 00:26:34,200 -> 00:26:45,800 But we initially launched this, it was because we were getting a lot of feedback from Danilo and his team that they were seeing open rates were down, reply rates were down, and we really needed to find a way.

263 00:26:46,000 -> 00:26:47,900 To re-engage this audience.

264 00:26:48,600 -> 00:27:01,000 So we pulled our Target account list of all the people that had been not responding to emails but had responded to us in the past and basically acknowledged that it was, it was early winter.

265 00:27:01,000 -> 00:27:08,200 A lot of people were under the weather understanding that when they kind of come back, they're probably going to have a really increased workload.

266 00:27:08,200 -> 00:27:10,500 So what can we do to help them on both friends there?

267 00:27:11,200 -> 00:27:15,800 So, we sent them this Wellness kit to help them kind of recover as they come back into work.

268 00:27:15,900 -> 00:27:22,500 And then we're also pairing that with something helpful to help them, you know, hit the ground running once they come back into the office.

269 00:27:22,500 -> 00:27:24,800 So we paired it with our AVM play generator.

270 00:27:25,800 -> 00:27:29,600 Hello and his team were going out to customize and Prospects that way.

271 00:27:29,600 -> 00:27:35,100 But then on the marketing side we were providing air cover ads with very, very simple.

272 00:27:35,100 -> 00:27:38,500 Add to this audience with no CTA.

273 00:27:38,500 -> 00:27:40,400 It just had some text on it.

274 00:27:40,400 -> 00:27:46,800 That said, check your email from us, this actually increased open rates about 20% across this email program.

275 00:27:46,900 -> 00:27:53,000 And then, after once, once the people started redeeming, we started targeting them with those a VM play generator ads.

276 00:27:53,600 -> 00:28:04,200 We were able to see about an 11% redeemed opportunity, right on this, just by getting sales to open the or just by getting this gift, kind of opened the door for sales to really build those relationships.

277 00:28:06,700 -> 00:28:07,400 Right on.

278 00:28:11,500 -> 00:28:12,600 Stephen were even jumping?

279 00:28:13,100 -> 00:28:14,400 No, I was purely saying that.

280 00:28:14,400 -> 00:28:15,100 I think I love that.

281 00:28:15,100 -> 00:28:16,000 That's a great idea.

282 00:28:17,000 -> 00:28:20,400 That was the extent of my reaction but I can say some other stuff if you'd like.

283 00:28:21,600 -> 00:28:26,700 I mean if you have got anything else to contribute to what's working for you all.

284 00:28:27,200 -> 00:28:28,100 Yeah, it's interesting.

285 00:28:28,100 -> 00:28:32,100 I guess so, you know, on this subject of tools for us.

286 00:28:32,800 -> 00:28:35,800 So we are doing a lot of testing on paid marketing and growth rate.

287 00:28:35,800 -> 00:28:42,400 And what we have realized is from our experiences, the interesting thing for us is even though we're beat to be part of what we do.

288 00:28:42,400 -> 00:28:43,700 Feels consumer II.

289 00:28:43,700 -> 00:28:45,500 Yeah, consumer-friendly in nature.

290 00:28:45,500 -> 00:28:52,900 It's B2B to see the ultimate consumer is the employee or the Community member from the experiences events kind of standpoint.

291 00:28:53,200 -> 00:29:03,600 So, some folks actually don't necessarily from a product experience perspective, actually, just want to shop as they would normally, on a Marketplace, like Airbnb experiences or whatever it is.

292 00:29:03,900 -> 00:29:09,500 And then we have higher complexity products whether it's like a venue by outdoor Retreat or some newer.

293 00:29:09,500 -> 00:29:11,200 He's spending a lot of money and it's more.

294 00:29:11,400 -> 00:29:17,800 Flex where you really want to talk to someone and then it's like, how do we actually structure our lead flow?

295 00:29:17,900 -> 00:29:19,800 And we only have so many people right?

296 00:29:19,800 -> 00:29:20,100 Steph.

297 00:29:20,400 -> 00:29:23,600 So then with that multi kind of variable equation we're thinking about.

298 00:29:23,700 -> 00:29:24,000 Okay.

299 00:29:24,000 -> 00:29:27,300 How do we how does that inform product roadmap around?

300 00:29:27,300 -> 00:29:29,400 What should be what ought to be self cert?

301 00:29:29,500 -> 00:29:47,100 And I think this applies for mobile view be SAS as well, which is okay, you know, how really there should be damned for eternity to perhaps, you know, learn as much as you can and then at the right moment, bringing that human because you may not want to have a certain interaction and you may want to.

302 00:29:47,400 -> 00:29:51,100 I can actually mutiny is an example where they have a really great product.

303 00:29:51,100 -> 00:30:02,500 LED growth component, where you can actually literally redesign your website with beauty and so you can see the value of it and that I am like, oh gosh, I really want to talk to someone over there.

304 00:30:02,800 -> 00:30:11,200 And so it's this interesting Dynamic around human centricity, doesn't have to mean also to nil.

305 00:30:11,400 -> 00:30:23,400 Point, you know, let us just talk to people as much as we can and now I heard this buzzword called human to human interaction and how we were going to throw all our humans out to interact with many people as possible.

306 00:30:23,600 -> 00:30:27,500 I think if you hear some of these buzzwords that I think it's the same way of like growth hacking.

307 00:30:27,500 -> 00:30:33,600 People are right about growth hacking, and then they're like okay cool, we're gonna like create all these tests we're going to get all these customers.

308 00:30:34,000 -> 00:30:38,800 I think it's really taking that phrase in understanding how it ought to apply to your customer.

309 00:30:38,800 -> 00:30:49,900 So in our case, it's kind of like okay well Who do we, who should we talk to both from, you know, ability to solve their problems and bandwidth of our team.

310 00:30:49,900 -> 00:30:52,900 And that's how we're prioritizing kind of sales interactions.

311 00:30:52,900 -> 00:30:53,000 It?

312 00:30:53,000 -> 00:31:02,100 Ultimately, when we build more product is features for the high complexity stuff within our business, it will also still serve up human interaction in the right time.

313 00:31:02,100 -> 00:31:09,600 So we think about it in the context of not only sales and marketing but also product and other kind of areas of our business.

314 00:31:12,400 -> 00:31:17,800 But one other thing to touch on, just following up on what Emily said.

315 00:31:17,800 -> 00:31:30,000 And as you can see, you know, just from the examples that Emily share, and we're very spoiled here, we have got an amazing marketing team and it's just amazing partnership, right?

316 00:31:30,000 -> 00:31:31,800 So it just goes back to what I was saying.

317 00:31:31,800 -> 00:31:38,900 I think when we first started about, you know, the cross-functional team work, right?

318 00:31:38,900 -> 00:31:40,600 The overlap, right?

319 00:31:40,600 -> 00:31:42,500 So you No Emily shared.

320 00:31:42,500 -> 00:31:50,400 You know, an example or two, there are a couple things that stand out to me, you know, is you know, the high engagers, right?

321 00:31:50,400 -> 00:32:04,600 So if we have, you know, folks that are out there, you know, and you can tell this through Outreach or salesloft, or any of these platforms who's clicking on your links who's opening and multiple times, and so forth.

322 00:32:04,800 -> 00:32:11,100 So, you know, that those folks are interested, but there's something that's preventing them from, you know, replying to you.

323 00:32:11,100 -> 00:32:19,900 And Aim, you know whether it's hey, we're not quite ready this quarter, or we may be, you know, there's a budget constraint.

324 00:32:19,900 -> 00:32:25,500 I mean, that's your the climate that we're in, you know, today, for example.

325 00:32:25,500 -> 00:32:41,400 But you know, we do a really, really good job of marketing providing that are cover and jumping in with additional channels to really unstuck those folks, right?

326 00:32:41,500 -> 00:32:52,000 And so we will try a few different messages and depending on which message, they resonate, we kind of shift our mindset here to address that pain point.

327 00:32:52,100 -> 00:32:52,800 Right?

328 00:32:52,800 -> 00:32:58,100 Because, you know, typically you have that messaging that's like industry-focused, right?

329 00:32:58,300 -> 00:33:04,000 You have messaging, that's, you know, related to a particular product or so forth, right?

330 00:33:04,300 -> 00:33:10,800 But that's just doesn't cut it these days anymore, you got to go the Step Beyond and understand.

331 00:33:10,800 -> 00:33:11,400 Okay.

332 00:33:11,500 -> 00:33:14,700 Well, maybe it's dependent on the tech that they use, right?

333 00:33:14,700 -> 00:33:19,800 Could that be a trigger for what you know, messaging we want to use, right?

334 00:33:19,800 -> 00:33:23,600 So we have an amazing integration with HubSpot, for example, right?

335 00:33:23,600 -> 00:33:27,000 That you know, we want to know if that's a driver, right?

336 00:33:27,000 -> 00:33:37,000 So our marketing team does incredible job, you know, providing that are cover and putting those messages in and depending on what they're actually clicking on.

337 00:33:37,000 -> 00:33:40,800 You know, we're able to actually then get even a lot more.

338 00:33:41,500 -> 00:33:44,100 Or you know what the messaging Emily.

339 00:33:44,100 -> 00:33:57,100 I don't know if you want to jump in with an additional comment on that, but I think you all do an amazing job when it comes to that type of stuff to harm us with, you know, necessary tools from a messaging perspective.

340 00:33:58,300 -> 00:33:59,100 Thanks, Noah.

341 00:33:59,100 -> 00:34:00,900 Well, I grew I can definitely touch on that.

342 00:34:00,900 -> 00:34:05,200 I definitely think that we use our marketing automation platform.

343 00:34:05,200 -> 00:34:20,500 So much to kind of identify when these customers are responding to campaigns that are relevant to you know, certain topics certain Integrations, and then we also track who's visiting those pages, and we have trigger set up.

344 00:34:20,500 -> 00:34:35,400 So if somebody lands on a page that talks about are how spotted integration they're immediately going to be getting an email, it's usually going to From that assigned sales rep, just kind of continue building that relationship and make it feel like it's a human talking to another human.

345 00:34:36,100 -> 00:34:37,900 Just going to be giving them more information.

346 00:34:37,900 -> 00:34:52,199 It's very like light message just acknowledging that they have been looking at some of this content across the web and what can we do to help their experience be a little bit better and what can we do to help them?

347 00:34:55,500 -> 00:35:00,400 So rich, these are, these are like some amazing key insights and tips.

348 00:35:00,400 -> 00:35:01,700 Brian, where you go to say something?

349 00:35:02,400 -> 00:35:02,600 Yeah.

350 00:35:02,600 -> 00:35:29,000 Just going to add some of the a really focused on internally is to make sure we're focused on the full customer journey and where, as Danilo said, not just sending stuff to send stuff, I think the only other good thing about having a sending strategy within your Outreach programs is if I is to send, you know, a few ten emails to Danilo, and he wasn't getting back to me.

351 00:35:29,000 -> 00:35:31,800 But then I sent him a bone for his dog.

352 00:35:32,000 -> 00:35:37,700 We might be like, well for one second, that's creepy, but then he's like my dog.

353 00:35:37,900 -> 00:35:44,100 So I think the one place where you can get beyond the creepy is by sending someone a gift if it's going to work.

354 00:35:44,100 -> 00:35:50,000 And if this personalized and it's something that they can use, then all the creepiness goes away.

355 00:35:50,400 -> 00:35:56,400 So using the data to learn about people, and then using that as a benefit to you, We will break through the Clutter.

356 00:35:56,700 -> 00:36:09,200 Yeah, I think is, is again why we built what we built its and do so, but the externally, you know, you want to make sure that

you're getting into our clients workflows.

357 00:36:09,500 -> 00:36:25,100 So, to Emily's point the usage of or Danilo uses of HubSpot and all these other Technologies, we want to make sure that the doses available to you in those platforms so that as a client, you're able to streamline her entire process without having to go into multiple that forms.

358 00:36:25,800 -> 00:36:29,900 So I think that's a really big way we personalize for our clients.

359 00:36:34,300 -> 00:36:35,100 That's great.

360 00:36:35,400 -> 00:36:39,500 Yeah, that's a really good point that Brian just brought up, right?

361 00:36:39,500 -> 00:36:50,600 Because, you know, the more you need to go into, you know, different areas, you know, to find information, you know, human nature, right?

362 00:36:50,600 -> 00:36:51,800 The less you're going to do it.

363 00:36:52,000 -> 00:36:54,100 Hey, you know, let us be honest, right?

364 00:36:54,100 -> 00:37:05,700 We can preach, you know, about it, and we will get a lot of head nods but you know, you have to have a platform that's going to be, you know, Little more inclusive, right?

365 00:37:05,700 -> 00:37:11,800 That's going to be in the tools that you're currently, you know, your sales team in your SD, our team live it, right?

366 00:37:11,800 -> 00:37:20,400 So whether its sales force was, its HubSpot or, you know, one of the other, you know, crms out there and, you know, that's, that's what we do here.

367 00:37:20,400 -> 00:37:27,400 You know, a troll works as well as you know if you think about sales, you think about, you know, the Str realm.

368 00:37:28,500 -> 00:37:31,000 You want to be multi-threaded, right?

369 00:37:31,000 -> 00:37:40,500 What you don't want is You know, going after something that is very, very specific to that one particular person.

370 00:37:40,500 -> 00:37:40,800 Sure.

371 00:37:40,800 -> 00:37:47,500 You can personalize it, based on, you know, send me a bone Brian any time for my dogs, by the way.

372 00:37:47,700 -> 00:37:52,000 But you don't want to just rely on that piece of information, right?

373 00:37:52,000 -> 00:37:59,300 There's buying committees that these days are, you know if you're looking at strategic accounts, right?

374 00:37:59,300 -> 00:38:09,800 I mean could be 1520 people even with smaller organizations when You know, all our sales team pulls me in on calls to say, hey, how does Roller Shoes roll works?

375 00:38:10,800 -> 00:38:14,800 You know, there's two to three people on those calls, right at the very minimum, right?

376 00:38:14,800 -> 00:38:19,500 And that's just, you know, people that are into buying committee that are on the sales side, right?

377 00:38:19,700 -> 00:38:25,700 So, you want to make sure that as you're personalizing, this approach, you don't lose sight of that, right?

378 00:38:25,700 -> 00:38:27,400 It's not just about that individual.

379 00:38:27,400 -> 00:38:33,900 It's about, you know how that individual, you know, is basically.

380 00:38:34,000 -> 00:38:37,100 We interact with other people within that organization.

381 00:38:37,100 -> 00:38:41,900 So if you can see those data points, bring that into the conversation, right?

382 00:38:42,200 -> 00:38:50,500 Because they have got folks that they're working with internally, just like I work very, very closely with Emily and the rest of the marketing team.

383 00:38:52,400 -> 00:38:58,800 I think one app one interesting point is to throw back, but how to win, friends and influence people?

384 00:38:58,800 -> 00:39:02,300 I see a lot of folks have read the book, and I was just pulling it up to.

385 00:39:02,300 -> 00:39:05,900 There're six ways to make people, like you or become genuinely interested.

386 00:39:05,900 -> 00:39:06,800 In other people.

387 00:39:07,200 -> 00:39:09,500 Another really interesting is remembered the person's name.

388 00:39:09,600 -> 00:39:10,600 Be a good listener.

389 00:39:11,200 -> 00:39:16,500 Talk in terms of other people's interest and make the other person feel important sincerely.

390 00:39:16,700 -> 00:39:18,900 So you think about those lessons?

391 00:39:18,900 -> 00:39:25,800 Those are few that have always people always known What is the anecdote that Carnegie would write people's Nate?

392 00:39:25,800 -> 00:39:29,700 They have got on a note card and practice, you know what they're interested in now?

393 00:39:29,700 -> 00:39:31,000 We have all these tools, right?

394 00:39:31,000 -> 00:39:44,400 So we have C, we have sophisticated crms, we have multiple systems that can tell you, when you should say all that stuff with technology, whether it's in whatever Channel, it is, right, whether it's email or SMS, or whatever, whatever channel.

395 00:39:44,600 -> 00:39:50,400 So I think taking those lessons and then taking, you know, with a beginner's mind set around.

396 00:39:50,400 -> 00:39:52,000 Okay, now I have all this technology.

397 00:39:52,100 -> 00:39:53,400 How do I do that?

398 00:39:53,400 -> 00:39:56,400 And then do it authentically because if you just take it and then you're like, cool.

399 00:39:56,400 -> 00:40:00,800 Now, I am going to send everyone dog bones and like Willie, that's right, not going to work, right?

400 00:40:00,800 -> 00:40:09,300 But if you do it the right way, then with Brian and Danielle of might work, but Love that book.

401 00:40:10,000 -> 00:40:13,500 If you got the lake, feel free to drop it in chat for us.

402 00:40:13,500 -> 00:40:14,000 Human.

403 00:40:15,400 -> 00:40:21,800 I have I just put up the best summary of How to Win Friends and Influence People to well, alright, whatever you got, I think this is irrelevant.

404 00:40:25,900 -> 00:40:31,400 So, talking about high intent and really being able to identify that across a buyer Journey.

405 00:40:31,900 -> 00:40:34,300 Some of you have mentioned using your current CRM tools.

406 00:40:34,300 -> 00:40:37,200 Like what are you guys using like, a sixth sense?

407 00:40:37,200 -> 00:40:40,300 What tools are you using to track that?

408 00:40:40,300 -> 00:40:46,900 And how are you continuing to keep tabs and alignment with your marketing and sales teams?

409 00:40:49,900 -> 00:40:55,200 We're using our own tool roll Works to do a lot of this from a marketing perspective.

410 00:40:55,200 -> 00:40:59,100 We're able to create Dynamic campaigns.

411 00:40:59,100 -> 00:41:08,300 Based that change the messaging based on what Journey stage or what buying stage somebody might be in and then that information is also being transferred over to our CRM.

412 00:41:08,700 -> 00:41:17,900 So our sales reps are also able to see the same thing and use that to really prioritize which accounts to reach out to First and what kinds of messages might resonate with those customers or prospects.

413 00:41:21,100 -> 00:41:23,700 Yeah, just to follow up on what Emily said, right?

414 00:41:24,600 -> 00:41:37,000 You know what's great about having a, you know, comprehensive ABM platform is that, you know, it can you know, really coordinate help coordinate those efforts right?

415 00:41:37,000 -> 00:41:41,900 So what you know Emily was talking about in terms of Journey stages right?

416 00:41:42,700 -> 00:41:52,400 What them you know for us means is you know think of as an accounts for right like an account stage score You know, whatever term you want to use.

417 00:41:52,800 -> 00:42:12,200 So, you know, it helps us, you know, from a perspective of, you know, those additional signals, you know, understand you know, for example whether it's Marketo that you're using as a marketing automation platform or whether it's HubSpot, we want to understand those signals, right?

418 00:42:12,200 -> 00:42:15,900 We want to understand, you know what links they're clicking on, right?

419 00:42:16,100 -> 00:42:23,000 And we want to take, you know, T dat up and our product is called sales insights to the Str team.

420 00:42:23,000 -> 00:42:32,400 So that way, as they're really reaching out and trying to personalize that message, you know, we do have that human a human, you know, connection, right?

421 00:42:32,400 -> 00:42:36,800 So if I am reaching out, for example to Emily, I can say, hey, I notice your colleague.

422 00:42:36,800 -> 00:42:37,600 Yeah.

423 00:42:37,600 -> 00:42:40,900 You know, Susan or Bill, we're on the website.

424 00:42:40,900 -> 00:42:43,900 There were checking out these pieces of content and so forth.

425 00:42:43,900 -> 00:42:46,700 So it's a lot more relative you know, interaction.

426 00:42:46,700 -> 00:42:53,900 Much more personalized that Of all the people at the organization and the buying committee, right?

427 00:42:53,900 -> 00:43:03,800 And tees it up for, you know, our sales development rep to have all those, you know, right there in the tool at their fingertips.

428 00:43:03,800 -> 00:43:07,000 So that way we can, we can reference it right?

429 00:43:07,600 -> 00:43:10,200 Because that's a piece of that personalization, right?

430 00:43:10,200 -> 00:43:11,600 That we don't talk about.

431 00:43:11,600 -> 00:43:13,400 It's like, the person that's kind of raising.

432 00:43:13,400 -> 00:43:27,900 Their hand may not be the right person to reach out to, but you can certainly use their interaction with your Brand and your organization to actually make it a much more human conversation with the person that is relevant.

433 00:43:29,400 -> 00:43:44,300 And that's become even more important today because of the economy that we're in, because of the layoffs that were going through, you know, marketing as a general profession is a rapid, you know as a revolving door.

434 00:43:44,500 -> 00:43:54,500 So if you're only the multi-threading I think the no you said before has become even more important and there's there has to be a focus on that through these organizations.

435 00:43:54,900 -> 00:43:58,700 Because number one, you might be talking to the wrong person, it doesn't have a decision ability.

436 00:43:59,100 -> 00:44:02,800 Number two, that person your Champion might not be there tomorrow and then, what do you do?

437 00:44:04,500 -> 00:44:07,100 Key point it's real.

438 00:44:08,700 -> 00:44:09,300 All right.

439 00:44:09,300 -> 00:44:11,600 Well we're going to have a magic show soon.

440 00:44:12,200 -> 00:44:25,400 So just to wrap this time up, could each of you share any point of encouragement or advice or tip for the B2B go-to-market Community?

441 00:44:26,100 -> 00:44:27,600 Brian, you just touched it.

442 00:44:27,600 -> 00:44:31,500 It's a hard time right now, we're seeing on LinkedIn.

443 00:44:31,500 -> 00:44:32,100 It's like a doom.

444 00:44:32,100 -> 00:44:40,700 Scroll of just some of our friends in Tech, getting let go left and right at the same time we're seeing a lot of hiring opportunities also open up.

445 00:44:40,700 -> 00:44:45,500 So it's a really up and down kind of experience.

446 00:44:46,400 -> 00:44:52,400 What advice would you give to our community in just had to show up?

447 00:44:54,400 -> 00:44:55,500 And any other pots.

448 00:44:55,600 -> 00:44:57,400 This is there's a very open for you.

449 00:44:57,400 -> 00:44:59,300 I could be a tactical point of advice as well.

450 00:44:59,500 -> 00:45:08,100 Well, I will start as been mentioned but find the problem that you can solve and help the person solve it and then the biggest thing is don't waste anyone's time.

451 00:45:08,100 -> 00:45:12,500 No one has a lot of time anymore to waste or to be wasted.

452 00:45:12,700 -> 00:45:22,000 So if you come with a Subjective in a bowl that you can help them solve as a problem they're facing and their daily work life.

453 00:45:22,700 -> 00:45:24,300 They're going to be more active listening into it.

454 00:45:24,300 -> 00:45:32,500 So I think that's really important, especially in the first conversation Yeah, I would touch on that.

455 00:45:32,500 -> 00:45:36,300 I just to give a shot out to, you know, our VP of sales here.

456 00:45:36,300 -> 00:45:42,200 Sean you know, he's got an approach of like Choose Your Own Adventure, right?

457 00:45:42,400 -> 00:45:51,600 So a lot of times, you know, you go into, you know, these sales Cycles would organizations right?

458 00:45:51,900 -> 00:45:52,100 Yeah.

459 00:45:52,100 -> 00:45:58,000 And you know it's helpful to just you know as Brian mentioned don't waste people's time, right?

460 00:45:58,100 -> 00:46:00,400 Help them understand what.

461 00:46:00,500 -> 00:46:01,600 It's the best course of action.

462 00:46:01,600 -> 00:46:19,200 You know for them in terms of like an evaluation process right help guide them along the way and you know, we have got, you know, for different, you know, choose your adventures, you know, kind of, you know, sales cycle that we have walk people through, and we guide them, right?

463 00:46:19,200 -> 00:46:27,800 So it's, you know, you hear a lot about, you know, solution selling walking people through it, but rarely do people live that right?

464 00:46:27,800 -> 00:46:31,600 And really, you know, It's something like that.

465 00:46:31,600 -> 00:46:40,200 So that's probably my advice is just, you know, give the folks out there a little more guidance in terms of, you know, how to go about it.

466 00:46:40,400 -> 00:46:41,000 Right?

467 00:46:41,300 -> 00:46:59,000 There's a lot of products out there a lot of confusing, you know, sometimes, you know, everybody sounds the same so help people walk through it and you know what they should look for, they should evaluate it and just be very genuine about it.

468 00:47:02,300 -> 00:47:07,600 Thinking about what Brian and Danielle said to, I think, from a marketing perspective.

469 00:47:07,600 -> 00:47:17,100 Like once, you have that account list really, really, well, defined what I often do when I am creating new campaigns, is just reading it over again and asking myself.

470 00:47:17,100 -> 00:47:25,600 Like, is this actually helping the customer Prospect do their job and meet their personal and professional goals.

471 00:47:25,600 -> 00:47:30,200 So we get oftentimes really wrapped up in our day-to-day work.

472 00:47:30,200 -> 00:47:32,000 We sometimes forget, we're talking to another human.

473 00:47:32,100 -> 00:47:39,700 On the other the side of the screen even if you're serving ads to an entire buying committee, there's only one person on the other side of the screen that's going to be looking at that ad.

474 00:47:40,400 -> 00:47:52,500 So throughout the jargon really tighten up, your messaging focus on individuals, pain points and how your business can really help them achieve their professional and personal goals and hopefully close their laptop.

475 00:47:52,500 -> 00:47:55,600 At the end of the day, just feeling a little bit less stress off their shoulders.

476 00:47:59,400 -> 00:48:01,100 I would say so I live in New York.

477 00:48:01,100 -> 00:48:15,800 One positive thing that happened recently was I didn't run the marathon, but I went to Central Park and solve like we're running a marathon, and they're just people just on the side just like cheering and Hi-Fi vegan and, you know, cheering honored strangers.

478 00:48:15,800 -> 00:48:20,400 And, so I thought that was kind of uplifting because I was like, alright, Humanity, still not so bad.

479 00:48:20,400 -> 00:48:27,300 You got hundreds of thousands of people out here just like happy to be kind of physically able to go on a run.

480 00:48:27,300 -> 00:48:42,600 So I was like, That's doesn't have anything to be marketing but I think that was encouraging for me to see that and then also just you know marketing and sales you're talking to folks on the other side it's important for me is someone who's working with a great team at Marco.

481 00:48:42,600 -> 00:48:55,600 To also remember to treat and get better and better at treating folks within our company as humans because I think you just mentioned like multi-threading and how are we all going to speak to the prospect in this in the certain way?

482 00:48:55,700 -> 00:48:57,800 And I think it's important to speak to each other.

483 00:48:57,900 -> 00:49:00,800 You have people that you work with super frequently in that way.

484 00:49:00,800 -> 00:49:05,100 So then they can take that ethos and bring it forward to the End customer.

485 00:49:05,300 -> 00:49:15,000 So it might be, it might be kind of rocky time in the economy but I think everything is cyclical and ways that I think just also remember that.

486 00:49:15,000 -> 00:49:17,200 So, Right on.

487 00:49:17,400 -> 00:49:20,100 Thank you all for sharing those insights.

488 00:49:20,100 -> 00:49:21,100 My heart already.

489 00:49:21,100 -> 00:49:22,600 Feels lifted from that.

490 00:49:23,300 -> 00:49:26,800 Alright, so again, thank you to all our panelists.

491 00:49:26,800 -> 00:49:34,700 We're going to transition now Suman, I am going to hand it over to you, because we have got a pretty exciting magic show with Kevin Blake.

492 00:49:35,400 -> 00:49:40,500 So, hey everyone.

493 00:49:41,300 -> 00:49:42,800 Let us see, do we?

494 00:49:43,200 -> 00:49:49,700 I will tell him I will do a little kind of intro injury here because we have known each other for a while and it will cut to video.

495 00:49:49,700 -> 00:49:59,300 So I said a little bit about Marco what we do is we help companies build culture through events that started off with like six hosts on a PDF, Kevin Blake was one of them.

496 00:49:59,600 -> 00:50:09,000 And so he's been a great part of our journey, on the subject of kind of humanizing experiences, super talented, but really has this amazing ability to connect.

497 00:50:09,100 -> 00:50:13,700 People through stories and 4-bit, suspend reality with magic.

498 00:50:13,700 -> 00:50:16,900 So he's going to share a bit of that with us today.

499 00:50:17,100 -> 00:50:18,500 Just a bit about his background.

500 00:50:19,500 -> 00:50:20,200 Yeah, there we go.

501 00:50:20,200 -> 00:50:23,500 There's Kevin, he is an Illusionist that Palace Theater.

502 00:50:23,500 -> 00:50:33,900 He has performed in front of crowds from companies, as big as kind of Google and is Amazon, as small as Marco, and his done tons of shows with us virtually.

503 00:50:33,900 -> 00:50:39,000 And in person throughout the pandemic and excited to call him a friend, as they one thing to Kevin.

504 00:50:39,200 -> 00:50:45,300 Is he wrote hand wrote three people on our team, a letter once to Express gratitude for our partnership?

505 00:50:45,400 -> 00:50:50,200 And so that I will always have had the thing is, Kevin has lost his voice.

506 00:50:50,200 -> 00:50:56,200 So on the subject of being a human, Kevin is a wizard but also a human as well.

507 00:50:56,300 -> 00:51:02,500 So he's been kind enough to join us still and figure out how to do some somewhat of a silent show here.

508 00:51:02,900 -> 00:51:07,800 And, so I just wanted to come on really quickly and brag about Kevin and do it a bit.

509 00:51:07,800 -> 00:51:08,800 A bit of an intro.

510 00:51:09,500 -> 00:51:39,400 And so with that, I will pass it over to Kevin and Gina, perhaps we can bring someone from the, from the stage or I will I am so sorry.

511 00:52:06,100 -> 00:52:10,100 Prophecy about deal.

512 00:52:11,600 -> 00:52:13,800 All right, I got it.

513 00:52:47,900 -> 00:52:48,700 Santa Claus.

514 00:53:17,400 -> 00:53:18,000 I am curious.

515 00:54:28,100 -> 00:54:30,000 18, 19, 20.

516 00:54:51,400 -> 00:55:05,000 30 31, 31, 32 33, 34 35 36.

517 00:55:26,100 -> 00:55:26,800 Awesome.

518 00:55:32,200 -> 00:55:33,100 Awesome.

519 00:55:49,300 -> 00:55:49,900 Very good.

520 00:55:49,900 -> 00:55:50,300 Kevin.

521 00:55:50,300 -> 00:55:50,700 Thank you.

522 00:55:52,500 -> 00:55:53,400 Quite impressed.

523 00:55:55,000 -> 00:55:55,600 Thank you.

524 00:55:55,600 -> 00:55:56,300 Thank you.

525 00:55:59,100 -> 00:55:59,500 Bye.

526 00:56:07,400 -> 00:56:10,200 Wow, that was amazing.

527 00:56:10,200 -> 00:56:12,600 I was not expecting that to happen.

528 00:56:13,100 -> 00:56:15,800 Major, Kudos props to you.

529 00:56:15,800 -> 00:56:17,400 Kevin and Spencer.

530 00:56:17,400 -> 00:56:20,800 Thank you so much for being a great volunteer.

531 00:56:21,100 -> 00:56:22,600 Kevin appreciate that.

532 00:56:22,600 -> 00:56:24,800 You showed up, even though you aren't feeling.

533 00:56:24,800 -> 00:56:26,700 Well we hope you feel better soon.

534 00:56:26,900 -> 00:56:30,100 Alright everyone, thank you so much for joining us today.

535 00:56:30,300 -> 00:56:32,800 Check out the upcoming events tab above.

536 00:56:32,800 -> 00:56:38,700 We have got At a really exciting event coming up with G2 C Mo Amanda and six senses.

537 00:56:38,700 -> 00:56:39,700 See, a mole at me.

538 00:56:39,900 -> 00:56:42,600 So please be sure to register, check that out.

539 00:56:42,600 -> 00:56:51,700 We're gonna be talking about 20-23 predictive be to be buying behavior, and how to think about marketing during a recession.

540 00:56:52,100 -> 00:56:53,000 All right, y'all?

541 00:56:53,400 -> 00:56:54,800 That's all we got for today.

542 00:56:54,900 -> 00:56:56,800 Have a wonderful rest of your day.

543 00:56:56,900 -> 00:56:58,900 Stay hopeful stay positive.

544 00:56:58,900 -> 00:56:59,900 You got this.

545 00:57:00,100 -> 00:57:01,200 All right, take care.

1 00:00:31,000 -> 00:00:35,300 Roses and whiskers on kittens bright, copper kettles and warm water.

2 00:00:46,200 -> 00:00:51,200 Toni's and crisp, apple strudels doorbells and sleigh bells and schnitzel with noodles.

3 00:00:54,600 -> 00:00:55,000 These are.

4 00:01:38,100 -> 00:02:02,400 Roses and whiskers on kittens.

5 00:03:05,200 -> 00:03:06,400 Aloha.

6 00:03:07,200 -> 00:03:08,300 Hi everybody.

7 00:03:09,600 -> 00:03:10,900 How are you doing?

8 00:03:10,900 -> 00:03:13,000 It's so wonderful to have you here.

9 00:03:13,000 -> 00:03:16,300 Hope you enjoyed those Tunes looks like Lani.

10 00:03:16,300 -> 00:03:18,100 This was your favorite movie growing.

11 00:03:18,300 -> 00:03:21,900 So, I am glad that we were able to make a good selection there.

12 00:03:22,100 -> 00:03:22,800 Hi, everyone.

13 00:03:22,800 -> 00:03:23,400 I am Gina.

14 00:03:23,400 -> 00:03:27,400 And I am so excited about today's event.

15 00:03:27,400 -> 00:03:37,400 We have got some B2B Tech Titans that are going to be helping us understand what the predictions what is going on for 2023 and B2B marketing.

16 00:03:37,400 -> 00:03:45,300 A lot of great questions have also been pre submitted in advance, so if you have got questions today, there is a Q&A tab.

17 00:03:45,300 -> 00:03:50,500 Feel free to drop it in Q&A and any given point, we will pull that up on stage.

18 00:03:50,500 -> 00:03:54,900 So in the meantime I am really excited about today's discussion.

19 00:03:54,900 -> 00:04:10,200 You know, we're in this really uncertain funky time when budgets are getting tighter resources are Tighter, and we as B2B marketers need to completely innovate the way that we think and do and work.

20 00:04:10,200 -> 00:04:15,300 And so we got to become better stewards of the business while still building.

21 00:04:15,300 -> 00:04:19,600 Trust with our buyers across the Our buyer Journey.

22 00:04:19,800 -> 00:04:24,000 So today we're going to dive into some strategies from tactics.

23 00:04:24,000 -> 00:04:33,400 Some real talk from Latin and Amanda CMO of g 2 and 6 cents, they're going to be talking about recession proofing, our marketing strategies.

24 00:04:33,800 -> 00:04:44,000 So I would love to bring them on stage before I do, I would like to give a little intro on our Tech, Titans here, Latin e.

25 00:04:44,000 -> 00:04:48,000 So she is the CMO of six cents and author of know.

26 00:04:48,200 -> 00:04:50,900 Forms, no spam, no cold calls.

27 00:04:50,900 -> 00:04:57,800 In fact, the first 100 to have registered for this event will receive a free copy of her book, delivered to you.

28 00:04:57,800 -> 00:04:58,800 So look out for that.

29 00:04:59,100 -> 00:05:06,800 She is passionate about empowering, marketing Leaders with effective technology predictive insights, and thought leadership.

30 00:05:06,800 -> 00:05:13,800 She's built an exclusive community of 2000 plus CMOS and marketing leaders, its heart.

31 00:05:13,800 -> 00:05:18,000 It's called a CMO coffee talk, and she's keenly focused on leveraging data.

32 00:05:18,300 -> 00:05:23,100 To ensure marketing programs result in deals and not just leads prior to six cents.

33 00:05:23,100 -> 00:05:26,300 She was the CMO and sales leader of a pierrot.

34 00:05:26,700 -> 00:05:28,500 And then let me get into Amanda.

35 00:05:29,200 -> 00:05:33,700 I love shouting out these call-outs of our guests because it's pretty incredible.

36 00:05:33,700 -> 00:05:39,500 Manda is the CMO G2 the wealth of experience in both Fortune, 500 and fast growing Tech Brands.

37 00:05:39,800 -> 00:05:48,000 She's often found at the intersection of marketing creativity and Tech prior to G2, she led mailchimp's partner program.

38 00:05:48,200 -> 00:05:49,800 And Marketplace business.

39 00:05:50,000 -> 00:05:57,700 She then served in executive leadership, roles across several, high-growth SAS companies and help build the digital agency 360.

40 00:05:57,700 -> 00:06:05,000 I which is named the most influential marketing firm of the 21st century by add age and Forbes.

41 00:06:05,000 -> 00:06:11,700 So with that please bring up Amanda and lat me and let us give them a warm welcome.

42 00:06:12,500 -> 00:06:14,200 Join me on stage here.

43 00:06:15,300 -> 00:06:19,700 Hi guys, I love your energy.

44 00:06:19,700 -> 00:06:20,800 It's amazing.

45 00:06:21,100 -> 00:06:21,900 Thank you.

46 00:06:22,000 -> 00:06:24,000 Thanks for bringing the energy, Jenna.

47 00:06:24,400 -> 00:06:26,300 Absolutely, it's actually Gina.
48 00:06:26,800 -> 00:06:27,500 Oh, Gina.
49 00:06:27,500 -> 00:06:28,200 There we go.
50 00:06:28,500 -> 00:06:29,400 No, worries.
51 00:06:29,400 -> 00:06:30,100 It's all good.
52 00:06:30,100 -> 00:06:30,600 Thank you.
53 00:06:30,600 -> 00:06:32,700 I am just inspired by yours Lanny.
54 00:06:35,700 -> 00:06:36,300 Great.
55 00:06:36,300 -> 00:06:43,100 Well, we have got a fun little map that I want to put up here, and I am tuning in.
56 00:06:43,100 -> 00:06:44,600 From Ewa Beach, Hawaii?
57 00:06:44,600 -> 00:06:44,800 I wish.
58 00:06:45,000 -> 00:06:46,700 Could be doing this in person, Hawaii.
59 00:06:47,200 -> 00:06:50,200 And it looks like both of you are tuning in from Chicago.
60 00:06:51,900 -> 00:06:52,400 Yep.
61 00:06:52,400 -> 00:06:53,900 We had dinner last night.
62 00:06:54,000 -> 00:06:55,700 Ria and we're about to.
63 00:06:55,700 -> 00:06:59,200 This is a map of the flight were about to take to Hawaii to come.
64 00:06:59,200 -> 00:07:01,100 Join you in Hawaii.
65 00:07:01,100 -> 00:07:03,700 That's the whether I want to be having right now.
66 00:07:04,100 -> 00:07:06,800 Please do our next event.
67 00:07:06,800 -> 00:07:09,800 We should do it on the beach over out here with my ties.
68 00:07:12,400 -> 00:07:13,200 Awesome.
69 00:07:13,300 -> 00:07:18,300 Well I am really excited about the discussion that we're going to jump into before we do that.
70 00:07:18,500 -> 00:07:21,500 I have got a few fun facts, and we love our fun facts.
71 00:07:21,600 -> 00:07:22,000 Here.

72 00:07:22,000 -> 00:07:33,300 So each of you also have fun facts are, so I will start with mine, I used to do a lot of Television, movies in my early 20s and I actually did a lot of work with Ugly Betty.

73 00:07:33,700 -> 00:07:39,000 And so she was the lead actress, and I was in the back.

74 00:07:39,000 -> 00:07:46,700 There's the shot right there, love that, and so I will hand it over to you Latin me.

75 00:07:47,200 -> 00:07:49,300 What's a fun fact about you?

76 00:07:50,100 -> 00:07:55,600 Well, I think I have about 200 pairs of shoes, maybe more.

77 00:07:57,800 -> 00:08:05,600 So actually, my husband had to like, redo the attic crawl space to house them all.

78 00:08:07,300 -> 00:08:14,400 So yeah, just you know, it's always a confidence booster when you're rocking a cool pair of shoes.

79 00:08:14,400 -> 00:08:19,700 So there you go, upset, awesome.

80 00:08:19,800 -> 00:08:21,400 I am handing it over to you Amanda.

81 00:08:21,900 -> 00:08:23,600 I wish that was my fun fact.

82 00:08:23,600 -> 00:08:25,600 I want 200 pairs of shoes.

83 00:08:25,700 -> 00:08:42,100 That's what I want my friend back to be mine is I am related to two of the three people who have ever broken out of Alcatraz which you know I guess as a marketer I am very crafty is the way that I will put that but really there.

84 00:08:42,700 -> 00:08:43,600 I never knew them.

85 00:08:43,600 -> 00:08:49,500 But a couple years ago we did the family tree through ancestry and discovered that.

86 00:08:49,500 -> 00:08:49,700 Yeah.

87 00:08:49,800 -> 00:08:53,300 Yeah, I am related to two of the three people like shared a shared.

88 00:08:53,300 -> 00:08:54,800 A maiden name on my mother's side.

89 00:08:54,800 -> 00:08:56,600 So wow.

90 00:08:57,100 -> 00:08:59,300 That's an incredible fun fact.

91 00:08:59,400 -> 00:09:05,600 I do love the rock Bethany and so it really was a full circle moment for me when I discovered this.

92 00:09:05,900 -> 00:09:07,800 Yeah, crafty, that's how I am choosing.

93 00:09:08,100 -> 00:09:08,800 Did you do that?

94 00:09:11,500 -> 00:09:12,300 Awesome.

95 00:09:12,400 -> 00:09:18,700 Well, thank you for sharing some of your fun facts jumping right into this conversation.

96 00:09:18,700 -> 00:09:27,100 So, you know, as we know to set in the landscape here, Tech has been uncertain tumultuous to say the least.

97 00:09:27,700 -> 00:09:30,700 Layoffs, marketing resources, budgets getting tighter.

98 00:09:31,100 -> 00:09:35,300 Marketers needing to rethink the way we do marketing.

99 00:09:35,400 -> 00:09:44,900 And we look at forecasting and budgeting, Amanda your team just Put together this amazing report on software, buyer behaviors.

100 00:09:45,100 -> 00:09:53,300 And I think if there's any G2 team members, if y'all can drop that in chat, that's a really great report that we can take a look at and Latin me.

101 00:09:53,300 -> 00:09:57,300 I have seen your LinkedIn post where you're tracking close with the Forester.

102 00:09:57,300 -> 00:10:00,100 B2B Trends, drop in your predictions.

103 00:10:00,500 -> 00:10:03,600 I mean, I just want to get the poles from each of you.

104 00:10:03,700 -> 00:10:10,300 What are the key trends and insights that you're seeing, what do you agree with what do you disagree with?

105 00:10:10,400 -> 00:10:12,600 With could you share with us your thoughts?

106 00:10:14,400 -> 00:10:21,100 Well, I will share some of the insights from the G2 report, and then we maybe can take some of the themes I know Latin.

107 00:10:21,100 -> 00:10:23,300 He's been focused on and tracking as well.

108 00:10:23,300 -> 00:10:29,700 I think one of the key themes that we have seen for a couple of years now but was most acute in this research report?

109 00:10:29,700 -> 00:10:30,100 Thank you.

110 00:10:30,100 -> 00:10:31,900 Jenny just shared it here in the chat.

111 00:10:32,700 -> 00:10:35,600 Was that more than ever buyers are looking to?

112 00:10:35,600 -> 00:10:43,500 If you ask them what's your top source of influence when you're deciding, what you're going to use particularly for software those responses.

113 00:10:43,600 -> 00:10:44,900 Has been overwhelmingly.

114 00:10:44,900 -> 00:10:48,500 I am turning to my peers and influencers that I know and trust.

115 00:10:48,500 -> 00:10:57,900 And so what that means for anyone, in who's looking for software marketing software is you really need to be thinking about whom, how am I leaning into Community?

116 00:10:57,900 -> 00:10:59,400 Soul at knee, and sixth sense?

117 00:10:59,400 -> 00:11:08,500 Has this amazing group of 2,000 plus CMOS and how am I allowing my customers to talk to other customers and potential prospects?

118 00:11:08,500 -> 00:11:31,800 And certainly you know, peer reviews and G2 is a great way to do that but there's a whole host of other Are ways that you can lean into, you know, really peer influence to help potential buyers, make more informed decisions so that's one Trend we're seeing I think the other Trend we're seeing is that there's a lot more consolidation in software and text acts as people look to next year.

119 00:11:31,800 -> 00:11:33,300 And so it just means the bar is higher.

120 00:11:33,300 -> 00:11:34,900 It doesn't mean there's not opportunity.

121 00:11:35,100 -> 00:11:38,800 There actually is a lot of opportunity in that statement, but it does mean the bar is higher.

122 00:11:41,400 -> 00:11:48,100 So, for those who know me, I am a control freak, I try to let go but it's very challenging for me.

123 00:11:49,000 -> 00:11:56,600 And, so I guess, first of all, you know, our number one job in marketing is the market.

124 00:11:57,200 -> 00:12:04,000 And you know it makes us even more relevant when markets are changing, right?

125 00:12:04,000 -> 00:12:05,400 We saw that with covid too.

126 00:12:07,000 -> 00:12:10,100 And so, our job is to adjust to changing market conditions.

127 00:12:10,700 -> 00:12:13,700 And help kind of steer the ship so to speak.

128 00:12:13,700 -> 00:12:27,900 And I think that when the market is changing frequently there you got to control what you can control and to me, you know what I am advising and what we're working on is doing that and there's three big buckets for me.

129 00:12:28,600 -> 00:12:40,600 One, is your ideal customer profile and it's so interesting to me how, you know, when times are good, you might not need to be as refined and diligent around this.

130 00:12:41,400 -> 00:12:49,600 But when times, maybe aren't as good, you have got to really understand your ideal customer profile and eliminate waste, right?

131 00:12:49,600 -> 00:13:01,000 Because if you're spending a lot of sales and marketing energy, and even product energy, just company, energy trying to be everything to everybody, you know.

132 00:13:01,000 -> 00:13:06,600 I think you're going to quickly a struggle and so and you might need to rethink it.

133 00:13:06,600 -> 00:13:12,000 So every time there's a shift in the market you need to reconsider you know, is that Deal customer profile.

134 00:13:12,000 -> 00:13:15,700 Maybe there are more affected by this economy.

135 00:13:15,800 -> 00:13:21,900 So, maybe we need to start to warm up, other, slivers of art, am that are less affected.

136 00:13:22,600 -> 00:13:24,300 So, that's number one for stand.

137 00:13:24,800 -> 00:13:27,200 First, and foremost ideal customer profile.

138 00:13:27,200 -> 00:13:31,000 And then the in Market ideal customer profile, know those.

139 00:13:32,000 -> 00:13:36,900 And then the second thing for me, is your message and your value prop.

140 00:13:37,100 -> 00:13:45,400 So, you know, again, in times of abundance, You know, it's could be a different message, and value prop.

141 00:13:45,600 -> 00:13:49,100 We're not in a time of abundance and so yeah.

142 00:13:49,100 -> 00:14:00,300 If you have a consolidation Story, Probably a good time to dust that one off right, you know, and I don't want to go out with an in these uncertain times.

143 00:14:00,300 -> 00:14:00,800 Message.

144 00:14:00,800 -> 00:14:10,900 That's pretty tired, but rethinking, you know, how what is your, what is your Mary thinking and feeling and needing right now?

145 00:14:11,000 -> 00:14:13,200 Now, and how do you connect with them?

146 00:14:14,000 -> 00:14:26,600 So we just rolled out our new kind of the highest level message, which is proceeded with confidence and, and that's been really effective for us, but we had to quickly pivot come up with that, get it out.

147 00:14:27,400 -> 00:14:34,000 And so, you know, I would challenge folks to do the same and then last, the third pillar is execution.

148 00:14:35,300 -> 00:14:40,700 We can control how well we execute, and we can control how efficiently we execute.

149 00:14:41,000 -> 00:14:49,600 So I would say, you know, teams everywhere ours included are thinking about, you know where how do we eliminate waste?

150 00:14:49,600 -> 00:14:51,500 You know, what are the things that we did last year?

151 00:14:51,500 -> 00:14:52,500 That maybe weren't that great.

152 00:14:52,500 -> 00:14:58,500 Let us cut them and so and I have a lot more under that pillar but you know, those are three things.

153 00:14:58,500 -> 00:15:02,100 I see p message and execution, that's what we can control, hmm.

154 00:15:03,300 -> 00:15:04,000 That's good.

155 00:15:04,200 -> 00:15:06,200 That's that those are right on.

156 00:15:06,800 -> 00:15:16,900 When it comes to buying behavior and patterns going into 2023, what are some observations that you have about those patterns?

157 00:15:16,900 -> 00:15:19,100 How will they shift as companies?

158 00:15:19,100 -> 00:15:22,200 Decrease, their budgets and Workforce.

159 00:15:25,100 -> 00:15:27,500 I can take this one and then I will throw it to you.

160 00:15:29,100 -> 00:15:36,600 So a couple things one we are seeing its harder so just know it's harder, right?

161 00:15:36,600 -> 00:15:39,100 Let us not expect it to be the same, right?

162 00:15:39,100 -> 00:15:46,000 And, and so, when I say it's harder, and I am sure Amanda has probably more broad data on this, but this is just my own data.

163 00:15:46,500 -> 00:15:50,200 So we look at every single deal that we won in the previous quarter.

164 00:15:50,200 -> 00:15:51,900 And then we just look at all the patterns.

165 00:15:52,200 -> 00:15:54,300 How many contacts do we need engaged?

166 00:15:54,400 -> 00:15:59,600 And how many activities did we need to get from one stage to the next just raw math?

167 00:15:59,600 -> 00:16:07,800 And we when we look at our raw math and I bet everyone is feeling this, it's more people engaged and it's more steps per stage.

168 00:16:08,700 -> 00:16:15,000 So, just like when you go to the grocery store, your salary, doesn't go as far we're experiencing inflation.

169 00:16:15,000 -> 00:16:19,200 And that, you know, it's, it takes more work to get a deal done.

170 00:16:20,700 -> 00:16:29,200 And so, I think we need to understand that and how we collaborate across Teams to scale up our efforts and address that kind of call.

171 00:16:29,200 -> 00:16:31,600 I would call it by, you know, deal inflation.

172 00:16:33,100 -> 00:16:54,300 The other thing I would say is there are going to be probably fewer deals and so if you aren't Savvy about capturing signal like Now's the Time because you can't afford to miss out on deals right now and you can't afford to not be relevant, you're going to have to be all over the deals that are in.

173 00:16:54,400 -> 00:16:56,000 It and make sure that you're highly relevant.

174 00:16:56,000 -> 00:16:59,800 And so, and there're all kinds, there's always new forms of intent data.

175 00:16:59,800 -> 00:17:02,400 You know, we're talking a lot about pre intent data.

176 00:17:02,900 -> 00:17:16,700 So understanding tangential, buying patterns, understanding hiring patterns, understanding job, posting patterns, you know, all of these things help you understand, you know, is a company growing, are they investing where they invest?

177 00:17:16,700 -> 00:17:18,300 Does it look like they have a problem?

178 00:17:19,500 -> 00:17:31,200 And then, of course, the classic kind of, you know, first party and third T and then you know some of the things that like Amanda and G2 does like someone's researching you and your competition and you don't know about it.

179 00:17:31,300 -> 00:17:33,900 That's kind of bad that's irresponsible.

180 00:17:33,900 -> 00:17:40,300 I think right now given there are going to be less potential opportunities to go after.

181 00:17:44,500 -> 00:17:47,200 I think I am just going to Echo a lot of what Latin he's that?

182 00:17:47,200 -> 00:17:50,600 I mean, in the research report, that's linked here we did.

183 00:17:50,600 -> 00:17:53,600 Ask buyers, you know, how many stages are there?

184 00:17:53,600 -> 00:17:56,000 How long is it taking you to do deals?

185 00:17:56,200 -> 00:17:58,300 How many people are involved?

186 00:17:59,100 -> 00:18:12,900 The thing that stood out to me the most in that part of the study was that eighty percent of buyers said we make consensus-based decisions, which is terrifying, right?

187 00:18:12,900 -> 00:18:18,100 Because your Having a conversation, you think you know who the decision maker is and the reality?

188 00:18:18,100 -> 00:18:18,400 Yes.

189 00:18:18,400 -> 00:18:27,600 As a seller that's incredibly hard and so you know, ICP matters more than ever be really focused, but it's not just who do you think is the decision maker?

190 00:18:27,600 -> 00:18:40,300 It's who's going to be part of that decision because the reality is to see if I was probably part of that decision, you know there's going to be people from maybe depending on if you're Marty Goetz sales and marketing sitting at the table making that decision.

191 00:18:40,600 -> 00:18:51,600 And so your job as a marketer is to also think about Who is our kind of core ICP and then the decision-making set around that and what is the message we need to bring to those parties?

192 00:18:51,600 -> 00:18:56,800 So that when they're at the table making that decision, they're all aligned on why they should choose you.

193 00:18:56,800 -> 00:18:59,300 And so, that does make the deals harder.

194 00:18:59,300 -> 00:19:05,900 Because it's more complex for buyers to make decisions and more complex for us to Market and sell to those decision-makers.

195 00:19:06,200 -> 00:19:13,500 And then the other thing that we're seeing is there is going to be, there are going to be fewer deals and your and there are going to be fewer deals that result in any sort of lot.

196 00:19:13,600 -> 00:19:14,900 People are research mode.

197 00:19:15,000 -> 00:19:18,400 Yeah, so it doesn't want to be able to look for mazing.

198 00:19:18,700 -> 00:19:27,700 Yes, and I am conversion, rates are low and so, to lambie's point, really understanding within your own data set, what is within our control here?

199 00:19:28,500 -> 00:19:32,000 Can we incentivize deals to close faster this year?

200 00:19:32,000 -> 00:19:37,900 Can we keep really be clear about when a deal is probably just in research mode?

201 00:19:37,900 -> 00:19:39,000 How do you keep them warm?

202 00:19:39,000 -> 00:19:46,000 But then not overtax your sales and marketing resources on deals that aren't going to maybe Because they're not ready to make the deal.

203 00:19:46,000 -> 00:20:01,300 So I think just getting really Savvy on who is the buying committee and then within deals being savvier about how do we get

more of them to close and be smarter about knowing which ones maybe aren't going close knowing that again fewer deals to be had top of funnel.

204 00:20:01,300 -> 00:20:03,800 May look great, but we all know it's not converting as well.

205 00:20:04,200 -> 00:20:12,100 Yeah, I want to double down on one of your points and actually introduced a term that I find marketers aren't as familiar with.

206 00:20:12,100 -> 00:20:21,500 But There's a term in sales called multi-threading and if you're in marketing, it's a it's an important concept to understand.

207 00:20:21,500 -> 00:20:25,700 So right now, there's a forecast call happening somewhere in the world.

208 00:20:25,700 -> 00:20:26,800 Probably many.

209 00:20:27,300 -> 00:20:33,000 And some poor AE is getting in big-time trouble because his deal is not multi-threaded.

210 00:20:33,000 -> 00:20:38,100 He's only talking to one person, or she there, and they're only talking to one person.

211 00:20:38,500 -> 00:20:53,900 And the sales manager is saying, there's no way that's going close and you can say, that's not my problem, but it is our problem as marketers, and we and actually the longer a deal progresses the harder, it is to multi-thread.

212 00:20:54,800 -> 00:20:56,600 So what does that mean for you?

213 00:20:56,600 -> 00:21:02,900 And me as marketers we can start multi-threading much earlier than typically we do.

214 00:21:03,500 -> 00:21:10,200 And that's one of my challenges with passing a quote-unquote lead because a lead is a single contact.

215 00:21:11,000 -> 00:21:12,600 And that's a single-threaded deal.

216 00:21:13,800 -> 00:21:15,900 That's not good for sales.

217 00:21:16,200 -> 00:21:25,100 So think start to think about your SLA is like, when an account comes inbound, why do you just follow up with the person who were requested a demo?

218 00:21:25,100 -> 00:21:31,700 If you're buying teams, 810 people, you probably should try to get at least three or four meetings right then and there, right?

219 00:21:31,700 -> 00:21:39,900 And so three think you're SLA s with both your intent-based leads and your just classic inbound funnel.

220 00:21:40,100 -> 00:22:07,100 If you are B2B and you're seeing this contact thing and like you can be a force multiplier to the selling cycle, by having multi-thread plays early, and then even as the deal advances, Is there any advice you have on like the number of contacts that marketing could be warming up for sales?

221 00:22:07,100 -> 00:22:11,500 You know, how is there a good number that strategically?

222 00:22:11,500 -> 00:22:12,800 You know when we die Lander?

223 00:22:12,800 -> 00:22:14,200 ICP, here're the companies.

224 00:22:15,900 -> 00:22:17,400 How what do you recommend there?

225 00:22:17,800 -> 00:22:27,000 I mean we have landed on three or four because if you look at you know what used to be six for us is now 13.

226 00:22:27,800 -> 00:22:41,500 So you know and you want to be clear about whom those key personas are and then that could mean changes to comp plans for you know some of your Frontline roles like mdrs like SDR.

227 00:22:41,500 -> 00:23:01,900 So you do want to be clear about these are the personas that qualify for LT thread but, but, you know, me, we put out a CFO ebook recently and are promoting that just as, you know, are cover because guess what, a CFO or a finance business partner is going to be involved.

228 00:23:01,900 -> 00:23:05,800 So we want them to understand what we do and the value prop we provide.

229 00:23:07,500 -> 00:23:09,200 So things like that.

230 00:23:09,800 -> 00:23:31,000 Yeah, I think there's the in multi-threading and marketing, you can do the proactive, you know, a Cover is Latin, he said, like be very clear on who is within that decision committee and where are you going to actually create messaging and plays targeted to them and the accounts you care about or a counselor showing intent and then one that is really enabling conversations within the organization.

231 00:23:31,000 -> 00:23:55,100 So are there things that you can do one of the most successful plays I ever ran a multi-threading was actually creating conversations around topics that could bring those personas together sometimes across multiple accounts, not a selling conversation, just a relationship building Isolation that in this environment, maybe it is a great conversation to have, you know, the CFO, the head of marketing and the head of sales joining around table.

232 00:23:55,100 -> 00:24:00,900 For example, with other peers, you can facilitate that in a way that helps, you understand and build those relationships.

233 00:24:01,400 -> 00:24:11,600 And so there's that are cover within the broader ecosystem of accounts and then really doubling down on how do you

create more relationship building experiences within the accounts that matter?

234 00:24:11,600 -> 00:24:15,500 Most, especially if your you have longer deal Cycles, you have time to Do that.

235 00:24:15,500 -> 00:24:19,700 But you have to be really proactive in which accounts need that kind of attention, hmmm.

236 00:24:20,900 -> 00:24:22,500 So there's an interesting question.

237 00:24:22,500 -> 00:24:29,600 That actually Spencer, Tucci is asking right now, I think is relevant to this how much time effort.

238 00:24:30,500 -> 00:24:32,100 Do you spend your on the?

239 00:24:32,100 -> 00:24:33,400 We put on stage, there you go.

240 00:24:33,700 -> 00:24:34,700 How much time effort?

241 00:24:34,700 -> 00:24:39,800 Do you spend marketing to secondary personas to enable, multi threading, compared to primary?

242 00:24:40,100 -> 00:24:44,200 Is it more or less, or even split or something more, like, 70/30 percent?

243 00:24:44,200 -> 00:24:47,400 Like how do you approach this when resources are thinner?

244 00:24:47,700 -> 00:24:50,200 You know, we have got to be better.

245 00:24:50,300 -> 00:24:53,100 Words of where we focus our time and our dollars.

246 00:24:56,600 -> 00:25:02,200 So, it's interesting because I don't think that we have thought about it.

247 00:25:03,300 -> 00:25:28,200 This way currently, but as I am looking at my future budget, I am going to start, I would say soft allocating program spend based on our key personas because what it's just like with anything you find that the ones that you know, and understand and have done before you, you continue to do more and more of and you know doing something new is always a new muscle.

248 00:25:29,900 -> 00:25:49,700 So you know, we're going to be doing that and kind of have RV to Mom and some of our kpis, more tied to again, looking at our ICP and then within that IC PR, you know, are the best Persona fit, you know, we're finding that maybe we need to kind of force rotate to some other personas.

249 00:25:50,400 -> 00:25:54,000 So I would say, look at your deal like, like, do the look back.

250 00:25:54,000 -> 00:26:05,800 Look at One deals and look at the patterns and then that's how you determine the percentage for you, you know what's a winning pattern and how do you tap into winning patterns over and over again.

251 00:26:07,300 -> 00:26:08,300 Yeah, I think that's right.

252 00:26:08,300 -> 00:26:13,500 And I don't think it's going to look the same for every business because the weight of different personas in a deal cycle.

253 00:26:13,500 -> 00:26:14,100 May be different.

254 00:26:14,100 -> 00:26:23,300 If it's, you know, for example if you're a CV is 10 grand to, you're probably not going to over index on the CFO as much as if your deals six-figure +, right.

255 00:26:23,300 -> 00:26:38,200 So, you know, I think the it's multi-threading is going to be pretty important, no matter what you're selling and to whom, but I think how important the various personas are Depends greatly on your product, your personas and Then, of course you're a CD.

256 00:26:40,200 -> 00:26:40,900 Makes sense.

257 00:26:41,000 -> 00:26:44,000 We got another multi-threading question here from Eric.

258 00:26:44,800 -> 00:26:45,800 We have opened think I do?

259 00:26:45,800 -> 00:26:52,800 Can I know it's a good topic is with multi-threading increasing more and more?

260 00:26:52,800 -> 00:27:02,700 Do you believe it would be beneficial to try and reach advisors to that company as well, to create more relationships and take it a step deeper on pain and priorities?

261 00:27:04,400 -> 00:27:07,400 Well, you learn in Seattle's gravity, only goes one way.

262 00:27:08,500 -> 00:27:09,700 So yeah.

263 00:27:09,700 -> 00:27:14,600 I mean, if and I think when you say advisors you probably mean like board and that level.

264 00:27:14,600 -> 00:27:25,300 So yeah, if you gravity goes one way, so I would say the higher, you can get and the higher you can get introduced, obviously the better.

265 00:27:26,900 -> 00:27:27,800 Yeah, I agree with that.

266 00:27:27,800 -> 00:27:31,900 That I would depend on your interpretation of advisors but assuming you're talking about board then.

267 00:27:31,900 -> 00:27:36,800 Yes, awesome.

268 00:27:36,800 -> 00:27:46,500 So going back to I know you kind of went into a little bit of squid squirrel here with multi-threading but it's such a solid strategy.

269 00:27:46,500 -> 00:27:48,300 So, thank you for bringing that up.

270 00:27:48,400 -> 00:27:56,300 We do have a question here from Alina and you know, it's going back up to sort of the metrics and how it what we're presenting.

271 00:27:56,400 -> 00:28:01,300 Ink on a quarterly basis from your perspective, we're going into 2023.

272 00:28:02,000 -> 00:28:06,500 How should we look at metrics and what do you advise in?

273 00:28:06,500 -> 00:28:06,800 How?

274 00:28:06,800 -> 00:28:08,900 We present a not just to the board?

275 00:28:08,900 -> 00:28:09,500 I would ask.

276 00:28:09,500 -> 00:28:21,800 But also to your leadership and to your team and to your organization, there're multiple tiers, there of communicating this Well, I know a lot knee has a great answer for this one.

277 00:28:21,800 -> 00:28:25,700 I would say, I we do a couple of things.

278 00:28:25,700 -> 00:28:30,400 So we also use the framework lightning reference, which is the V2 mom framework to set our goals.

279 00:28:30,400 -> 00:28:37,600 If you do is you're familiar with okrs it's similar it's just a different acronym and approach but similar end result.

280 00:28:39,100 -> 00:28:44,400 And so we have primary kpis that I actually put into sort of scoreboard for marketing.

281 00:28:44,700 -> 00:28:47,800 And the first thing I do is you want to be Abel.

282 00:28:47,800 -> 00:28:52,500 So they're not seeing different things from are getting every quarter because then it's like, well, what are you really focused on?

283 00:28:52,500 -> 00:28:58,400 So at the beginning of the year, we set our scoreboard, we're repeating that every quarter, and we're reporting out on our metrics.

284 00:28:58,900 -> 00:29:10,100 And I always make sure, of course, everyone cares about pipeline, but I always make sure it also includes other metrics, even if the board's, maybe not keep it up in mind.

285 00:29:10,100 -> 00:29:11,500 So we always have a brand metrics.

286 00:29:11,500 -> 00:29:30,500 So what are we really trying to achieve for our brand and for positioning so that we're balancing short and long-term even

in this climate that Really important especially in this climate because a lot of people won't do that and if you invest in your brand now you will come out better later and then I actually include an efficiency metric because even if they don't ask, they're thinking about it.

287 00:29:30,800 -> 00:29:37,900 And I am so glad that we do that because now in this climate, if someone says, how are you looking at the efficiency of what marketing is spending will?

288 00:29:37,900 -> 00:29:41,300 We have had an answer for a while, and we have that as part of our scoreboard.

289 00:29:41,300 -> 00:29:47,400 And, so I think just thinking about what are the things that you need to do to solve the businesses goals.

290 00:29:47,500 -> 00:29:59,600 Goals, and what can you achieve as a team, and then putting that into something that, you know, makes it clear the value you deliver across the business and then making sure you're showing yourselves as good stewards of the business as part of that.

291 00:29:59,600 -> 00:30:01,200 So, we actually have, you know what?

292 00:30:01,200 -> 00:30:05,700 We call an efficiency metric and there's a whole methodology behind it, we reported a recorder.

293 00:30:09,200 -> 00:30:12,500 So I would say so similar.

294 00:30:14,500 -> 00:30:15,200 So yes.

295 00:30:15,200 -> 00:30:22,200 And, and the way I think about V2, mom versus my dashboard is because we use V2.

296 00:30:22,200 -> 00:30:24,400 Mom to those are the kpi.

297 00:30:24,400 -> 00:30:27,500 Those are the things we're doing to change and evolve the business.

298 00:30:28,100 -> 00:30:41,900 And so those have an Associated group of kpis and then there's what we're doing to like run the business and sort of report on the health of our Pipeline, and I am You know, pretty opinionated about how we do that.

299 00:30:41,900 -> 00:31:07,200 Here, we create essentially pipeline quotas and so, it's marketing's responsibility to not necessarily owned all of pipeline creation, but be the stewards of measuring all of pipeline creation and be the stewards of indicating how we're doing against the plan and so, you know, it's pretty simple.

300 00:31:07,200 -> 00:31:08,900 I look at you know for top of fun.

301 00:31:09,000 -> 00:31:11,900 Do I look at ICP website traffic?

302 00:31:12,000 -> 00:31:17,500 So are we getting the right contacts and accounts to our website at an increasing basis?

303 00:31:17,600 -> 00:31:19,800 You know, pretty simple.

304 00:31:20,900 -> 00:31:25,400 We have the concept of tier one account, so I look at penetration of Tier 1 accounts.

305 00:31:25,700 -> 00:31:34,000 That's another good kind of top of funnel Focus metric and then you know deals don't happen without meetings.

306 00:31:34,400 -> 00:31:38,900 So we track meetings and how those meetings.

307 00:31:39,100 -> 00:31:42,100 Grass and then stage two for us, which is Pipeline.

308 00:31:42,800 -> 00:32:00,000 And the interesting thing about it is we're looking at like raw created Pipeline, and we look by segment by Channel, and then we're always tracking win rates conversions and asps because that's what you used to come up with how much pipeline you need to create.

309 00:32:00,600 -> 00:32:15,000 And so, what I love about the dashboard is it has pipelined, created count and dollar but then right next to it has the ASP cycle times and win rates that we assumed and it goes, right?

310 00:32:15,500 -> 00:32:21,300 And if we assumed a 40% win rate and oh by the way, we're at a 35% win rate.

311 00:32:21,600 -> 00:32:22,600 That's a problem.

312 00:32:23,400 -> 00:32:24,600 So those red.

313 00:32:25,500 -> 00:32:30,900 So we know, okay, we need to do something about this or if the cycle time show slows down, right?

314 00:32:30,900 -> 00:32:38,700 So it keeps that check and balance of us, not just creating a ton of Pipeline and feeling super happy.

315 00:32:38,700 -> 00:32:50,900 That Create a pipeline in it and it's not progressing or something like that or and it and also allows us to drill down by go to market segment, because sometimes, you can look good holistically.

316 00:32:51,100 -> 00:33:00,500 But then you can start to drill in, and you see, oh, well, actually, the commercial segment is, is not hitting their pipeline numbers and Strat had a great month.

317 00:33:00,500 -> 00:33:04,900 And they had all these big lumpy things come in and that masked like this other.

318 00:33:04,900 -> 00:33:15,200 So you have to like really drill in and be looking at it on kind of That basis to keep the pace healthy.

319 00:33:15,600 -> 00:33:17,800 And that's a big priority for us.

320 00:33:17,800 -> 00:33:20,500 It's the best way to future-proof.

321 00:33:20,500 -> 00:33:25,500 Your bookings are future proof your pipeline, so that's kind of how we think about it.

322 00:33:25,900 -> 00:33:59,100 And then I would say yes and on efficiency, we have kind of version of almost a CAC, and it's sort of like, what we spent a couple quarters ago versus the pipeline we created this quarter and you know, there's no perfect metric but the faster you get to something that is Trackable and everyone understands and trendabl the better, and then we do like basic Roi for any big program or big chunk of spend.

323 00:33:59,300 -> 00:34:02,400 We're going to be looking for at least a 10 times Roi on that.

324 00:34:02,500 -> 00:34:08,000 So and we stack rank every quarter with a qvr how we progress against those?

325 00:34:08,000 -> 00:34:14,800 So some of the ways we kind of measure so good, thank you for breaking that all down.

326 00:34:14,800 -> 00:34:20,500 I feel like I need to re-watch these segments and captured some detailed notes here, you know.

327 00:34:20,500 -> 00:34:29,000 It gets me thinking about then, okay, in order to be successful, obviously we need to work as a team across all go to market.

328 00:34:29,400 -> 00:34:37,500 And I know both of you talk a lot about sales and marketing alignment and even customer success alignment going into 2023.

329 00:34:37,500 -> 00:34:52,699 And actually, Spencer asked another question that sort of aligned to this, you know, he's an Asking here what does sales and marketing really need to get aligned on in 2023 in order to be successful in all these strategies and different things that you're bringing up?

330 00:34:52,699 -> 00:34:54,199 Like what does that look like?

331 00:34:54,199 -> 00:35:01,100 And I would also include customer success into that and I know customer marketing is another topic that we're going to tackle a little bit.

332 00:35:01,200 -> 00:35:05,200 But what's what are your thoughts to that alignment?

333 00:35:08,600 -> 00:35:12,400 So we talked about functional metrics which is great.

334 00:35:12,900 -> 00:35:27,800 You have to have a bead on your functional metrics, but I think also just good financial literacy and alignment on the highest level metrics and in assurance that the whole team understands that.

335 00:35:27,800 -> 00:35:36,400 So we talked about efficiency sales and marketing share of wallet, and ultimately a board is going to be looking at kak.

336 00:35:36,700 -> 00:36:18,100 So we can be the most efficient little beans but if you know were doing crazy stuff on sale sales it's just not going to work and vice versa and so you know things like gross retention, net retention, you know, are per employee like there's just a lot of kind of like overarching things

that like indicate the health of us a specific, your SAS company, which we are indicated that and I think just making sure that It everybody on the team has Financial like literacy around those and how every single, you know, we're all like cells in the big organism, right?

337 00:36:18,100 -> 00:36:20,400 And we all can contribute to those.

338 00:36:21,000 -> 00:36:27,000 And so, I think keeping those top of mind, so you don't get to myopic in your own functional metrics.

339 00:36:28,300 -> 00:36:29,600 Yeah, I think that's right.

340 00:36:29,600 -> 00:36:39,200 We were actually I was just having a conversation with my team about this about sort of like, let us talk holistically about next year and not marketing or sales but just like holistically across the business.

341 00:36:39,200 -> 00:36:40,300 What do we need to achieve?

342 00:36:40,600 -> 00:36:45,600 And I think taking that down to like what is sales and marketing have to get aligned on the first one is that?

343 00:36:45,600 -> 00:36:47,800 Where is growth going to come from next year?

344 00:36:49,100 -> 00:36:54,400 And then if your plan looks the same, your Revenue plan, your sales plan, your marketing plan.

345 00:36:54,400 -> 00:36:57,800 Next year, you're probably not making enough big changes.

346 00:36:58,300 -> 00:37:02,200 Not that you have to make totally radical swings by like next year's probably gonna look different.

347 00:37:02,200 -> 00:37:03,900 Your plans should probably look different.

348 00:37:03,900 -> 00:37:08,000 So what we have done is we have said, okay, what do we need to achieve next year?

349 00:37:08,800 -> 00:37:10,400 How is that going to be different?

350 00:37:10,400 -> 00:37:14,000 And then what is the role of sales and marketing to do that?

351 00:37:14,000 -> 00:37:19,500 So what is the role of sales versus Marketing in driving nrr?

352 00:37:19,500 -> 00:37:23,700 And we want to have a really collaborative relationship in a world of abundance.

353 00:37:24,300 -> 00:37:26,500 Where we came from, we could all just go.

354 00:37:26,500 -> 00:37:34,200 Go against all the metrics that the Game time together really fast in a world where the board is looking at Blended sales and marketing efficiency.

355 00:37:34,700 -> 00:37:39,900 Well, what can I do to have a more collaborative relationship, and so we're not duplicating efforts?

356 00:37:39,900 -> 00:37:45,000 How can we best support each other in the most efficient way possible and you might make different choices?

357 00:37:45,000 -> 00:37:50,500 So I think that's a really important one is what do you need to achieve for the business?

358 00:37:50,700 -> 00:37:57,900 And then what is the handshake role and relationship for sales or CS forces marketing to achieve those kpis?

359 00:37:58,000 -> 00:38:04,000 Is going into next year, and we actually do that by segment and by metrics so that we understand like on Enterprise.

360 00:38:04,000 -> 00:38:08,000 For example, what's the role of marketing versus sales?

361 00:38:08,000 -> 00:38:10,200 And then when there is you know what's the role of this?

362 00:38:10,200 -> 00:38:11,200 Yes team as well.

363 00:38:11,200 -> 00:38:12,300 So that's really clear.

364 00:38:12,400 -> 00:38:18,400 Here's the top line of what we need to do in the segment and then here's what each team and function what we need to do and deliver.

365 00:38:20,700 -> 00:38:28,900 Is there a recommended Cadence like howdy just practically speaking like on a week-to-week monthly?

366 00:38:28,900 -> 00:38:36,200 Like what's the Cadence of that alignment that takes place in communication and meetings because we don't want more meetings.

367 00:38:36,200 -> 00:38:37,800 We want to work asynchronously as well.

368 00:38:37,800 -> 00:38:42,100 But like how does that look in each of your organization's?

369 00:38:43,200 -> 00:39:01,000 I mean, I think for us, we plan we do annual plans, we revisit every half, and then we have got a pretty tight alignment on a monthly basis with our sales leadership, including at the segment level to see how is what we are.

370 00:39:01,000 -> 00:39:10,900 Delivering performing so that we can iterate along the way I would say you probably can't you can over plan in this climate but you can't communicate enough.

371 00:39:10,900 -> 00:39:12,800 Like I don't think there's such a thing as too much.

372 00:39:13,200 -> 00:39:18,100 Munication in this climate because things are changing, its really unpredictable.

373 00:39:18,300 -> 00:39:25,700 So the more conversations you can have to make sure that everybody has the same shared information on how we're performing and what's trending in the market the better.

374 00:39:26,900 -> 00:39:38,700 So if you're not doing that at least monthly you know you probably need to think about increasing that frequency across sales and marketing line am curious what you all do from up from a planning and Alignment.

375 00:39:38,700 -> 00:39:39,300 Cadence.

376 00:39:39,800 -> 00:39:42,900 Yeah, well, our exec team, we meet for two hours.

377 00:39:42,900 -> 00:39:43,700 Every Week.

378 00:39:44,600 -> 00:39:51,600 So that's sort of standing, you know, huddle, and we cover all kinds of topics.

379 00:39:51,600 -> 00:39:56,100 Obviously, you know, it's funny.

380 00:39:58,200 -> 00:40:01,500 I wish I could give a better answer because there's a lot of things that we do.

381 00:40:01,500 -> 00:40:07,200 There're meetings, that we have, there're dashboards, there's this, there's, there's Monday reports that go out.

382 00:40:07,200 -> 00:40:14,100 I mean, we have all of those things, but I call it getting in the flow.

383 00:40:14,800 -> 00:40:32,400 And Anna and it's a little more organic but I just think that there's like knowing when you're in the flow with someone and when you're not and to me like being in the flow is like the I have got 10 minutes before a flight.

384 00:40:33,200 -> 00:40:37,900 I am just going to call you and see what's going on, you know?

385 00:40:38,400 -> 00:40:56,700 And, and I know that sounds but I think sometimes we almost over engineer and then almost I don't have his real conversations, whereas, Sometimes just a little text here there or a quick, you know, 15 minute, I am waiting in carpool.

386 00:40:57,000 -> 00:40:58,200 What's shakin bacon?

387 00:40:59,600 -> 00:41:00,600 Helps with that.

388 00:41:01,500 -> 00:41:01,800 I don't know.

389 00:41:01,800 -> 00:41:02,300 Flow.

390 00:41:02,400 -> 00:41:10,500 Anyway again, I don't think that's the answer people want but that's what, but I think you're hitting something Latin, especially moving into next year.

391 00:41:10,600 -> 00:41:13,200 You know, I think what you're hitting is trust.

392 00:41:14,100 -> 00:41:25,700 I think in flow can happen when you have this the trust amongst your key colleagues that you're running in the trenches with and it's like how do you get there?

393 00:41:26,100 -> 00:41:30,000 You know if rather than falling default to our Templates.

394 00:41:30,000 -> 00:41:30,800 And okay.

395 00:41:30,800 -> 00:41:39,500 We have got this meeting, Cadence sometimes there's core things that we need to address, but it requires that level of trust and communication to get there.

396 00:41:39,500 -> 00:41:44,400 So what have both of you done to get to flow?

397 00:41:44,500 -> 00:41:48,100 Because I think that is a very powerful note.

398 00:41:51,200 -> 00:41:56,600 I think sometimes like putting down the agendas in the slides like to build off that.

399 00:41:56,600 -> 00:42:05,800 Like so we have pipeline meetings every month and there's the slot, you know, the dashboards and the slides and the whatever and all the Rev world leaders are there and marketing's there.

400 00:42:05,800 -> 00:42:12,300 And one of our last meetings I was like, let us just I read the pre-raid, can we just like put that aside?

401 00:42:12,700 -> 00:42:15,300 Can we just talk about what's happening in the business?

402 00:42:15,300 -> 00:42:16,200 And like what's it?

403 00:42:16,200 -> 00:42:18,500 And we had the conversation on what's within our control.

404 00:42:20,200 -> 00:42:30,300 And so we started looking at The metrics, you're like, okay, what's within our control and it was a very helpful conversation, but we just sort of like it was sort of like just we're doing all the things.

405 00:42:30,300 -> 00:42:34,000 Can we just pause for a minute and just have some real talk about?

406 00:42:34,200 -> 00:42:35,300 What do you think's happening?

407 00:42:35,300 -> 00:42:37,800 Just intuitively, we have informed ourselves.

408 00:42:37,800 -> 00:42:39,300 What do we think is within our control?

409 00:42:39,400 -> 00:42:43,900 So I think it's a really important thing about building trust but also trusting yourself.

410 00:42:43,900 -> 00:42:50,400 There is going to be very little certainty including in all of your data in the first table.

411 00:42:50,400 -> 00:42:51,000 Future things.

412 00:42:51,100 -> 00:43:01,600 Are going to be wonky and you're gonna be like, I don't know why top of funnel looks great, but bottom of the funnel conversions are lower and I think just trusting your own intuition and form yourself and then trust your intuition.

413 00:43:01,600 -> 00:43:10,300 And have real talk with your team's is it is pretty powerful and so that's resonating what Latin he said and what you said, you know, with me as well.

414 00:43:14,500 -> 00:43:15,100 Love that.

415 00:43:16,200 -> 00:43:25,400 Okay, I am gonna pull us back up into some other questions that are popping up here and I would love to tackle customer marketing as well looking at time.

416 00:43:26,600 -> 00:43:29,900 Alina's got a question here on okrs and structure.

417 00:43:29,900 -> 00:43:38,900 So as we're talking, still about teams and how you all do things within each of your orgs, how do you structure Okie ours, specifically for your marketing team?

418 00:43:47,100 -> 00:43:54,200 So I am a V2, mom Enthusiast for the record, but we also do, okay, ours and so.

419 00:43:54,200 -> 00:43:56,200 Okay, ours to me or more bottom up.

420 00:43:57,500 -> 00:44:05,200 V2, mom is more top-down and you need both, but they calf they can't connect.

421 00:44:06,100 -> 00:44:24,800 And so what we do is we have the company V2, mom, that comes out at the beginning of the year and then gets a refresh, you know, in the middle of the year and then I develop off vibing off of the company, won the marketing lie to Mom.

422 00:44:26,000 -> 00:44:31,500 For our artwork and then individuals, do okay, ours.

423 00:44:31,500 -> 00:44:39,500 But I ask that the okay are has one objective, no more than 31 objective.

424 00:44:39,500 -> 00:44:47,100 That's tied to the overall, the overall kind of V2, mom, marketing, and or company.

425 00:44:47,100 -> 00:44:55,600 But the whatever the top priorities are from the company, s is a functional thing, something they're going to, you know, tied to their overall functional goals.

426 00:44:55,800 -> 00:44:59,000 Then third is personal but no more than that.

427 00:45:01,300 -> 00:45:03,900 And then we do a check in on those every quarter.

428 00:45:06,800 -> 00:45:09,200 But I think you can kind of over do it.

429 00:45:09,200 -> 00:45:16,800 If you get to I mean, so much of being a good manager, is just consistently having a one-on-one with people.

430 00:45:18,400 -> 00:45:21,800 So we do, we do almost the exact same thing.

431 00:45:21,800 -> 00:45:24,400 So we have the company V2, mom's published at the end of the year.

432 00:45:24,400 -> 00:45:27,500 We do a mid-year kind of refresh of that.

433 00:45:27,500 -> 00:45:36,100 Based on what's changed the market, we have a marketing one that fives off the company, one, and then for ours, we have key.

434 00:45:36,100 -> 00:45:39,200 I have key leaders who own what's called a method.

435 00:45:39,200 -> 00:45:40,900 So I see Spencer here sharing it.

436 00:45:40,900 -> 00:45:45,400 So each of my L will own at least one method.

437 00:45:46,000 -> 00:45:53,000 And then they're accountable for the cross-functional work required to make that method, come to life and to happen and to hit the metric associated with it.

438 00:45:53,300 -> 00:46:00,700 And then we do individual V2 moms as well that we pair with what's called a performance development plan which is here's what I am going to achieve for the company.

439 00:46:00,700 -> 00:46:08,100 And here's what I want to achieve in my career and sometimes those are very much correlated and sometimes the career ones are longer term, and we check it.

440 00:46:08,100 -> 00:46:11,100 We do those quarterly as well, but they're two different documents.

441 00:46:11,100 -> 00:46:22,000 One, sort of the Personally to Mom and one is the personal development plan, it's called a PDP, not to be confused with a pip which is where acronyms can go really South.

442 00:46:24,100 -> 00:46:32,100 That's good clarification, awesome and thanks caver, eccentric, a break for dropping in the V2.

443 00:46:32,100 -> 00:46:34,500 Mom framework, right there.

444 00:46:34,900 -> 00:46:35,900 That's great.

445 00:46:36,400 -> 00:46:48,000 Here's another question coming up about the structure of your teams and within each of your orgs is coming up from a Lena, how do you structure your team or so moving into 2023?

446 00:46:48,000 -> 00:46:50,800 How are you looking at structuring?

447 00:46:50,800 -> 00:46:55,100 Your team to support the goals that you have all identified?

448 00:46:57,100 -> 00:46:57,500 Amanda.

449 00:46:57,500 -> 00:46:58,900 You want to take this one for sure.

450 00:46:59,700 -> 00:46:59,900 Well.

451 00:46:59,900 -> 00:47:18,700 So G to my org looks a little different, and she too because of the nature of our business, but I have kind of traditional ask structure and then I have a Brandon Communications function which is really responsible for our story but also includes things like events that really Naturally Fit within the skill.

452 00:47:18,700 -> 00:47:20,500 Set of that team.

453 00:47:20,500 -> 00:47:23,800 They have a creative function, which supports a lot of our organization.

454 00:47:25,200 -> 00:47:28,900 I have product partner and Summer marketing actually together.

455 00:47:29,700 -> 00:47:40,500 And that's really nice because it helps us I think tell a better narrative around our products but more importantly, even the value that we're delivering to our customers and that they're getting from the products.

456 00:47:41,000 -> 00:47:50,000 And then I have a, I have an interesting organ, it's our user lifecycle and Community organization, which is really focused on the buyer, side of g 2.

457 00:47:50,000 -> 00:47:56,700 So how do we get more people coming to G2 to search for software and to leave reviews for software?

458 00:47:56,800 -> 00:47:57,400 Providers.

459 00:47:57,400 -> 00:48:05,200 And so that's a function and actually, it includes support as well, which is a bit unusual for a marketing team, and they're all focused.

460 00:48:05,200 -> 00:48:11,200 We have got 80 million buyers who come to G to it and growing, and so they're a big part of that.

461 00:48:11,400 -> 00:48:26,100 And then we have a revenue marketing function which is in a very important function that also includes our marketing

operations and Tech stack, which is near and dear to my heart are a great team and the mar Tech stack is pretty core to everything we do at G2.

462 00:48:26,100 -> 00:48:28,200 So, That's kind of the core functions.

463 00:48:28,200 -> 00:48:29,300 We have it in marketing.

464 00:48:33,000 -> 00:48:45,300 I would say similar, we have competitive intelligence under pmm, but customer is also under pmm and partner.

465 00:48:46,200 -> 00:49:00,200 We have a separate ABX team which for us, is just a, it's all of our experiential marketing which we do a lot of and a lot of like high-touch campaigns and things like that.

466 00:49:00,400 -> 00:49:02,200 At, and they're their own team.

467 00:49:03,800 -> 00:49:06,400 But other than that, yeah, I was a pretty standard.

468 00:49:09,100 -> 00:49:09,700 That's great.

469 00:49:09,700 -> 00:49:17,500 Well, I do want to pull the thread into customer marketing because this is a topic that has been coming up a lot.

470 00:49:17,600 -> 00:49:30,300 And, you know, moving into next year investing into existing customers focusing on retention and expansion is a no-brainer and a big priority, you know, there're many ways.

471 00:49:30,400 -> 00:49:36,600 Ways to go about to do this, aside from getting G2 reviews from customers, holding an advisory boards.

472 00:49:37,000 -> 00:49:39,500 What does customer marketing look like?

473 00:49:39,500 -> 00:49:45,100 What does that look like for each of you and where does the budget headcount come from?

474 00:49:45,600 -> 00:49:51,700 Because it's not quite a fully fleshed-out, you know, maybe it is for you all, but I think I know right now.

475 00:49:51,700 -> 00:49:54,600 There's a lot of folks still trying to figure out what does that look like?

476 00:49:54,600 -> 00:49:55,700 What is the ROI?

477 00:49:55,700 -> 00:49:57,900 And attribution look like with customer marketing.

478 00:50:00,100 -> 00:50:00,400 Yeah.

479 00:50:00,400 -> 00:50:16,600 Well, I think it starts with how do you define customer marketing and I can get on a soapbox about this but I think it's one of the most critical functions and also one of the most multi-faceted if you define it in a really strategic way which is not often defined in a very strategic way.

480 00:50:16,800 -> 00:50:18,800 To me, it's incredibly strategic.

481 00:50:18,800 -> 00:50:29,300 What you think about customer marketing is the function that both it's sort of Yin and Yang helps you grow with your existing customers and also leverages your existing customers to grow with new ones to me.

482 00:50:29,400 -> 00:50:32,300 That becomes a really strategic function within the organization.

483 00:50:32,300 -> 00:50:34,500 Like, it's not references and reviews.

484 00:50:34,500 -> 00:50:40,800 It's actually, how do we grow our existing customer base and turn them into Advocates that can help us attract new customers?

485 00:50:40,800 -> 00:50:43,200 That's a strategic customer marketing function.

486 00:50:43,700 -> 00:50:56,900 And so for us, that's how we have defined it, and we have a couple of pillars under that are really important but one of the most important ones for us right now is customer education but for Us customer education, starts presale.

487 00:50:57,800 -> 00:51:08,000 So we don't gate our customer education for like when you become a customer because we know that buyers want to understand how they're going to be successful and using the product while before the sale.

488 00:51:08,300 -> 00:51:17,700 And so we spend a lot of time thinking about what's the right training and education for our customers, including presale and how do we carry that through?

489 00:51:18,000 -> 00:51:20,600 And then certainly advocacy is the second pillar.

490 00:51:20,700 -> 00:51:23,700 How do we actually build customer Advocates and have them?

491 00:51:24,100 -> 00:51:27,400 Share the stories of how G2 is impacting their own?

492 00:51:27,500 -> 00:51:28,900 And growth.

493 00:51:29,600 -> 00:51:31,800 And then expansion is sort of the third pillar.

494 00:51:31,800 -> 00:51:38,300 And how do we actually make sure we're growing our customer relationships and really strategic ways, especially for our larger accounts?

495 00:51:38,300 -> 00:51:50,900 So those kind of how we have defined it, it's a really big and important function, but it can often be like, well, we have someone who does references reviews, which isn't a bad thing, you want that, but I think there's so much more to it than that.

496 00:51:53,700 -> 00:52:09,300 So we I would say one of the things that we do is customer and Community is one group, and they really go hand-in-hand, and so we very early on at six cents.

497 00:52:10,300 -> 00:52:15,100 Realized we don't really sell software, we sell change.

498 00:52:16,300 -> 00:52:23,600 And a change in approach that is, is more efficient and has all these great benefits, but requires a change.

499 00:52:24,300 -> 00:52:28,600 And so we decided, we need to support.

500 00:52:29,200 -> 00:52:33,700 We probably need to provide support other than just how to set it up in the software, right?

501 00:52:33,700 -> 00:52:40,800 Like it's a mentality, the measurement around it, the process around it, the organizational structure.

502 00:52:42,300 -> 00:52:47,100 So very early on, we decided we were going to invest be And communities.

503 00:52:47,100 -> 00:52:51,100 And so, that's a huge part of our customer marketing.

504 00:52:51,100 -> 00:52:55,200 It's about, you know, how do we make sure that they are engaged, right?

505 00:52:55,200 -> 00:53:07,800 You think about Employee Engagement, we think about customer engagement and, you know, we measure things like, we want to make sure that ninety percent of our customers show up every quarter.

506 00:53:08,500 -> 00:53:14,100 Like if no one is coming to learn about our new roadmap from an account there.

507 00:53:14,100 -> 00:53:15,400 Probably read.

508 00:53:15,400 -> 00:53:15,900 They don't.

509 00:53:16,000 -> 00:53:17,200 Care you, right?

510 00:53:17,200 -> 00:53:22,900 And so it's like, people vote with their feet, and so we do a lot around keeping customers engaged.

511 00:53:22,900 -> 00:53:26,200 Keeping them, you know, we're innovating fast.

512 00:53:27,400 -> 00:53:31,200 And so we want to, we want to also address them in their whole role.

513 00:53:31,200 -> 00:53:33,600 Not just what they do with six Ed's, right?

514 00:53:33,600 -> 00:53:40,700 So I want people to say six cents, made me successful in my role and my kpis, but also my overall career.

515 00:53:42,200 -> 00:53:45,900 So we take, I would say a very broad approach for customers.

516 00:53:46,100 -> 00:53:52,200 Getting, you know, the funding of it is, is interesting.

517 00:53:52,200 -> 00:53:58,700 It's sort of like you for me, you sort of, don't ask and you just do and then it's amazing.

518 00:53:58,700 -> 00:54:04,800 And of course people want to fund it but not everyone has that luxury, especially right now.

519 00:54:04,800 -> 00:54:05,900 So I get that.

520 00:54:07,300 -> 00:54:25,700 But I would say going back to some of those important metrics like nrr and gross retention and you know, No, we think a lot about adopted use cases and so, you know, how are we helping get more adopted use cases?

521 00:54:25,700 -> 00:54:29,000 So that's that is like a score that we look at.

522 00:54:30,800 -> 00:54:34,400 So yeah, it's a much more I think holistic.

523 00:54:34,400 -> 00:54:41,600 It can have a lot more value than people, I think perceived in the past.

524 00:54:41,600 -> 00:54:44,300 But it does require the right level of investment, right?

525 00:54:44,300 -> 00:54:51,000 I mean, we said oh, it's It just reviews and it's not just references in case studies, but that's a lot of work.

526 00:54:52,200 -> 00:54:55,300 Justin just that's still a lot of work.

527 00:54:56,200 -> 00:55:00,600 It really is and I know and you know, requires investment of a different kind.

528 00:55:00,600 -> 00:55:02,000 So yeah.

529 00:55:03,900 -> 00:55:14,200 But I think again you know, when you think about the cost of losing a customer and you think about LTV and like again great SAS metrics, they come down to retention and growth.

530 00:55:14,200 -> 00:55:19,000 So just making sure you're tying that function back to those.

531 00:55:20,000 -> 00:55:20,200 Yeah.

532 00:55:20,200 -> 00:55:24,300 And I do want to say like, The reference is a reviews, it's really the foundation.

533 00:55:24,300 -> 00:55:27,400 Like if you don't have customers that are willing to Advocate, right?

534 00:55:27,800 -> 00:55:32,300 And there's no real Community, it's going to be a community of complainers.

535 00:55:32,300 -> 00:55:33,300 You're going to be screwed.

536 00:55:34,900 -> 00:55:35,200 Yeah.

537 00:55:35,200 -> 00:55:42,000 And it gives you those hand-raisers who you can see like are we ready to build and kind of create our own connection and who should we invite?

538 00:55:42,000 -> 00:55:46,700 But yeah, you want to make sure you have got people who are willing to come to the dance before you put on.

539 00:55:47,100 -> 00:55:49,100 Don't put on the party, they don't it's going to come to.

540 00:55:49,100 -> 00:55:51,700 So those are pretty critical at the foundation of God.

541 00:55:51,900 -> 00:55:52,400 Marketing.

542 00:55:53,000 -> 00:55:53,400 I love that.

543 00:55:53,400 -> 00:55:54,200 You said budget to.

544 00:55:54,200 -> 00:55:56,100 I feel like, if you ask a CMO, what do you have?

545 00:55:56,100 -> 00:56:05,000 Budgeted for Pipeline and acquisition, they will be like, I know exactly my number next year and I fought with my CFO about it and if you ask them like, what did you budget for customer marketing?

546 00:56:05,300 -> 00:56:13,700 That's a much harder question but I think a really good one to ask heading into next year and just try honestly just tracking upsell pipeline.

547 00:56:13,700 -> 00:56:21,600 Again, if you take this holistic pipeline model, I can flip back and forth and a second between net new and upsell pipeline.

548 00:56:21,900 -> 00:56:34,200 And if we now and then going back to the financial plan, if we know that this year, we have agreed of higher percentage of our Pipeline and bookings is going to come from expansion or cross-sell.

549 00:56:34,800 -> 00:56:38,300 Then, you know, there you go, then you sort of have your metric.

550 00:56:40,400 -> 00:56:43,000 But anyway, so that's also another way to look at it.

551 00:56:44,700 -> 00:56:46,000 So good I can't believe it.

552 00:56:46,000 -> 00:56:52,800 We only have five minutes left time just flew, and we have some questions here.

553 00:56:53,500 -> 00:56:57,500 You know, looking at all these, I would love to ask this last question.

554 00:56:57,500 -> 00:56:59,900 I know there's some technical questions, Leo.

555 00:56:59,900 -> 00:57:04,200 Chris you guys are asking some technical questions will reply back to you after this event.

556 00:57:04,200 -> 00:57:10,400 But in this event right now as we're wrapping up, I want to bring up Christine colosimo's, question.

557 00:57:12,000 -> 00:57:14,100 Oops, sorry Sal could actually hit the button.

558 00:57:14,300 -> 00:57:15,200 He's our producer.

559 00:57:16,200 -> 00:57:27,700 Maybe you can pull it back up, but she was asking basically how do we keep our team's motivated in times like this when budgets are smaller efficiency?

560 00:57:27,700 -> 00:57:30,400 Super important headcount is harder to come by.

561 00:57:31,200 -> 00:57:33,600 How are you inspiring the teams?

562 00:57:36,000 -> 00:57:43,400 It's probably the thing I worry the most about And Amanda and I were at dinner last night talking about this.

563 00:57:43,400 -> 00:57:54,000 Like you know a no-brainer is getting people together but that's also expensive, right, looks like, right?

564 00:57:54,000 -> 00:57:58,300 So it's like, It's hard.

565 00:57:58,300 -> 00:58:04,200 We're going to have to it's like covid part 2, right of being creative, especially with us.

566 00:58:06,100 -> 00:58:19,500 You know, embracing hybrid, you know, work environments and I think that I have decided I wrote in prep for this like You know, this whole does more with less is just b*****.

567 00:58:19,700 -> 00:58:22,200 Like that's not inspiring to anybody.

568 00:58:22,600 -> 00:58:34,400 So I think what we have to do is really commit to We have to fundamentally change the way we work and that either comes from better focus.

569 00:58:37,200 -> 00:58:49,200 It comes from tapping into things like, Automation and AI for scale and then I think it comes from eliminating complexity because complexity comes at a cost.

570 00:58:49,800 -> 00:58:59,100 And, you know, when you're in a high growth environment, you can just add a dad and sometimes you just need to peel it back and be like, wait why are we doing that?

571 00:58:59,100 -> 00:59:04,700 Like, you know, and so But it, I don't know.

572 00:59:04,700 -> 00:59:10,900 I would love suggestions for what, what people think work, I mean, I can't do another virtual wine tasting.

573 00:59:10,900 -> 00:59:15,000 I know that, you know, it's okay.

574 00:59:15,000 -> 00:59:16,700 We had to, I mean, I don't know.

575 00:59:17,700 -> 00:59:18,600 I think so.

576 00:59:18,600 -> 00:59:20,500 A couple things I have three.

577 00:59:20,600 -> 00:59:20,900 I don't.

578 00:59:20,900 -> 00:59:22,400 First of all, this is a journey.

579 00:59:22,400 -> 00:59:26,900 I think for everybody, our team included, but I think the first is people can't feel motivated.

580 00:59:26,900 -> 00:59:31,800 When they don't understand and know, and trust the people they work with and you don't have to do that in person.

581 00:59:31,800 -> 00:59:39,600 It helps But we just do a chat every month, and it's just, there's no agenda.

582 00:59:39,600 -> 00:59:42,200 There is no, we did the wine tasting.

583 00:59:42,200 -> 00:59:56,900 It's just like just show up, and we're going to talk, and we often have themes that are like real, and we find ways to kind of connect as people because it's hard to just be work people all the time through resumes green.

584 00:59:57,900 -> 01:00:02,900 So that's the first thing is get to know each other as people, because it's, you're going to be more motivated when you're working.

585 01:00:03,000 -> 01:00:04,500 And supporting people, you really know.

586 01:00:04,500 -> 01:00:16,700 And trust the second thing we do is find the creativity in it, which is easier said than done, but there's always people on this like, I am one of those people that's like, who doing more or less have fun.

587 01:00:16,700 -> 01:00:18,000 Like, I know, I am a rarity right.

588 01:00:18,000 -> 01:00:23,700 Like, I am like, oh, that sounds really exciting, but there are ways to find the fun and creativity on it.

589 01:00:23,700 -> 01:00:28,200 And so, I think just saying like what can be what if this was fun?

590 01:00:28,300 -> 01:00:37,500 Like what would have to be the conditions in which this would be enjoyable for us and it might mean, I mean, what we need to do less stuff because otherwise, it's just overwhelming and can we prioritize better?

591 01:00:38,000 -> 01:00:44,700 And it may also look like efficiency and optimization and finding new levers to pull this fun because we can test and experiment and that's fun.

592 01:00:44,800 -> 01:00:47,500 And I think the third thing is just like being transparent.

593 01:00:48,000 -> 01:00:51,400 It gets really hard to stay motivated if you think there's something behind the curtain.

594 01:00:51,400 -> 01:00:56,900 And, so I think it's m like the more you can be just transparent on what you know and what you don't know.

595 01:00:57,400 -> 01:01:02,000 Because there's a lot, we don't know and won't be I think super important.

596 01:01:04,200 -> 01:01:08,300 Wow, thank you your time so much Latin e Amanda.

597 01:01:08,300 -> 01:01:14,800 It's been a pleasure to have you here, and drop your wisdom and insights for all of us.

598 01:01:14,800 -> 01:01:16,900 Thank you so much for taking the time.

599 01:01:16,900 -> 01:01:26,900 We actually, I just want to communicate as a B2B marketer were so inspired and grateful for both of you as we know that you have invested so much into us.

600 01:01:26,900 -> 01:01:30,200 So this is just an appreciation back to you.

601 01:01:30,200 -> 01:01:32,300 So, thank you so much for being here.

602 01:01:32,300 -> 01:01:34,500 Here for everyone else.

603 01:01:34,500 -> 01:01:38,100 Thank you for sitting in and joining the conversation.

604 01:01:38,100 -> 01:01:40,900 We will be sending this recording out to you all.

605 01:01:44,100 -> 01:01:50,200 Oh it looks like hey the first 102 registered will receive Latin.

606 01:01:50,200 -> 01:02:04,500 He's book we have another event tomorrow with Nick Bennett who is the director of evangelism and customer marketing with Alice, and we're going to go deeper into evangelism and Customer marketing and pull that thread.

607 01:02:05,300 -> 01:02:10,300 All right, so for that with all that have a wonderful rest of your day, we hope to see you tomorrow.

608 01:02:10,300 -> 01:02:13,900 If we don't have a wonderful rest of your week, stay positive.

609 01:02:13,900 -> 01:02:15,100 Keep the joy.

610 01:02:15,300 -> 01:02:17,100 You got this, we can do this.

611 01:02:17,200 -> 01:02:18,200 All right, take care.

612 01:02:18,200 -> 01:02:18,700 Bye.

613 01:03:22,100 -> 01:03:24,900 So you are honor him.

614 01:04:42,000 -> 01:04:43,300 I played my drum.

615 01:04:43,700 -> 01:04:44,900 Put him back.

616 01:04:49,200 -> 01:04:54,500 I played my best for him by a bumper, to bumper.

1 00:00:18,100 -> 00:00:21,400 Wait and Oahu to be specific.

2 00:00:21,800 -> 00:00:24,600 Ewa Beach and it's 10:47.

3 00:00:24,600 -> 00:00:25,300 A.m.

4 00:00:25,900 -> 00:00:27,200 What time is it for you?

5 00:00:28,700 -> 00:00:35,900 It is 347 right now and I got to say it's pretty amazing that we're on opposite ends of the Earth basically, right?

6 00:00:35,900 -> 00:00:40,800 And we're having a conversation here on welcome, it's kind of crazy when you think about it.

7 00:00:41,100 -> 00:00:47,200 Just like sometimes when you think about technology, we tend to take it for granted but I think, I don't know.

8 00:00:47,200 -> 00:00:47,800 Some comedian.

9 00:00:47,800 -> 00:00:51,400 I heard on Late Show one time, and he was like, you know, isn't it kind of crazy?

10 00:00:51,400 -> 00:00:57,200 Like you're in an airplane you're in a like a metal cylinder, just flying through the air.

11 00:00:58,000 -> 00:00:59,200 It's a crazy concept.

12 00:00:59,200 -> 00:01:00,100 Don't think about stuff like that.

13 00:01:00,100 -> 00:01:05,200 We don't think in depth about that, you know, you kind of just like, oh yeah, it's just a bullet train.

14 00:01:05,200 -> 00:01:12,100 That's going 200 miles 42 mph when your machine gun send in Japan or in an airplane.

15 00:01:12,200 -> 00:01:13,100 Yeah, totally.

16 00:01:13,300 -> 00:01:13,700 So, yeah.

17 00:01:13,700 -> 00:01:20,800 Being on, welcome and being able to connect in completely different time zones across the globe.

18 00:01:21,100 -> 00:01:22,000 It's pretty awesome.

19 00:01:23,800 -> 00:01:23,900 Yeah.

20 00:01:24,000 -> 00:01:25,700 For sure, it blows my mind sometimes.

21 00:01:26,100 -> 00:01:26,700 Yeah.

22 00:01:26,800 -> 00:01:27,300 Yeah.

23 00:01:27,800 -> 00:01:30,600 Talking about mind-blowing topics.

24 00:01:30,600 -> 00:01:35,600 I am really excited Jerry to be able to pick your Noggin.

25 00:01:35,900 -> 00:01:51,100 You know, your big Noggins is like part of your friend, which I love, but really pick your brain on how you're observing the trends that are taking place in the economy, you know, feds recently, increase interest rates and all that kind of stuff.

26 00:01:51,100 -> 00:01:55,200 Elon Musk, Twitter getting layoffs, layoffs, left, and right and Tech.

27 00:01:55,200 -> 00:01:57,500 We're going to talk about those things.

28 00:01:57,700 -> 00:02:09,600 But before we jump into some of those topics would love to learn a little bit more about just you and your background as a serial founding entrepreneur.

29 00:02:09,600 -> 00:02:13,800 So can you like let us rewind, I think it's way back.

30 00:02:13,900 -> 00:02:17,600 Like, like back the sure Blackstreet how far?

31 00:02:18,000 -> 00:02:19,900 How far back do you want me to go?

32 00:02:21,700 -> 00:02:24,400 When did you where were you born?

33 00:02:24,500 -> 00:02:27,200 And then when did you migrate to the states?

34 00:02:29,400 -> 00:02:33,500 Yes, I was born in fishing Village in China called Ningbo.

35 00:02:33,900 -> 00:02:37,500 And when I say Village, it's a city of about 5 million people, right?

36 00:02:37,500 -> 00:02:40,400 But that's basically what a village in China is these days.

37 00:02:41,300 -> 00:02:50,300 So I was born there in the 80s and then I moved to the United States when I was 5 years old from there, I lived in Columbus, Ohio.

38 00:02:51,100 -> 00:02:58,500 And then, I guess the first formative event in my life as it relates to, my career happened in the late 90s.

39 00:02:58,500 -> 00:03:05,200 When my dad actually got a job in Silicon Valley, as part of the first.com, boom, and subsequent bust.

40 00:03:05,400 -> 00:03:10,100 So, that's when I started to get interested in technology went to school in California.

41 00:03:10,100 -> 00:03:19,500 In the Bay Area, went to college at Cal, graduated had my first job at Lockheed Martin, which is a defense contractor.

42 00:03:19,500 -> 00:03:21,000 And that's where I also met Roberto.

43 00:03:21,300 -> 00:03:22,900 My current co-founder here at welcome.

44 00:03:23,800 -> 00:03:30,200 And I think ever since I was young Was interested in entrepreneurship.

45 00:03:30,200 -> 00:03:35,200 I was interested in technology, and so I always wanted to start a company.

46 00:03:35,200 -> 00:03:40,300 I always wanted to be at the Forefront of innovation and I made the leap.

47 00:03:41,200 -> 00:03:47,700 When I saw Steve Jobs unveiled the iPhone for the first time I was like, wow this is a pretty revolutionary piece of technology.

48 00:03:47,700 -> 00:03:56,500 I was actually very amazed when he first unveiled in 2008, and my first company was an app company.

49 00:03:56,500 -> 00:03:58,600 I made a fantasy Sports.

50 00:03:58,700 -> 00:04:12,000 App for mobile phones later, I sold that to Yahoo and that's where Roberto and I work for a little while, so stay there for a couple of years and then Roberto and I decided to work together after that, as well.

51 00:04:12,700 -> 00:04:13,300 He what?

52 00:04:13,300 -> 00:04:17,600 That's where he met, you, I believe in Colorado, and I moved to Colorado at that point.

53 00:04:18,300 -> 00:04:23,700 And we started welcome about two years ago so that's brings us too today.

54 00:04:24,500 -> 00:04:25,300 Wow.

55 00:04:26,000 -> 00:04:34,100 And, you know, you just mentioned a See at, but that's actually like the fantasy football app that was sold to Yahoo right.

56 00:04:34,800 -> 00:04:35,400 Huge.

57 00:04:35,500 -> 00:04:39,700 That's right, there's fantasy football, but I also supported a bunch of other sports as well.

58 00:04:39,700 -> 00:04:41,700 Like my personal favorite sport is basketball.

59 00:04:41,700 -> 00:04:45,100 So I didn't play too much football played a lot of fantasy basketball though.

60 00:04:46,300 -> 00:04:47,300 Very cool.

61 00:04:47,400 -> 00:04:48,000 Wow.

62 00:04:48,000 -> 00:04:48,700 What a journey.

63 00:04:49,100 -> 00:04:54,100 So, here you are today with welcome, you're one of three founders.

64 00:04:54,100 -> 00:04:55,100 So it's you.

65 00:04:55,300 -> 00:04:57,100 Roberto and tiger.

66 00:04:57,100 -> 00:04:58,400 Who's your brother?

67 00:04:59,300 -> 00:05:05,300 In fact, you have two other brothers and all of you are in Tech as well, right?

68 00:05:07,000 -> 00:05:11,900 Yeah, I guess, you know, you know what they say the Apple doesn't fall far?

69 00:05:11,900 -> 00:05:13,100 Fall far from the tree.

70 00:05:13,300 -> 00:05:18,400 My dad was in technology and all three of his sons are also in technology.

71 00:05:18,400 -> 00:05:22,400 So maybe there's something to that, that's pretty awesome.

72 00:05:23,000 -> 00:05:24,400 Wow, cool.

73 00:05:24,400 -> 00:05:45,000 Okay so then now fast-forward to where we're at today and you know you're seeing how things are trending across the economy, across the globe From, as mentioned earlier, the feds raising interest rates to hopefully decrease the inflation that's taking place.

74 00:05:45,000 -> 00:05:57,900 But I would love to hear your perspective and thoughts of what you see from Jerry's lens with how the feds increase is going to effect?

75 00:05:57,900 -> 00:06:02,600 You know, it's affecting all the economy and even affecting what we're seeing taking place across attack.

76 00:06:05,000 -> 00:06:06,800 Yeah, you know it's interesting.

77 00:06:06,800 -> 00:06:11,100 I started my first company after the last crash the last time.

78 00:06:11,100 -> 00:06:17,200 The economy crashed was in 2008 and I started a company and 2009, right?

79 00:06:17,200 -> 00:06:33,500 So, you know, I don't claim to be an economics expert at all but just for my own life experience, the Federal Reserve and the greater economy has a much larger impact on companies.

80 00:06:33,600 -> 00:06:35,500 He success than we like to thank, right?

81 00:06:35,500 -> 00:06:59,800 We often sort of get this idea in our heads and it's propagated by the media where if you just have a great idea and you execute well you're going to become rich, you know, your company is going to do well but really if you look throughout history, especially in technology and technology is not really that young being at the right place at the right time and understanding how the economy works and understanding how money works.

82 00:07:01,600 -> 00:07:03,500 You know, really has a big impact I think on this.

83 00:07:03,600 -> 00:07:04,900 Success of companies.

84 00:07:04,900 -> 00:07:09,500 So yeah, you mentioned the federal the FED rates raising interest rates.

85 00:07:10,600 -> 00:07:13,200 Now, we could go in a couple of directions here, right?

86 00:07:13,700 -> 00:07:16,500 We could talk about, you know what that even means.

87 00:07:17,400 -> 00:07:18,400 Let us start with that.

88 00:07:18,500 -> 00:07:18,900 What?

89 00:07:18,900 -> 00:07:19,600 Interest rates.

90 00:07:19,800 -> 00:07:20,500 Let us start there.

91 00:07:20,800 -> 00:07:21,400 Yeah, yeah.

92 00:07:21,400 -> 00:07:26,800 So Now, what do we started?

93 00:07:29,300 -> 00:07:40,100 I think it's one of those things where, if you think about what money is at the end of the day, You come to the conclusion that money isn't really real, right?

94 00:07:40,100 -> 00:07:49,500 A lot of this things like oh it's, you know, I want to make money, there're tons of money out there if somebody has money and I don't have money like, how do I get money, but what exactly is money, right?

95 00:07:49,500 -> 00:07:56,000 Like its kind of interesting question to think about and that's where the FED comes in, right?

96 00:07:56,000 -> 00:08:03,100 The FED while they can't print money that, that road belongs to the United States Treasury.

97 00:08:03,300 -> 00:08:07,600 They can certainly influence the amount of Money that's out there in circulation.

98 00:08:08,200 -> 00:08:08,400 Right?

99 00:08:08,400 -> 00:08:20,600 So, the, the interest rate that set by the FED is the interest rate at which the Federal Reserve Bank lends out money to other Banks and that has a huge impact on the economy.

100 00:08:20,700 -> 00:08:33,100 Because economic activity is composed of two things, is composed of the total amount of money that's in the market, but it's also composed of credit and there's a lot more credit out there than there is money.

101 00:08:33,200 -> 00:08:35,700 Probably, by an order of magnitude, right?

102 00:08:35,900 -> 00:08:52,600 So I mean I don't know the exact numbers but I think there's probably less say around three trillion dollars of just like cash like US dollars out there in the market and there's probably something on the order of 50 or 60 trillion dollars worth of credit out there on the market, right?

103 00:08:52,600 -> 00:08:56,700 So for example, let us just think about your bank account, right?

104 00:08:56,800 -> 00:09:00,800 You what do you use for your bank account to use like, Wells, Fargo or Bank of America?

105 00:09:01,600 -> 00:09:02,000 Thanks.

106 00:09:02,100 -> 00:09:11,400 Okay, okay so let us say you put ten dollars into Chase right now?

107 00:09:11,500 -> 00:09:16,500 Chase can take that ten dollars, and then they can lend it out to other people.

108 00:09:17,700 -> 00:09:20,600 And they have, what is called a reserve requirement.

109 00:09:20,600 -> 00:09:28,400 Which means they only need to keep 10% of the amount on their balance sheet in cash at any one time.

110 00:09:28,800 -> 00:09:36,900 So if you put ten dollars into Chase Bank, they actually have a hundred dollars that they can use to lend out to other businesses.

111 00:09:38,200 -> 00:09:38,800 Right engine.

112 00:09:38,800 -> 00:09:43,900 So the majority of our economy is actually composed of this credit that Banks can lend out.

113 00:09:44,300 -> 00:09:51,000 And the Federal Reserve is what's considered the lender of Last Resort, which means the banks, where do they go to get money?

114 00:09:51,000 -> 00:09:53,100 They actually go to the Federal Reserve.

115 00:09:53,400 -> 00:10:04,500 So when the Federal Reserve sets low interest rates, that means Banks can borrow money very easily, which in turn means you as a consumer can borrow money very easily.

116 00:10:04,500 -> 00:10:07,000 So, let us say you want to buy a house, right?

117 00:10:07,400 -> 00:10:14,000 You can get a low mortgage so you can afford that dream house and Oahu that you always wanted, right?

118 00:10:14,600 -> 00:10:15,700 And the economy booms.

119 00:10:16,400 -> 00:10:24,200 But then when the Federal Reserve raises interest rates, then, you know, it's more expensive for banks to get money.

120 00:10:24,300 -> 00:10:26,600 So it's more expensive for them to lend money to you.

121 00:10:26,800 -> 00:10:36,100 So then economic activity tends to grind to a halt or slow down when the FED raises interest rates, which is what's happening today in the market.

122 00:10:37,000 -> 00:10:37,600 Gotcha.

123 00:10:38,000 -> 00:10:42,100 Okay, so let us even rewind, a few steps back.

124 00:10:42,400 -> 00:10:45,900 Why are the feds even raising interest rates?

125 00:10:47,100 -> 00:10:54,600 And I know I have heard about yeah like there's inflation taking place it's supposed to help decrease inflation.

126 00:10:54,600 -> 00:10:56,400 But how do we even get to this point?

127 00:10:57,500 -> 00:10:59,400 Yeah, very good question.

128 00:10:59,800 -> 00:11:04,000 So interest rates have been very, very low for a long time.

129 00:11:05,300 -> 00:11:11,800 In fact, from 2008, all the way, till the beginning of covid, interest rates were close to zero.

130 00:11:11,800 -> 00:11:14,900 And that's because of the previous financial crisis.

131 00:11:14,900 -> 00:11:18,600 So, back in 2008, the entire global economy basically melted down.

132 00:11:18,600 -> 00:11:28,500 And so, in order to stimulate the economy, because remember, when the FED lowers interest rates is stimulates economic activity because there's more A borrowing, there's more lending.

133 00:11:28,500 -> 00:11:31,000 There's more credit available for businesses and individuals.

134 00:11:31,600 -> 00:11:37,000 And so from 2008 to 2020, it was good times, right?

135 00:11:37,700 -> 00:11:43,300 Home prices went up, stocks went up, technology went up, because people were making more money.

136 00:11:43,300 -> 00:11:52,200 They wanted to invest that money and often that money went into technology companies and even riskier assets, like, like crypto which we can talk about, right?

137 00:11:53,500 -> 00:12:08,200 And so covid-19, David hit, Really, the Federal Reserve went into overdrive, and they lowered rates all the way to zero the United States Treasury printed a lot of money.

138 00:12:08,800 -> 00:12:19,000 In fact, I think the statistic is around forty percent of all US dollars, that have ever existed in history were printed during 2020 and 2021.

139 00:12:19,800 -> 00:12:20,700 Wow.

140 00:12:21,700 -> 00:12:22,100 Right.

141 00:12:22,100 -> 00:12:25,100 So what happens when you print a lot of money?

142 00:12:25,100 -> 00:12:32,300 Well, the money that's in your wallet becomes worth less because now there're more dollars out there and that's what triggers inflation?

143 00:12:32,800 -> 00:12:39,500 So, to answer your question, simply the FED has to raise interest rates because inflation is going crazy.

144 00:12:40,600 -> 00:12:46,400 I think the latest official numbers are nine to ten percent, but a lot of people think, due to the way that inflation is measured.

145 00:12:46,400 -> 00:12:47,900 It's actually a lot higher than that.

146 00:12:47,900 -> 00:12:51,200 So, the FED really has no choice.

147 00:12:51,300 -> 00:12:54,900 But to raise interest rates to combat inflation, got it.

148 00:12:56,000 -> 00:12:58,000 What's what are?

149 00:12:58,700 -> 00:13:03,700 You know, economists saying about how long interest rates will be kept this high?

150 00:13:06,500 -> 00:13:08,300 Nobody really knows, right?

151 00:13:08,700 -> 00:13:19,300 So I have some friends on Wall Street, I have some friends that are in finance, they seem to think it will be about two years, but it's kind of like reading tea leaves right?

152 00:13:19,300 -> 00:13:27,500 The Federal Reserve is not very up front about exactly what they're going to do it.

153 00:13:27,800 -> 00:13:29,500 And often times they don't know right?

154 00:13:29,500 -> 00:13:36,900 They make moves the market reacts you know there's the Federal Reserve Has two main jobs, right?

155 00:13:36,900 -> 00:13:41,900 One is to control inflation and the other is to control unemployment.

156 00:13:42,200 -> 00:13:45,300 So those are the two things that they look at when inflation is too high.

157 00:13:45,700 -> 00:13:53,300 They have to raise rates but if rates are too high again that slows down the economy which creates unemployment, right?

158 00:13:53,300 -> 00:13:57,100 So there are always trying to balance these two things and it's not easy.

159 00:13:57,100 -> 00:14:05,500 I mean If you look at governments in the past, even, you know, before the United States, right?

160 00:14:05,500 -> 00:14:08,400 You had the British Empire, you had the dungeon power, all these different Empires.

161 00:14:08,700 -> 00:14:12,900 A lot of them went broke because they couldn't figure out the right balance.

162 00:14:13,400 -> 00:14:13,600 Right?

163 00:14:13,600 -> 00:14:28,700 Says wow, not easy to figure out and you know, I really don't know how long it's going to last but it is one of those things where covid-19 as unprecedented economic event, I mean the entire economy basically shut out.

164 00:14:30,100 -> 00:14:33,000 Across the globe.

165 00:14:33,100 -> 00:14:44,100 So, real economic activity was very low but at the same time because You know, the US Treasury was spending, so much money stocks were going through the roof, right?

166 00:14:44,500 -> 00:14:45,800 Crypto is going through the roof.

167 00:14:46,900 -> 00:14:48,400 Real estate was going through the roof.

168 00:14:48,400 -> 00:14:58,800 So you kind of have this weird dynamic where, I mean, everybody knew the economy was down, but at the same time, all the traditional economic indicators were, right?

169 00:14:58,800 -> 00:15:06,200 So yeah, it just created this, this is where weird scenario that the FED has to try to fix them.

170 00:15:07,100 -> 00:15:21,000 So now understanding a little bit of the last couple of years and the macro of what's taking place with the feds interest rates, how does that affect all other parts of our Lives?

171 00:15:21,000 -> 00:15:26,200 I mean, if you think about like we're in Tech so, you know, address that but what else are you seeing?

172 00:15:26,200 -> 00:15:42,700 Across the globe across other Industries and you know you anything that you see trend-wise like how is the ripple effect of this Affecting all other parts of ultimately, you know, economy in our lives.

173 00:15:44,700 -> 00:15:45,000 Yeah.

174 00:15:45,000 -> 00:15:46,200 So it's interesting.

175 00:15:47,800 -> 00:15:50,300 What effect is that the u.s?

176 00:15:50,300 -> 00:15:54,000 Dollar is going crazy right now, right?

177 00:15:54,300 -> 00:16:07,100 So I am here in Colombia and the Colombian peso to dollar exchange rate recently broke five thousand to one which means it's 5,000 pesos for every US dollar.

178 00:16:07,100 -> 00:16:08,700 That's a historic Height.

179 00:16:08,700 -> 00:16:15,600 Been Never, it's never been this High and the same is happening with currencies all over the world, right?

180 00:16:16,000 -> 00:16:26,300 And the reason is, because as the FED raises interest rates, that means that things like treasury bills, all of a sudden become better Investments.

181 00:16:26,800 -> 00:16:33,100 So everybody is buying us treasury bills and things like that are denominated in u.s.

182 00:16:33,100 -> 00:16:33,800 Dollars.

183 00:16:34,400 -> 00:16:41,200 So the strength of the US currency is actually shooting through the roof, which is not that great for other economies around the world, right?

184 00:16:41,200 -> 00:16:53,900 Because every economy did the same thing during covid, they all printed money, But the United States because we have the world Reserve currency, which means that everybody wants to hold US dollars, right?

185 00:16:54,000 -> 00:16:58,400 Even though we printed money, we can, I mean, we can get away with it more than other countries.

186 00:16:58,400 -> 00:17:12,900 So I mean, I am here in Columbia and everybody is worried about the exchange rate, because the services has become way more expensive in Colombia, especially things that are imported from the United States because they're denominated in dollars.

187 00:17:13,000 -> 00:17:16,000 But everybody here is Hayden pesos right?

188 00:17:16,000 -> 00:17:16,300 Wow.

189 00:17:16,900 -> 00:17:23,700 So it's really having a drastic effect in people's livelihoods outside of the United States.

190 00:17:24,400 -> 00:17:34,200 So that's one thing I have noticed this but being outside the United States currently and you talk about technology how it impacts technology is.

191 00:17:35,800 -> 00:17:46,500 If you look at where all the Investments went over, the last decade and a half and especially over the last two years when you know, forty percent of the dollars were being printed.

192 00:17:46,600 -> 00:17:57,700 A lot of that went to riskier Investments like technology stocks, like cryptocurrency and all of this came from all this money printing, right?

193 00:17:57,700 -> 00:18:05,400 So, essentially in Tech, Money's been sort of free because the government prints, all this money, and most of that capital.

194 00:18:06,100 -> 00:18:11,400 Ends up going into the hands of Technology startups, technology companies and cryptocurrency.

195 00:18:11,600 -> 00:18:14,800 And now all of a sudden that's gone, right?

196 00:18:14,900 -> 00:18:29,400 So it's very challenging environment for technology companies in particular because in a lot of ways, the last 15 years of tech has been a giant bubble and now that bubble is popping.

197 00:18:30,200 -> 00:18:32,000 So describe the bubble.

198 00:18:32,500 -> 00:18:33,800 What do you mean by that?

199 00:18:36,000 -> 00:18:43,000 So, remember when I said I first moved to California, because my dad got a job during the first.com.

200 00:18:43,000 -> 00:18:43,300 Boom.

201 00:18:44,300 -> 00:18:47,100 So that was another example of a tech bubble, right?

202 00:18:47,100 -> 00:18:49,500 There was actually the first tech bubble that we had.

203 00:18:50,200 -> 00:18:54,800 And so what happened was everybody was putting their money into Tech, right?

204 00:18:54,900 -> 00:18:59,100 And then, so there was this, a lot of money sloshing around in the tech ecosystem.

205 00:18:59,700 -> 00:19:04,900 So one example I can give you is Yahoo which was the big internet giant back in those days.

206 00:19:05,000 -> 00:19:08,000 As they sold at who bought those ads.

207 00:19:08,300 -> 00:19:12,500 Well, they were startups that were funded by Venture capitalists right?

208 00:19:12,500 -> 00:19:18,100 Those Stars didn't really make any money but the only way to get new users was to go to Yahoo and buy ads.

209 00:19:18,100 -> 00:19:27,100 So then Yahoo's business went up, but and the entire Tech ecosystem was booming, but it wasn't really based on anything real, right?

210 00:19:27,100 -> 00:19:31,800 It was just a bunch of money being funneled into the ecosystem to drive that Innovation.

211 00:19:32,300 -> 00:19:34,900 But ultimately these companies weren't really making that much.

212 00:19:35,100 -> 00:19:36,200 Real money, right?

213 00:19:36,200 -> 00:19:48,500 It was just this all circulating around the same ecosystem, and so I think in a similar way that's sort of happened in the last 15 years as well during their most recent Tech.

214 00:19:48,500 -> 00:19:49,500 Boom, and Tech bubble.

215 00:19:49,900 -> 00:19:52,000 Although obviously there's a lot more people on the internet.

216 00:19:52,000 -> 00:19:56,400 Now they're certainly more money to be made on the internet now.

217 00:19:56,900 -> 00:20:01,100 But are these companies are these startups really that valuable?

218 00:20:01,100 -> 00:20:04,600 And from what we have seen, the answer is no right.

219 00:20:04,600 -> 00:20:15,900 Like Once, you turn off the spigot of free money from the Federal Reserve, you see companies lose 80% of their valuation, sometimes, 90% of their valuation, right?

220 00:20:15,900 -> 00:20:22,600 And so that the markets really correcting itself right now and it's happening in the riskiest assets first, right?

221 00:20:22,600 -> 00:20:29,700 So, so crypto corrected itself first and then, you know, private tech companies.

222 00:20:29,700 -> 00:20:34,900 And now you're seeing the same thing with public tech companies, there's a big correction there that's happening to the value.

223 00:20:35,000 -> 00:20:36,300 Ation because people were trying to figure out.

224 00:20:36,300 -> 00:20:36,500 All right.

225 00:20:36,500 -> 00:20:38,400 How much are these companies actually worth?

226 00:20:38,400 -> 00:20:41,300 What's does it ever actually have any clothes, right?

227 00:20:41,300 -> 00:20:43,900 Or is it just funny money that, that they're playing with here?

228 00:20:44,900 -> 00:20:51,100 How and this might be a whole nother conversation, but how are those valuations even determined?

229 00:20:53,900 -> 00:20:55,700 That's a really good question.

230 00:20:56,700 -> 00:21:00,900 So there's their standard measurements, right?

231 00:21:00,900 -> 00:21:04,000 You can take your revenue and assign it a certain multiple.

232 00:21:04,600 -> 00:21:09,300 There's you can take profits and assign a certain multiple although revenues a little bit more.

233 00:21:09,300 -> 00:21:12,200 Common because most tech companies are not profitable.

234 00:21:12,200 -> 00:21:12,400 Right?

235 00:21:12,400 -> 00:21:13,300 At least in the beginning.

236 00:21:13,900 -> 00:21:20,500 So you can say, you know, say your company makes a million dollars a year and you want to sign a 10x multiples of that.

237 00:21:20,500 -> 00:21:22,700 Then, the valuation is, is 10 million dollars.

238 00:21:22,800 -> 00:21:23,300 Right?

239 00:21:24,000 -> 00:21:26,500 But you also have to remember that, it's a free market.

240 00:21:26,900 -> 00:21:33,200 So the ultimate answer is the valuation is whatever investors are willing to pay for it.

241 00:21:34,400 -> 00:21:43,800 So if there's a lot of money available for investors to pay for Tech startups and there's a limited amount of tech startups which is always the case.

242 00:21:43,800 -> 00:21:48,100 There's always more money looking to find a home.

243 00:21:48,300 -> 00:21:50,500 Then there are good hopes, right?

244 00:21:50,800 -> 00:21:51,700 Interesting.

245 00:21:51,700 -> 00:21:57,400 So it's going to artificially inflate, the value of text are because at the end of the day, your valuation is whatever.

246 00:21:57,400 -> 00:21:58,900 Somebody is willing to pay for it.

247 00:21:59,600 -> 00:22:09,900 So, so you're saying that, there's, I want to pull that through that statement, you just made, there's more money out there to invest to land somewhere, but there's not enough maybe startups.

248 00:22:10,900 -> 00:22:12,600 Fill tool and the money in?

249 00:22:12,700 -> 00:22:13,800 Is that what?

250 00:22:13,800 -> 00:22:14,500 I heard?

251 00:22:14,600 -> 00:22:15,400 Absolutely.

252 00:22:15,400 -> 00:22:16,000 Absolutely.

253 00:22:16,000 -> 00:22:16,400 Absolutely.

254 00:22:16,400 -> 00:22:18,700 For the same reasons that we talked about, right?

255 00:22:18,700 -> 00:22:22,600 It's really easy to make money in a sense, right?

256 00:22:22,900 -> 00:22:28,900 Federal Reserve can just print money out of thin air or more specifically, the US Treasury could just print money out of thin air.

257 00:22:29,200 -> 00:22:36,100 And because the best investments are typically technology because technology is what drives human productivity forward.

258 00:22:36,300 -> 00:22:41,300 Most of that money goes into technology but the scarce resources always innovation Right.

259 00:22:41,300 -> 00:22:45,900 People that can truly innovate companies that can truly innovate are actually quite rare.

260 00:22:47,000 -> 00:22:58,200 So what tends to happen is you have the big Winners or the people that, you know, like Facebook or Google or Tesla, right?

261 00:22:58,200 -> 00:23:07,900 They receive a Lion's Share of that investment because it proven that they can edit innovate and then startups receive a big share of that investment as well, right?

262 00:23:07,900 -> 00:23:12,500 But not every startup is It is going to succeed.

263 00:23:12,500 -> 00:23:18,600 And so, what ends up happening, is the valuation of a lot of startups gets over inflated as well during those times.

264 00:23:19,300 -> 00:23:20,000 Gotcha.

265 00:23:20,300 -> 00:23:33,700 So, you know if you just look at this last year, I have heard there's been over 42,000 layoffs to date and probably more counting what's your take.

266 00:23:33,800 -> 00:23:46,000 I mean, I obviously you have shared all the reasons why we have gotten to this place but Are we going to continue to see more layoffs across tech companies?

267 00:23:46,000 -> 00:23:53,400 And is it going to stop or is this just a norm and what's going to happen with all those employees?

268 00:23:53,400 -> 00:23:55,400 Now who don't have jobs in Tech?

269 00:23:55,900 -> 00:23:59,000 Is this where employees in Tech?

270 00:23:59,000 -> 00:24:02,500 If they want to stay in Tech, need to start their own startup.

271 00:24:03,400 -> 00:24:09,100 Or, you know, how do you stay in Tech and continue to survive?

272 00:24:11,800 -> 00:24:15,500 Yeah, I mean that number honestly, sounds low 42,000.

273 00:24:15,500 -> 00:24:21,400 I don't know the exact number of layoffs, often, you know, those numbers are not made public, right?

274 00:24:21,400 -> 00:24:26,500 Certainly, if you're a large public company, you have to, you have to file those things.

275 00:24:26,500 -> 00:24:33,300 But if you're a small start-up, you might not necessarily in might not even necessarily be on everybody's radar.

276 00:24:35,700 -> 00:24:36,600 Yeah, I don't lie.

277 00:24:36,600 -> 00:24:38,300 Don't know, I don't know.

278 00:24:40,400 -> 00:24:45,400 If there will be more layoffs, I think it really depends on each company's individual situation.

279 00:24:46,300 -> 00:24:52,000 And by the way, not every company is, is doing that poorly right there.

280 00:24:52,000 -> 00:25:07,300 There are certainly technology companies that have very resilient business models, or for some reason, not as impacted by the economy, the current state of the economy or as impacted as other companies.

281 00:25:07,300 -> 00:25:23,900 So there's certainly companies hiring I You know, we're part of the Kleiner Perkins portfolio and whenever one company in our portfolio has layoffs often those profiles are circulated to other portfolio companies that are hiring, right?

282 00:25:24,200 -> 00:25:27,800 So I don't want to pay this picture that it's like, just doing Gloom across the board.

283 00:25:27,800 -> 00:25:30,300 There, there are, certainly companies that are hiring.

284 00:25:30,300 -> 00:25:32,200 There are jobs to be had.

285 00:25:33,800 -> 00:25:36,900 Yeah, it's, it's tougher out there, right?

286 00:25:36,900 -> 00:25:39,900 And, you know, salaries that have gone up.

287 00:25:40,500 -> 00:25:43,600 Over the past few years really for every role.

288 00:25:44,100 -> 00:25:54,700 And I think a natural thing that's going to happen is jobs might be available but I think salaries are going to have to correct as well, right?

289 00:25:54,700 -> 00:26:00,600 Because if companies are making less profit they have you know they want to get to profitability really.

290 00:26:00,600 -> 00:26:16,800 The only lever you have aside from layoffs is your compensation And, so I think we will start to see correction in compensation at tech companies.

291 00:26:17,100 -> 00:26:19,500 Honestly, it's, it's been pretty crazy.

292 00:26:19,500 -> 00:26:26,600 Like how, how many salaries and compensation has gone up over the last few years, right compared to before.

293 00:26:26,600 -> 00:26:32,000 And now that companies don't have the prophet and the valuation to be able to pay for the salaries.

294 00:26:32,700 -> 00:26:35,800 I think you're going to start to see those those celery start to come down.

295 00:26:37,200 -> 00:26:38,100 That's interesting.

296 00:26:39,300 -> 00:26:40,900 What are your thoughts on?

297 00:26:40,900 -> 00:26:47,300 So I want to pull the thread of what you mentioned earlier of like there are certain tech companies that are resilient and thriving.

298 00:26:48,000 -> 00:26:49,700 What type of companies are those?

299 00:26:49,700 -> 00:26:58,600 So that's one question and then the other question I had been for those who want to stay in Tech, maybe they were affected by a layoff.

300 00:26:59,700 -> 00:27:00,800 What should they be doing?

301 00:27:01,900 -> 00:27:04,800 You know, so there're two questions there, but we can answer the first ones first.

302 00:27:04,800 -> 00:27:08,500 One is the companies that are resilient.

303 00:27:08,500 -> 00:27:09,500 What do they look like?

304 00:27:10,100 -> 00:27:13,600 Why are they able to do?

305 00:27:13,600 -> 00:27:21,900 Well during a time like this, Yeah, I think there's a few interesting data points here.

306 00:27:24,700 -> 00:27:29,500 The effects in the economy are not really spread out that evenly, right?

307 00:27:29,500 -> 00:27:44,000 So for example if you look at Airbnb is actually doing quite well because even though you know overall people's paychecks might

be getting Slimmer one area where people are still spending money is travel, maybe that's intuitive.

308 00:27:44,000 -> 00:27:46,500 Maybe that's not right, but people are still spending a lot on travel.

309 00:27:46,500 -> 00:27:48,800 So travel companies are still doing quite well.

310 00:27:48,800 -> 00:28:06,500 Like Airbnb, I think one area where Companies are really struggling as if your company is advertising dependent because one of the first things that gets cut, if a company seeking that become more profitable is advertising spend, right?

311 00:28:06,500 -> 00:28:19,200 So that's why you see layoffs at maida, you see reports that you know, at Google and other companies that depend solely on Advertising as their business model, at least in the short term, right?

312 00:28:19,200 -> 00:28:21,100 Like those companies are really going to struggle.

313 00:28:22,500 -> 00:28:43,800 And you know, one other thing is, you know, SAS sped, right SAS spent at least from what we have seen has been pretty strong even in this economy and I think that's because at the end of the day, you know, SAS is just such a big part of how companies run today that it's tough to completely rip out some of these systems, right?

314 00:28:44,500 -> 00:28:51,600 And so companies like Salesforce for example, or companies that have a really strong lock in for as a SAS platform.

315 00:28:51,800 -> 00:28:52,500 Two other companies.

316 00:28:52,500 -> 00:28:56,000 They're doing, I mean not great, right?

317 00:28:56,000 -> 00:28:57,200 But they're, it's all relative.

318 00:28:57,200 -> 00:28:59,400 They're doing better than some of these other companies.

319 00:29:01,500 -> 00:29:03,300 Gotcha, an AI.

320 00:29:03,300 -> 00:29:06,300 That's another boom.

321 00:29:06,300 -> 00:29:10,500 That I am seeing Jasper AI, for example, their content generation company.

322 00:29:10,500 -> 00:29:18,300 They just got 125 million series a like a 1.5 billion valuation or something crazy like that.

323 00:29:18,400 -> 00:29:23,600 So we're seeing the AI technology really, boom?

324 00:29:23,600 -> 00:29:24,900 What are your thoughts to that?

325 00:29:27,700 -> 00:29:27,900 Yeah.

326 00:29:27,900 -> 00:29:33,000 I mean it certainly seems to be you know the new hotness, right?

327 00:29:33,000 -> 00:29:51,300 Like I think every year you sort of had this new technology or there's new promise that a lot of investors flock to and that currently seems to be AI A lot of these companies, I mean, I don't know how they're doing financially, right?

328 00:29:52,000 -> 00:30:06,300 But they're receiving a lot of investment because There's been, there's been a few advancements that have been pretty revolutionary recently, and they're all around this idea of generative AI.

329 00:30:06,300 -> 00:30:07,900 So what exactly does that mean, right?

330 00:30:08,500 -> 00:30:15,900 So one example of AI is you say, for example, Google Search, right?

331 00:30:15,900 -> 00:30:17,000 Google uses a lot of AI.

332 00:30:17,000 -> 00:30:23,000 So you search for something in Google, can kind of point you into the right direction or Facebook.

333 00:30:23,000 -> 00:30:24,100 Is another example, right?

334 00:30:24,800 -> 00:30:27,200 I mean, it's kind of creepy, but they sort of know what you look like.

335 00:30:27,500 -> 00:30:34,800 And so it will suggest you images, where you're in the picture, maybe you didn't know, and you can tag yourself, things like that.

336 00:30:35,000 -> 00:30:37,400 So, that's really where a, I was at for.

337 00:30:37,400 -> 00:30:52,000 I would say the last decade was, it was just really good at finding these patterns and a lot of data and more recently, there's been advancements in what they called generative AI, which is using AI to actually produce unique things.

338 00:30:52,300 -> 00:30:55,300 Whether it's a blog post, right?

339 00:30:55,300 -> 00:31:04,100 Or whether it's an image or You know, meta and Google recently, it has show that it's possible to use AI to even produce videos, right?

340 00:31:04,200 -> 00:31:11,600 And if you look at, if you actually play around with these tools, you will realize, I mean it's got a lot of bugs, right?

341 00:31:11,600 -> 00:31:29,100 It doesn't often produce exactly what you want, but the rate of innovation is increasing in these areas and venture capitalist want to pour money into an area, where a lot of smart people are working on it, and the rate of innovation is high.

342 00:31:29,700 -> 00:31:34,000 Nobody knows if there's actually a good business case for a lot of these Technologies.

343 00:31:34,200 -> 00:31:39,800 But right now it's, you know, sort of the, the hot, the hot technology at the moment.

344 00:31:41,200 -> 00:31:42,200 So interesting.

345 00:31:42,400 -> 00:31:52,000 Okay, I wanted to go back and answer the question that I had earlier which is around those affected by the tech layoffs right now.

346 00:31:52,400 -> 00:32:00,100 And, you know, for those that want to remain in Tech, how do they need to innovate?

347 00:32:00,100 -> 00:32:10,800 Like, do they need to be learning more about Ai and, you know, studying some of the trends of the most Innovative Tech that's out there and jump.

348 00:32:11,000 -> 00:32:16,500 On board with those type of companies, or what do you advise, for those who have been affected?

349 00:32:17,400 -> 00:32:18,100 By layoff.

350 00:32:20,600 -> 00:32:28,500 Yeah, so I mean that's a tough question to answer because I think it depends on the individual, right?

351 00:32:28,600 -> 00:32:36,700 What they're interested in what their skill set is how they want to apply that to the technology space.

352 00:32:38,000 -> 00:32:41,800 For me, when I thought about at least when I was an employee, right?

353 00:32:41,900 -> 00:32:51,200 One of the things I thought about was how do I, how do I put myself in a position to succeed in the long term?

354 00:32:52,800 -> 00:32:53,500 Right.

355 00:32:54,500 -> 00:33:04,100 And so, when the iPhone first came out, for example, I knew that technology wave like, I didn't know how big mobile would be.

356 00:33:04,700 -> 00:33:17,000 But I was like, you know what if I put my bet in this mobile wave, I want to learn everything that I can about it because I just see a lot more growth opportunities there than I do in defense for example, right?

357 00:33:17,000 -> 00:33:26,200 Like but defense, is it just wasn't innovating at the same rate and so, I think you know, layoffs are always tough right?

358 00:33:27,900 -> 00:33:44,600 But I think sort of aligning yourself and hitching Your Wagon to technologies that you feel like have a lot of promise that a lot of investors are putting Capital into I think is always a good idea.

359 00:33:45,700 -> 00:33:52,000 Again nobody knows how long this recession will be but there's still companies hiring right there are still companies hiring.

360 00:33:52,600 -> 00:34:01,000 Even during this time, it's again, it's sort of uneven wear which companies are most impacted.

361 00:34:02,600 -> 00:34:07,500 So what are as an entrepreneur as a Founder?

362 00:34:07,500 -> 00:34:21,000 What are the qualities that you think employees people need to have in a bear market like now you know in order to be resilient and to be successful?

363 00:34:21,100 -> 00:34:21,699 That's best.

364 00:34:21,699 -> 00:34:22,500 However, they Define.

365 00:34:22,600 -> 00:34:29,199 That I know there's some just mindset attributes that can help folks.

366 00:34:29,500 -> 00:34:46,100 As they are waking up every morning and whether it's working on their resume and getting things out, or tackling a product that they're trying to drive pipeline for, you know, Across the board.

367 00:34:46,100 -> 00:34:52,199 People are feeling the recession and the effects of the uncertainty it creates.

368 00:34:52,199 -> 00:34:56,000 So what do you advise for how we show up?

369 00:34:56,000 -> 00:34:57,700 What's the mindset we carry?

370 00:35:00,600 -> 00:35:01,200 What do you do?

371 00:35:01,200 -> 00:35:03,200 Yeah, I mean stay resilient.

372 00:35:03,200 -> 00:35:09,000 This is one of those things where if you think about the economy, right?

373 00:35:09,000 -> 00:35:10,500 It's very psychological.

374 00:35:11,700 -> 00:35:14,000 When people's, I am sure you have noticed this, right?

375 00:35:14,000 -> 00:35:18,600 Like when everybody thinks the economy is doing bad, the economy is of doing that.

376 00:35:19,000 -> 00:35:22,300 Because at the other day, the economy's is composed of people, right?

377 00:35:22,700 -> 00:35:29,200 And yes, of course, the Federal Reserve and all these macroeconomic factors played a part in to it.

378 00:35:29,700 -> 00:35:34,400 But I think our Collective psychology, also plays a big part in to it as well.

379 00:35:34,400 -> 00:35:36,500 That's why certain companies do better than others, right?

380 00:35:36,500 -> 00:35:40,300 Because their Collective psychology is, is more positive.

381 00:35:40,300 -> 00:35:46,000 They're like, well, yeah, you know, I am just going to control what I can control these other macroeconomic factors.

382 00:35:46,000 -> 00:35:58,600 I can't really control, but I mean, it sounds sort of tried to say, but keeping a positive mindset actually does help because then you start to think about ways, we're okay.

383 00:35:58,600 -> 00:36:00,800 Well, you know I can't really Troll these things.

384 00:36:00,800 -> 00:36:02,200 So I am not going to worry about those.

385 00:36:02,700 -> 00:36:05,100 But this is one thing I can't control, right?

386 00:36:05,100 -> 00:36:12,300 So for me right now, one of the things that I can't control is our own product and our own company, right?

387 00:36:12,300 -> 00:36:14,800 Like how do we innovate in this time?

388 00:36:14,800 -> 00:36:21,100 What are some opportunities that are emerging now that didn't really emerge before, right?

389 00:36:21,200 -> 00:36:25,700 Like you look at a lot of our competitors, and they're struggling to write.

390 00:36:25,700 -> 00:36:28,300 So in a way it's harder to catch competitors.

391 00:36:28,700 -> 00:36:40,200 When the economy's doing good, Because they receive more funding and more funding leads to be able to hire more people and there's this positive Loop but when the economy isn't doing so great, right?

392 00:36:40,300 -> 00:36:48,000 The if you're a larger, you actually have more of a disadvantage, because it's harder for you to Pivot, that's hardest for you to adapt.

393 00:36:48,600 -> 00:36:52,000 And I think the same is sort of true of individuals, as well, right?

394 00:36:52,000 -> 00:36:59,900 Like you have 100% control over what you can control and being able.

395 00:37:00,000 -> 00:37:15,200 Able to Pivot and adapt quicker is always going to be an advantage versus, you know, feeling helpless, which we all I think tend to feel helpless during these times.

396 00:37:15,800 -> 00:37:29,500 But I do think the ones that can keep a more positive mindset and think about what they can control, both companies and individuals are going to end up being more successful and coming out the other side of the recession in a better spot.

397 00:37:31,300 -> 00:37:32,100 That's great.

398 00:37:32,400 -> 00:37:33,300 Love that.

399 00:37:33,900 -> 00:37:37,500 All right, I am going to ask a completely different question.

400 00:37:37,500 -> 00:37:41,100 We're going to move into cryptocurrency, you're touching it a little bit.

401 00:37:42,100 -> 00:37:49,400 Walk me through just a little bit of your experience in crypto and, you know, as an investor.

402 00:37:49,400 -> 00:38:01,000 Like all those things yourself like, give us a little bit of a history lesson of crypto and how we have gotten to where we're at today and like help.

403 00:38:01,100 -> 00:38:03,200 Help Define that landscape if you will?

404 00:38:05,800 -> 00:38:08,700 Yeah, so I am not super involved in crypto.

405 00:38:08,700 -> 00:38:15,600 I played around with Bitcoin and a few others, but I am not the most knowledgeable person about crypto.

406 00:38:15,600 -> 00:38:19,600 There's certainly other people at welcome that have a lot more knowledge and experience than I do.

407 00:38:19,600 -> 00:38:29,700 But the way I look at crypto is its the first real fundamental innovation in money itself, right?

408 00:38:29,700 -> 00:38:42,000 So if you think about what money actually is throughout human history since the invention of money, Any money has required basically like a centralized authority to say.

409 00:38:43,400 -> 00:38:49,000 This piece of gold is valuable or you know, this dollar bill is valuable, right?

410 00:38:49,300 -> 00:38:53,000 If you think about it, if I give you a dollar like how do you know that dollars any good?

411 00:38:53,500 -> 00:38:57,600 It's because the government of the United States says it's valuable, right?

412 00:38:57,600 -> 00:39:13,000 So throughout human history, it's been government's typically that have had control over money and crypto starting with Bitcoin and the fundamental Innovation by Satoshi Nakamoto that the you know, pseudonymous Creator Vic.

413 00:39:13,100 -> 00:39:20,600 Coin was that now we can use math and I won't go into the specifics about that math.

414 00:39:20,600 -> 00:39:28,200 But essentially we can use math and place of governments to create a currency that people can use and Trust, right?

415 00:39:29,300 -> 00:39:37,600 So this is, I mean, to me, I think this is probably one of the most breakthrough ideas and breakthrough, Innovations in all of human history.

416 00:39:37,600 -> 00:39:39,500 I think, I think it's bigger than the internet.

417 00:39:39,700 -> 00:39:40,800 I think bigger than computers.

418 00:39:40,800 -> 00:39:42,500 I think it's bigger than cars.

419 00:39:43,200 -> 00:39:46,900 It could fundamentally change human civilization.

420 00:39:47,600 -> 00:39:49,600 So that's why a lot of people are excited about it.

421 00:39:49,600 -> 00:39:52,600 That's why there's been so much investment into it.

422 00:39:54,100 -> 00:39:57,700 It's been, I think it's been about 14 or 15 years.

423 00:39:58,300 -> 00:39:59,200 I can't remember the date.

424 00:39:59,200 -> 00:39:59,600 Exactly.

425 00:39:59,600 -> 00:40:10,400 But it's been about 14 or 15 years since the invention of Bitcoin since then, there's been applications of the same decentralized technology into other areas, right?

426 00:40:10,400 -> 00:40:13,400 So instead of just Money.

427 00:40:13,400 -> 00:40:23,500 That's that centralized people are working on ways to decentralize the entire Financial system decentralize laws decentralize.

428 00:40:23,900 -> 00:40:33,000 You know, a lot of people make fun of MIT and if T is right, but even decentralize art and collectibles and things like that.

429 00:40:33,000 -> 00:40:40,500 So there's a lot of really smart people working in crypto, but it's also a very risky investment asset.

430 00:40:42,200 -> 00:40:44,700 So just as it went up.

431 00:40:44,800 -> 00:40:47,300 Really sharply during the last couple of years.

432 00:40:47,300 -> 00:40:49,700 It's plummeted quite a bit now, as well.

433 00:40:50,600 -> 00:40:51,200 Hmm.

434 00:40:52,900 -> 00:41:05,600 And you know you were talking about earlier just something very interesting that's happened, even today about the purchasing of the ft x.

435 00:41:06,200 -> 00:41:19,000 And you mentioned, you know, even today in history there's some pretty unique things taking place in crypto Yeah, I mean cryptos kind of like the Wild West, right?

436 00:41:19,000 -> 00:41:25,100 Like if you remember, all the western movies, The Wild West is an untamed place.

437 00:41:25,400 -> 00:41:34,900 It's a place of, there's a lot of lawlessness, there's a lot of scams, there's a lot of shady characters, and I would characterize a Cristo space, the same way, right?

438 00:41:34,900 -> 00:41:37,000 It's a, it's not for the faint of heart.

439 00:41:37,100 -> 00:41:44,000 I will say that I live in Puerto Rico and there's a lot of crypto folks in Puerto Rico, some people are generally trying to advance Humanity.

440 00:41:44,000 -> 00:41:55,400 Some people are trying to You off and the governments around the world, have really been slow to react in terms of like, how do we regulate this thing, right?

441 00:41:55,400 -> 00:42:01,400 How do we regulate something that's fundamentally decentralised and is designed to take government out of the equation.

442 00:42:02,200 -> 00:42:04,800 Very difficult problem to solve, right?

443 00:42:06,000 -> 00:42:16,000 And, so I think the, the same reason why a lot of people are attracted to crypto, is also what makes it makes Dangerous.

444 00:42:16,000 -> 00:42:22,500 And also what makes, you know, what makes it risky for a lot of people as well.

445 00:42:22,500 -> 00:42:24,700 So, the event that you mentioned today.

446 00:42:25,000 -> 00:42:34,000 I mean, I have to jump in about a minute, so I can't get into a whole lot of details, but essentially, the number one, crypto, Exchange Finance.

447 00:42:34,000 -> 00:42:55,200 Excuse me, in the period of about bless you in the period of about two or three days, triggered a series of events which led to Their number two, competitor, FTX essentially needing a bailout and a now, they're working out a deal.

448 00:42:55,200 -> 00:43:00,900 Where the basically, the number one, crypto exchange is buying the number to crypto exchange.

449 00:43:01,500 -> 00:43:08,200 And people are still trying to sort out what happened but there's not a lot of regulation in the space, right?

450 00:43:08,200 -> 00:43:14,900 It's sort of shoot first, ask questions later type of environment and it's pretty crazy.

451 00:43:14,900 -> 00:43:32,700 It's straight out of a Hollywood movie I think and maybe in a later episode we can get into the details but it really highlights, you know what makes crypto so interesting but also makes it an extremely risky proposition as well.

452 00:43:33,900 -> 00:43:36,400 So fascinating, the Wild West indeed.

453 00:43:37,100 -> 00:43:40,300 All right, Jerry will thank you so much for your time.

454 00:43:40,400 -> 00:43:42,500 I look forward to our next conversation.

455 00:43:44,300 -> 00:43:45,200 Yeah, thank you, Gina.

456 00:43:47,900 -> 00:43:49,900 All right, I am stopping their Gordy.

1 00:01:17,500 -> 00:01:22,800 Still, enough time to figure out how to chase away.

2 00:03:18,200 -> 00:03:19,300 Who loves me?

3 00:04:31,600 -> 00:04:32,600 Hello.

4 00:04:32,600 -> 00:04:41,200 Hello or I should say aloha as I am tuning in here from Honolulu Hawaii, and it's so great to see you.

5 00:04:41,200 -> 00:04:49,600 This is our first event actually of the Year and a happy New Year were Midway into the first month of a fantastic year.

6 00:04:49,600 -> 00:04:51,400 I have a lot of hopes for this year.

7 00:04:51,400 -> 00:04:52,500 It's going to be great.

8 00:04:53,000 -> 00:04:59,800 And today's topic is on webinars, at every step of the buying cycle, I am really excited.

9 00:04:59,900 -> 00:05:06,300 Cited to introduce and I would love to bring up to the stage actually Megan Sullivan.

10 00:05:06,400 -> 00:05:10,500 She is the demand gen lead at tulip interfaces.

11 00:05:10,700 -> 00:05:12,800 Meghan, feel free to jump on up here.

12 00:05:13,100 -> 00:05:15,400 Hey, how's it going?

13 00:05:16,400 -> 00:05:18,700 Thank you for letting me talk today.

14 00:05:18,900 -> 00:05:30,500 I am really excited to talk about my experience here at tulip and you know, past experiences focusing on how to engage folks using Ours.

15 00:05:31,200 -> 00:05:34,100 Yes, I mean this is, this is.

16 00:05:34,100 -> 00:05:38,900 But before we jump in to, to the topic, how are you doing?

17 00:05:38,900 -> 00:05:41,000 Where are you tuning in from?

18 00:05:41,400 -> 00:05:45,300 And how are you thinking about 20-23?

19 00:05:45,300 -> 00:05:47,900 How are you doing?

20 00:05:47,900 -> 00:05:53,700 Well, based in Boston, Massachusetts, which is nice company HQ as well.

21 00:05:53,700 -> 00:05:59,600 So it's a little chilly kicking off this year, but hitting the ground running.

22 00:06:00,100 -> 00:06:12,300 I already have a lot of the webinar calendar planned, which is great to see and have a great team behind me to support in that promotion and production.

23 00:06:13,300 -> 00:06:14,200 That's awesome.

24 00:06:14,900 -> 00:06:15,400 All right.

25 00:06:15,400 -> 00:06:17,600 Well, we can jump right into.

26 00:06:17,600 -> 00:06:24,600 So, what I hear is that 70% of your pipeline, that's generated.

27 00:06:24,600 -> 00:06:29,800 That's marketing generated right now of that webinars.

28 00:06:30,000 -> 00:06:32,800 Is a huge influence of your pipeline?

29 00:06:33,100 -> 00:06:34,800 What percentage would you say or?

30 00:06:34,800 -> 00:06:36,400 I don't know if you can quantify that.

31 00:06:37,300 -> 00:06:41,700 Yeah, I would say right now with first touch.

32 00:06:41,700 -> 00:06:47,800 So we identify a lot of our marketing Performance Based on that first touch.

33 00:06:49,300 -> 00:06:58,700 I would say it's about, you know, 15 to 20 percent of that overall, 70%, give or take on the seasonality, right?

34 00:06:58,800 -> 00:07:22,700 We all see that there's A lot of (webinar) for Teague in various parts of the Year, especially the summertime is a lot of (webinar) fatigue, but we're starting to see that ramp up a little bit more, but there's a lot of influence with webinars and our existing database continues to attend multiple webinars.

35 00:07:22,700 -> 00:08:11,000 Which is why it's really important for us to think about our topics that are timely and at what buying stage, that they're apart of, and I have been in the marketing field for over seven years now, working in marketing agency, working at a consulting firm and something, always ties back to those Live Events, but if you're smart about it, and I think we're seeing that Lay out here at tulip a lot as I kind of ramped up our webinar program and made it a sustainable program that creates you know, high quality content for our sales reps.

36 00:08:11,600 -> 00:08:14,800 But also thinking about our personas right?

37 00:08:15,000 -> 00:08:36,000 We want to make sure that they're attending an event that's going to create insights or leave insights with them to be able to use those insights tomorrow and their day-to-day I love that, and I am excited because in our conversation today, we're going to unpack a little bit more of everything that you just touched.

38 00:08:36,299 -> 00:08:40,200 But before we jump into that we do have a quick poll.

39 00:08:40,400 -> 00:08:50,300 So let us pull that up real fast and just get a feel for how many of you actually two different Bolt.

40 00:08:51,200 -> 00:08:52,500 The other one Sal.

41 00:08:52,500 -> 00:08:55,400 So we have got our amazing producer.

42 00:08:55,400 -> 00:08:56,100 Hey Sal.

43 00:08:56,100 -> 00:08:57,300 He's a dark green room.

44 00:08:58,000 -> 00:08:59,800 If you can pull the other one, there we go.

45 00:08:59,900 -> 00:09:00,600 All right.

46 00:09:00,700 -> 00:09:03,500 Do you use webinars as a key channel?

47 00:09:03,500 -> 00:09:05,300 In your marketing mix today?

48 00:09:05,600 -> 00:09:16,100 So feel free to drop your votes in there and give us a sense of how many of you are using this channel to actually drive your pipeline.

49 00:09:16,100 -> 00:09:16,800 Wow, okay.

50 00:09:16,800 -> 00:09:17,800 All the time.

51 00:09:17,900 -> 00:09:22,700 Got a couple of votes and let us see if there's any other ones.

52 00:09:23,100 -> 00:09:24,200 But okay cool.

53 00:09:24,200 -> 00:09:29,000 Well, we have got folks that are very familiar with Averaging webinars.

54 00:09:29,900 -> 00:09:40,100 I actually don't see a ton of folks who have, you know, maybe leveraged it as frequently, as, as you have Megan, or even as we have here.

55 00:09:40,700 -> 00:09:43,900 So, okay, here and there, we have got another boat that cave in.

56 00:09:44,100 -> 00:09:46,200 So okay, great.

57 00:09:46,300 -> 00:09:53,000 Well, that gives us a pulse and understanding of, you know, we got a lot of folks here that are pretty Savvy.

58 00:09:53,000 -> 00:09:57,600 Probably with the power of what webinars can drive.

59 00:09:58,300 -> 00:10:01,900 Before we jump into our conversation on that though.

60 00:10:02,500 -> 00:10:13,300 Meghan, I would love to hear about your story and how you got into B2B marketing, can you take us back into your memory lane?

61 00:10:13,800 -> 00:10:15,300 Yeah, yeah, absolutely.

62 00:10:15,300 -> 00:10:27,600 So actually got dual degree in public relations and marketing and, you know, I kind of jumped right into the agency.

63 00:10:28,800 -> 00:10:37,200 Working at a full funnel demand, generation agency, based in Burlington Vermont, HubSpot agencies.

64 00:10:37,200 -> 00:10:45,400 So I grew to, you know, own client base of, you know, around 13 clients at a time.

65 00:10:45,400 -> 00:10:57,600 And we focus on any kind of demand generation strategy from the top of the funnel, all the way to, you know, sales enablement.

66 00:10:57,700 -> 00:11:08,300 At the bottom of the funnel, even the systems integration in between you know Revenue operations ensuring that there's marketing and sales alignment from a systems perspective.

67 00:11:08,500 -> 00:11:37,700 But also from a, you know, go to market and campaign strategy perspective and took some time as well working at IT consulting firm as a, you know, marketing lead identifying Membership program for certain members in the organization at that consulting firm, but then really love the agency life.

68 00:11:37,700 -> 00:11:49,500 So I kind of went back to the agency locally, managed accounts again for a little bit, with a little bit of time and it's, I loved it.

69 00:11:49,500 -> 00:12:14,000 I think especially as a marketing professional, if you can dip your toes into agency, See life, you learn so much and that was going to be, you know what of, what of my advice notes is, you know, the B2B marketing Community is so close-knit and the connections, are you gain or pretty much career long?

70 00:12:14,000 -> 00:12:22,700 And I did see that at the agency that I worked with, you know, with my clients, with my peers, I am Facebook friends with the, a few of them.

71 00:12:22,700 -> 00:12:27,400 So it's, it's been a really great experience so far.

72 00:12:27,800 -> 00:13:14,800 Um, and then, you know, I decided to take, I wanted to just have one client of my own and that's where I found an opportunity at tulip interfaces where I was the first demand generation manager and then grew to, you know, lead a team of demand gen folks and one of our core tactics and our overall integrated campaign strategies webinars there webinars, and we went from running around for webinars a year to I believe we ended the year at 20 webinars, all from large-scale webinars to you know smaller scale more intimate settings.

73 00:13:16,100 -> 00:13:16,800 Wow.

74 00:13:16,800 -> 00:13:17,500 Okay.

75 00:13:18,100 -> 00:13:31,000 Well, first thanks for walking us through your, your path, your journey that's noted on the agency advice tip that you're putting out there, I actually come from an agency background as well, but more so B to C.

76 00:13:31,200 -> 00:13:38,100 So it looks like an inch at she mentioned that she also came from a HubSpot agency.

77 00:13:38,100 -> 00:13:44,900 So there's a ton that you can learn in agency life so that's great to hear.

78 00:13:46,100 -> 00:14:00,500 So jumping into what your career you that the number you just mentioned, you said, you know, you started with doing for webinars at tulip and then last year you ended at doing 20, what was it?

79 00:14:00,500 -> 00:14:02,100 21 webinar.

80 00:14:02,100 -> 00:14:09,600 Yeah, I think we ended officially at 20, a big increase in webinar production.

81 00:14:10,800 -> 00:14:14,100 And it was kind of testing period, right?

82 00:14:14,200 -> 00:14:21,000 We saw some success and 2021 with just a few webinars and wanted to ramp it up and see, you know what?

83 00:14:21,600 -> 00:14:24,700 Topics are resonating and relevant with our Target.

84 00:14:24,700 -> 00:14:27,900 Personas, we do what our Target.

85 00:14:27,900 -> 00:14:31,800 Personas want to learn more about, and what are their kind of watering holes?

86 00:14:31,800 -> 00:14:44,900 And our, our platform is targeted for manufacturers Global manufacturers, whether its life sciences General Manufacturing.

87 00:14:45,800 -> 00:15:01,200 Almost any company that, you know, manufacturers, our product will benefit from our platform and that industry is kind of Delayed in terms of they're progressing and you know where they look for Content.

88 00:15:01,200 -> 00:15:13,900 So some of it is still in person events and trade shows and, you know, now we're seeing that increase in and attending online events, mainly webinars.

89 00:15:14,800 -> 00:15:15,300 Gotcha.

90 00:15:15,300 -> 00:15:18,900 So give us a little snapshot of who your ICP is.

91 00:15:19,300 -> 00:15:21,000 And you know what?

92 00:15:21,000 -> 00:15:23,900 What are their interests in your webinars?

93 00:15:24,400 -> 00:15:24,700 Yeah.

94 00:15:24,800 -> 00:15:25,000 Yeah.

95 00:15:25,000 -> 00:15:25,800 Absolutely.

96 00:15:25,800 -> 00:15:31,000 So like I mentioned were global company.

97 00:15:31,000 -> 00:15:43,600 So we our customer database as you know, ranging from, you know, manufacturers based in the United Kingdom to India United States.

98 00:15:44,900 -> 00:15:53,800 And we generally look for larger manufacturers that have multiple manufacturing plants so it is something to consider when we're targeting.

99 00:15:54,900 -> 00:16:02,200 Certain people on LinkedIn is we do you know consider their company size and then you know the who is really important for us.

100 00:16:02,200 -> 00:16:10,000 So we're targeting, and we usually have successful sales conversations with those operations leaders.

101 00:16:10,000 -> 00:16:19,700 So manufacturing operations director that manages a few manufacturing sites that's experiencing certain pains like production efficiency.

102 00:16:19,700 -> 00:16:24,700 You know they're not creating enough of a specific product in a certain period of time.

103 00:16:24,800 -> 00:16:27,100 Time to be able to meet demands.

104 00:16:28,700 -> 00:16:40,300 Additionally, you know, they might be experiencing some product defects and not know why or where in the entire assembly line that they're experiencing that's causing that effect.

105 00:16:40,600 -> 00:16:54,700 So our Solutions help improve, you know, production efficiency you know decrease the number of defects and identify those root causes of you know issues.

106 00:16:54,800 -> 00:16:55,700 And the assembly line.

107 00:16:58,100 -> 00:17:03,200 So where we want to create content especially at the top of the funnel.

108 00:17:03,200 -> 00:17:10,599 When people don't know much about tulip is, we want to focus on those pains and how people can solve those pains today.

109 00:17:10,599 -> 00:17:25,000 So we might not get directly into, you know, tulip as a solution, but we identify blueprints with, you know, their current Manufacturing tech stack or their Current.

110 00:17:25,000 -> 00:17:41,300 If they only use paper to you know track production, we provide insights that they can Implement tomorrow or start thinking about change management or start evaluating what their Manufacturing tech stack should look like.

111 00:17:41,300 -> 00:17:45,800 You know, it's important to be really relevant.

112 00:17:45,800 -> 00:17:49,600 I mean what you're seeing today is a lot of issues and supply chain.

113 00:17:50,800 -> 00:18:15,000 There's a lot of issues in Workforce transformation, you know people are You know, back when you know covid-19 an all-time high, you know people were retiring older more, you know seasoned workers on the assembly line that had tribal knowledge about, you know, how to assemble certain products and rolls behind it.

114 00:18:15,000 -> 00:18:19,200 They were retiring and a younger more digital first.

115 00:18:19,200 -> 00:18:22,400 You know, Workforce is coming in.

116 00:18:22,400 -> 00:18:24,600 You know, how do you navigate that in?

117 00:18:24,800 -> 00:18:26,000 And today's era.

118 00:18:26,300 -> 00:18:34,900 So you know, it's really important to really understand where our personas are coming from what their daily challenges are.

119 00:18:35,300 -> 00:18:54,700 And, you know, for just about all of our webinars, we, you know, talk about tulip as a potential solution towards the end of the webinar, once they, you know, see the why, you know, we're relating to them, you know, we have a lot of people at tulip that work.

120 00:18:55,400 -> 00:19:00,800 In the manufacturing industry, which is why they wanted to work for a solution like tulip.

121 00:19:02,200 -> 00:19:12,300 And I think it's really important to understand the Persona and maintain that Persona driven architecture, through throughout any content.

122 00:19:12,300 -> 00:19:14,400 You create not just webinars.

123 00:19:15,300 -> 00:19:31,800 Persona driven architecture that sounds like a real II love that articulation of, you know, the Each and optimization of the buyers journey is kind of like, also, like, how I see it too but can you walk us through?

124 00:19:32,300 -> 00:19:40,700 Even just the process of how you were able to architect that for your personas and really identify?

125 00:19:40,800 -> 00:19:50,900 Okay, these are the type of webinars that we're going to do top of funnel middle of funnel, bottom of the funnel, and why could you just walk us through your process?

126 00:19:51,100 -> 00:19:52,400 Yeah, yeah, definitely.

127 00:19:52,400 -> 00:19:55,200 So I went in a little bit into that top A funnel.

128 00:19:55,200 -> 00:20:26,500 So thinking about what trends are happening right now, what's going on in the news that's affecting, you know, an operations leader today and really discussing those Trends and ways that you can adjust your operations, today really gets the attention of our personas because we're not, we're not pushing our product, you know, we're really just talking about the Core issues happening today.

129 00:20:26,800 -> 00:20:40,900 Well for those that you know about tulip and know that they need a solution like tulip or there's a gap right now, and they're Manufacturing tech stack where we like to focus our middle of the funnel pieces.

130 00:20:40,900 -> 00:20:43,500 Of content are more tailored.

131 00:20:43,500 -> 00:20:44,800 We call use cases.

132 00:20:44,800 -> 00:20:53,600 So a big challenge with manufacturers today is efficient traceability.

133 00:20:53,600 -> 00:20:58,400 So being All to identify the and Trace.

134 00:20:58,800 -> 00:21:05,800 Everything from the raw materials to the form the suppliers, all the way through to those finish completed products.

135 00:21:07,800 -> 00:21:27,300 People are having issues, you know, there are identifying those defects or there's a, you know, there's something missing that lead to, you know, something being recalled, which is a huge, huge issue for big Brands because you show up on the FDA website for five years.

136 00:21:27,300 -> 00:22:07,500 I think saying that, you know, you had a product that went out that was recalled and being able to efficiently Trace those Raw materials, the Assembly of products to, you know, ultimately you know, out to the wholesaler is really important for certain individuals and even those plant managers, so getting taking deeper dives into those specific use cases is has been, you know, really beneficial for us for people to know, you know, how we solve for those specific use cases, but also it gives it a more.

137 00:22:07,700 -> 00:22:08,500 To its setting.

138 00:22:08,900 -> 00:22:21,900 So we get a lot of Engagement in our, our chat throughout the webinars, and we especially for some of those topics, you know, it hits home for some folks.

139 00:22:21,900 -> 00:22:30,800 So they talk a lot about in the chat and you sometimes know our subject matter experts to go off script which is something that, you know, I even encourage.

140 00:22:30,800 -> 00:22:47,900 You know, I think it's everyone's human and it's nice to you know, have that You know, sometimes like emotional communication through chat, you know, similar to this platform, we have the Emojis.

141 00:22:47,900 -> 00:22:55,300 So you see, if, you know, people get angry at a certain, you know, controversial topic within manufacturing.

142 00:22:55,300 -> 00:22:58,400 You kind of see those emotions right there.

143 00:22:58,400 -> 00:23:00,200 But, you know, that's what we want to encourage.

144 00:23:00,200 -> 00:23:02,200 We want to correct encourage that discussion.

145 00:23:02,600 -> 00:23:04,400 Mmm, I gotta ask.

146 00:23:04,400 -> 00:23:05,900 What platform are you using today?

147 00:23:06,700 -> 00:23:07,400 So where are you?

148 00:23:07,700 -> 00:23:08,700 We're using live storm.

149 00:23:09,200 -> 00:23:10,500 Okay, gotcha.

150 00:23:10,700 -> 00:23:14,700 So that does encourage then the Emoji engagement, all that stuff.

151 00:23:14,800 -> 00:23:15,200 Okay.

152 00:23:15,800 -> 00:23:17,000 God I gotta know.

153 00:23:17,900 -> 00:23:26,000 And then what do you find as far as the average number of registrants to attendees?

154 00:23:26,300 -> 00:23:30,400 Does that vary from top of funnel middle of the final bottom of the funnel?

155 00:23:32,400 -> 00:23:48,200 Yes I would say for registration number you know for those mo-more top of funnel webinars and you know Live Events we do see a higher registration count but with that, you know, we do see a lower attendance rate which is okay.

156 00:23:48,200 -> 00:24:00,200 You know, I think it's important to you know edit it down a little bit and have a nice on-demand webinar for people to access.

157 00:24:00,200 -> 00:24:20,200 You know, I Can, you know, I even register for a lot of webinars and I either forget or, you know, a tense and watch kind of while I am well, I am working or watch On Demand or catch myself, you know, watching halfway through or, you know, everyone's super busy.

158 00:24:20,200 -> 00:24:31,300 So, sometimes I have to hop off early because I have meetings, but usually we see for those top funnel webinars around a thirty percent attendance rate.

159 00:24:33,300 -> 00:24:38,600 Were you know, continuing to engage those registrants to get them to attend the live event?

160 00:24:38,600 -> 00:24:42,900 But we're also really tracking heavily those watches after.

161 00:24:42,900 -> 00:24:49,800 So those that are watching on demand, and we even have that as our its own source when reporting.

162 00:24:50,100 -> 00:24:56,900 Because a lot of people watch webinars On Demand, they're just, they just rather watch videos and maybe ask questions later.

163 00:24:57,300 -> 00:25:24,800 So, and then for the middle of the funnel webinars, we do see like A lower registration rate because it's a little bit more tailored and more Niche, but a higher attendance rate, so closer to, you know, 50% attendance rate, and a lot of chats, a lot of chats during the so encouraging, that continued discussion even through the chat, especially for those middle of the funnel webinars.

164 00:25:26,100 -> 00:25:26,800 Gotcha.

165 00:25:26,900 -> 00:25:30,000 And then do you have any bottom of funnel webinars?

166 00:25:30,000 -> 00:25:33,000 Like I guess I will be more like demos Riot.

167 00:25:33,000 -> 00:25:38,900 So we actually we just towards the end of this calendar year.

168 00:25:38,900 -> 00:25:52,100 We had a it was actually a just a live event on YouTube, so we encourage registrations just to get those so you can get those reminders, right?

169 00:25:52,600 -> 00:26:01,100 But it was actually an open event and it was called the Tulip showcase and it featured a lot of our product releases.

170 00:26:01,600 -> 00:26:09,100 And then towards the end of the day of the event, we featured a few customers and what we call the groundbreaker award.

171 00:26:09,100 -> 00:26:24,300 So, those true champions of our platform where nominated by either customer success managers or their own peers within a customer company, and we presented Awards to them so, that's awesome.

172 00:26:24,900 -> 00:26:46,200 Yeah, it's um, Thing that we do it you know the first time we tested it and I think as we continue to evolve our webinar program and you know live event program it's we test you know what might work and this is something that was really successful.

173 00:26:46,200 -> 00:26:47,600 So hoping to do that, you know.

174 00:26:48,500 -> 00:26:55,300 Probably two times a year because a lot goes into, you know, recording those demos.

175 00:26:55,300 -> 00:27:03,700 And, you know, hearing from those customers dominating those customers, but it's good to really great to see that success.

176 00:27:04,700 -> 00:27:05,700 I love that.

177 00:27:05,700 -> 00:27:07,100 That's great to hear.

178 00:27:07,100 -> 00:27:16,800 And in fact could you walk us through just the event types that you have from top of funnel middle and then bottom?

179 00:27:16,800 -> 00:27:18,200 Because that's a great example.

180 00:27:18,400 -> 00:27:22,200 Of what somebody could do for a bottom of the funnel type of event.

181 00:27:22,700 -> 00:27:28,400 And I know you have mentioned at the top of funnel, it's more awareness Trends, things like that.

182 00:27:28,400 -> 00:27:41,800 But even with your industry, could you just give us some like topical Hands-On examples, what types of events you do, and we can start with top of funnel and then work on, yeah, yeah for sure.

183 00:27:42,800 -> 00:28:07,900 So some of the examples of our top of funnel webinars, So the beginning of last year we kicked off the year with kind of you know con little bit of edginess in the title in our in the manufacturing industry there are larger systems compared to, you know, start up, you know, platform like tulip.

184 00:28:07,900 -> 00:28:23,500 There's these manufacturing execution systems that have been around for so many years, and we, you know, challenged Relevancy of those types of systems and it generated a lot of interest.

185 00:28:24,100 -> 00:28:38,500 So talking about the challenges today of people that have a legacy or traditional manufacturing execution system and, you know, predictions for this, you know, for 2022 because we did in the beginning of last year.

186 00:28:39,200 -> 00:28:50,900 So that was one of our big top of funnel webinars and to kind of Pull It fulls circle where we're actually in a couple weeks.

187 00:28:50,900 -> 00:28:54,900 We are running a related top of funnel webinar.

188 00:28:54,900 -> 00:29:00,000 That's, you know, still kind of challenging manufacturing execution systems today.

189 00:29:01,100 -> 00:29:07,000 Revisiting those predictions that we made last year we write.

190 00:29:08,300 -> 00:29:24,700 And, you know, noting some of the either the continued trends that we're seeing as well as, you know, new trends for manufacturers to Consider when you know, optimizing their operation strategy.

191 00:29:25,000 -> 00:29:37,300 So those are two top of funnel vents that, you know, one is happening in a couple weeks that we're really excited about and another type of funnel event.

192 00:29:37,400 -> 00:29:57,300 It's, you know, more geared to those that are you know evaluating either their current Tech stack or you know really He will experience those pains and potentially identifying budget for, you know, a solution that might fit their needs.

193 00:29:57,600 -> 00:30:08,000 So it was almost kind of buyer's guide, you know, key considerations, when evaluating your Manufacturing tech stack or a

manufacturing execution system.

194 00:30:08,000 -> 00:30:19,900 So, and I think for some of those type of funnel events where it's like it's focused around evaluating a system, the time Is super important.

195 00:30:19,900 -> 00:30:26,000 So either, you know, towards the beginning of the year, when maybe budget has been approved, baby budget has been cut.

196 00:30:26,300 -> 00:30:29,400 So you have to really think smarter not harder with your budget.

197 00:30:31,100 -> 00:30:36,300 So it's something also to consider when identifying topics and your webinar calendar is.

198 00:30:36,900 -> 00:30:38,400 What's timely right now?

199 00:30:39,200 -> 00:30:43,200 What are your target personas considering right now?

200 00:30:43,200 -> 00:30:47,000 It's top of mind and that's why we usually do.

201 00:30:47,400 -> 00:30:49,000 Everyone does kind of Trends, peace.

202 00:30:49,000 -> 00:30:50,400 But a little spin on.

203 00:30:50,400 -> 00:30:51,900 You know what?

204 00:30:52,400 -> 00:30:56,400 What's in your Tech stack right now and should you be re-evaluating it?

205 00:30:58,600 -> 00:30:59,100 That's good.

206 00:30:59,100 -> 00:31:00,100 So, that's top of funnel.

207 00:31:00,400 -> 00:31:01,300 That's a funnel.

208 00:31:01,300 -> 00:31:02,200 Yep, middle.

209 00:31:02,500 -> 00:31:04,700 What kind of event types, you have?

210 00:31:05,100 -> 00:31:05,600 Yeah.

211 00:31:05,600 -> 00:31:06,700 Yeah, absolutely.

212 00:31:06,700 -> 00:31:09,700 So we did have the, the traceability webinar.

213 00:31:09,700 -> 00:31:13,600 So that was how to make traceability your competitive Advantage.

214 00:31:13,600 -> 00:31:14,600 Not your burden.

215 00:31:14,800 -> 00:31:20,900 You know, people especially with compliance audits people just consider our manufacturers.

216 00:31:20,900 -> 00:31:30,600 Sometimes, you know, they think about traceability as just a compliance check box when in reality, It can be a competitive Advantage.

217 00:31:30,600 -> 00:31:36,900 It can base on what your tracking, you can automate it and it can be.

218 00:31:37,200 -> 00:31:44,100 It can provide you insights and how you plan ahead not look back.

219 00:31:44,500 -> 00:31:58,200 So that proactive and almost like predictive insights that you can gather from, you know what you're tracking and tracing on the manufacturing floor.

220 00:31:58,300 -> 00:32:06,300 Or is its kind of we, what we wanted to do is really have a spin on, you know.

221 00:32:06,500 -> 00:32:17,000 This doesn't have to be something that pains you every day, you know, it's actually something that can help you be more proactive and scale your manufacturing operations.

222 00:32:19,800 -> 00:32:21,400 Yeah, so that's one example.

223 00:32:23,400 -> 00:32:34,400 We also have been, we're actually planning an event with some of our integration partners and focused on.

224 00:32:35,100 -> 00:32:37,100 So that's going to be more, you know, middle of the funnel.

225 00:32:37,700 -> 00:32:48,400 So, you know, we integrate with AWS Microsoft, which is something that like manufacturers really use and their Stack.

226 00:32:48,400 -> 00:32:56,900 So doing more silver round table with some of our integration Partners like Microsoft like AWS.

227 00:32:56,900 -> 00:33:00,500 That's something that we are planning and really excited about to.

228 00:33:00,500 -> 00:33:09,000 So not only thinking about we what we did in the past but new ways to lead a conversation.

229 00:33:11,500 -> 00:33:12,300 That's awesome.

230 00:33:12,300 -> 00:33:12,800 Okay.

231 00:33:12,900 -> 00:33:24,200 And then the bottom of the funnel event ideas that you mentioned were like the award nomination ceremonies are there any other ideas for bottom of the funnel events?

232 00:33:24,800 -> 00:33:32,400 Yeah, so we are kind of going along with the use case Niche topics.

233 00:33:32,600 -> 00:33:38,100 We do want to, you know, do more live, demo experiences.

234 00:33:39,600 -> 00:33:41,100 It's not something that we have tested yet.

235 00:33:41,300 -> 00:33:47,200 Yet, you know, a live demo, where someone can, you know, it's in a webinar platform.

236 00:33:47,200 -> 00:33:57,500 We usually, you know, maintain our webinars as videos or when people are ready to have a conversation with us.

237 00:33:57,500 -> 00:34:02,100 Because our tool our platform is, is a really large platform.

238 00:34:02,100 -> 00:34:10,300 So, we want to tailor a trial or a demo to fit their exact needs.

239 00:34:11,300 -> 00:34:17,699 That is something that we do want to test, and I really want to plan for that is based on one use case.

240 00:34:18,100 -> 00:34:19,699 Here's how you can utilize tool.

241 00:34:19,699 -> 00:34:23,900 Appears the different ways that you can create an application in the platform.

242 00:34:26,400 -> 00:34:27,300 That's great.

243 00:34:27,699 -> 00:34:28,600 Yeah, all right.

244 00:34:28,600 -> 00:34:32,900 Well, we have got a question here in Q&A.

245 00:34:33,400 -> 00:34:43,100 You can pull that up do you find yourself using several different platforms for different kinds of events?

246 00:34:43,600 -> 00:34:47,199 Getting Clips out after and getting data and results?

247 00:34:48,600 -> 00:35:01,500 Yeah, so right now for webinars, we have actually, we used to use it for our virtual events that have multiple sessions, we would test out a platform and it wouldn't work out.

248 00:35:01,500 -> 00:35:05,900 So we for our webinars, you know, we do like live.

249 00:35:06,400 -> 00:35:12,800 ERM it, our marketing operations person on our team.

250 00:35:12,800 -> 00:35:19,600 He built out and infrastructure to be able to, you know, it's not a direct integration.

251 00:35:19,600 -> 00:35:27,000 But it does connect through zapier into Marketo, which is our marketing automation platform.

252 00:35:27,400 -> 00:35:36,200 But I think with a lot of our systems that we have today, it does lead to exporting data and importing data.

253 00:35:36,500 -> 00:35:43,000 And some spreadsheets which is you know something that we don't have to navigate daily.

254 00:35:44,200 -> 00:35:48,800 So I do find myself and some different platforms and exporting.

255 00:35:51,100 -> 00:36:00,400 Hoping to improve that soon but sometimes it's good to get into spreadsheets every now and then but yeah.

256 00:36:01,600 -> 00:36:04,300 And then what about your on-demand content?

257 00:36:04,300 -> 00:36:07,100 How are you guys handling On Demand right now?

258 00:36:07,500 -> 00:36:20,700 Yeah so we have a multimedia producer that we sent our webinar you know files to, and he cleans it up slightly, and we have all of our on demand.

259 00:36:20,900 -> 00:36:26,400 Webinars on our website so people can fill out a form and be able to access it.

260 00:36:27,300 -> 00:36:46,400 We what we're starting to do now is Put our webinars into more bite-sized pieces of content as well as chapters so people can click right to you know a section that they wanted to focus on almost like when they're downloading an e-book.

261 00:36:46,400 -> 00:36:49,200 You know the table of contents should have a shortcut that leaves you.

262 00:36:49,200 -> 00:36:52,000 No right to that section especially if it's a big white paper.

263 00:36:53,400 -> 00:37:03,700 So we want to make that experience the same as we do, you know, with our ebooks is being able to, you know, get to the, you know.

264 00:37:04,200 -> 00:37:10,800 One just watch 10 minutes of you know when we talk about a specific customer case study, then they can do that.

265 00:37:11,900 -> 00:37:12,600 That's awesome.

266 00:37:12,600 -> 00:37:16,700 So this would be on the landing page of where you house the on-demand video.

267 00:37:16,700 -> 00:37:19,600 You actually also have other offers you include.

268 00:37:19,600 -> 00:37:19,900 Yes.

269 00:37:20,200 -> 00:37:20,600 Yeah.

270 00:37:21,300 -> 00:37:41,100 It's, and they're all single in that specific on demand video, you know, they can jump to the section that they want to listen to In Depth because you know, who has time today and I feel like everyone's attention span is, you know, just getting smaller and smaller.

271 00:37:41,400 -> 00:37:57,900 So, so give them the tools to, you know, absorb content quickly and easily, so they can, you know, learn from it and get back to their day or hopefully continue to navigate through our content, but it's good.

272 00:37:58,600 -> 00:37:59,500 So big question.

273 00:37:59,500 -> 00:38:08,700 I have next is around promotions and driving registration and attendance to all of your events.

274 00:38:09,400 -> 00:38:11,600 What are some of the key strategies?

275 00:38:11,700 -> 00:38:16,900 Jeez, that you are finding effective to drive registration across the funnel.

276 00:38:18,300 -> 00:38:19,000 Absolutely.

277 00:38:19,000 -> 00:38:24,600 So we have a set of standard promotional tactics that we run.

278 00:38:25,400 -> 00:38:33,400 We're always going to navigate to our database especially for those middle of the funnel webinars or for the top of funnel webinars.

279 00:38:33,800 -> 00:38:37,000 If people are unengaged, how can we re-engage them?

280 00:38:37,500 -> 00:38:44,100 Almost consider them a top of funnel lead, even if they have had a conversation with sales and it's been, you know, for months.

281 00:38:45,700 -> 00:38:50,900 So our database This is really important to, you know, send those promotions to and engaging way.

282 00:38:51,500 -> 00:39:00,400 We also utilize LinkedIn, LinkedIn ads with the LinkedIn lead gen form, especially for those top of funnel webinars.

283 00:39:01,300 -> 00:39:08,200 It's kind of lower barrier to entry especially like with the LinkedIn Legion form and you can be extremely targeted.

284 00:39:08,200 -> 00:39:15,200 So we can Target certain industries, certain job functions within those Industries.

285 00:39:15,500 -> 00:39:18,100 You know, make sure we're excluding you Competitors.

286 00:39:18,100 -> 00:39:21,400 Or those that might not be a good fit for tulip today.

287 00:39:22,500 -> 00:39:25,600 So that is a key, promotional tactic for us.

288 00:39:26,400 -> 00:39:31,500 Additionally, we utilize tools for web content personalization.

289 00:39:31,500 -> 00:39:36,100 It's actually something that we kicked off just in the most recent webinar.

290 00:39:36,100 -> 00:39:45,000 So based on certain intent, that we see if they're looking on our website for you know, specific topic.

291 00:39:45,100 -> 00:39:47,100 Then we can tailor.

292 00:39:47,200 -> 00:39:52,600 A website experience where we're promoting engaging or tailored content to them.

293 00:39:53,400 -> 00:39:56,600 So we're just testing that out actually today.

294 00:39:56,600 -> 00:40:02,200 So always continuously improving and testing more things.

295 00:40:03,600 -> 00:40:13,700 Additionally, because the manufacturing industry tends to navigate to specific watering holes like industry Publications.

296 00:40:13,900 -> 00:40:15,500 We work with industry Publications.

297 00:40:15,500 -> 00:40:17,100 A lot for some of our top.

298 00:40:17,200 -> 00:40:22,300 The funnel webinars because that's where they go to be our Target.

299 00:40:22,300 -> 00:40:38,900 Personas, go to access insights to get reporting, you know, ways that they can report on their manufacturing operations, or they would search for or subscribe for various topics.

300 00:40:38,900 -> 00:40:42,300 So we want to be right there as a contender.

301 00:40:44,200 -> 00:40:49,700 And we also have a tailored pop-up experience on our website.

302 00:40:49,700 -> 00:40:56,100 So, based on relevant Pages, we also link right to a call to action.

303 00:40:56,300 -> 00:41:08,000 And if there's a relevant webinar coming up for, you know, those that are looking at our manufacturing execution system guide, you know, we want that next call to action for them.

304 00:41:08,100 -> 00:41:13,000 So we have those on our website on relevant pages.

305 00:41:13,200 -> 00:41:21,600 Of course, and we also want to make sure that we're engaging LinkedIn organically.

306 00:41:21,600 -> 00:41:35,300 So, we're ensuring that, you know, our speakers are reaching out to their connections, you know, promoting the webinar to their own audiences, so it's really organic there.

307 00:41:35,300 -> 00:41:58,600 And then, lastly, and most importantly, I would say, is engaging and enabling our sales So we want to make sure not only when we're promoting webinars that you know the our sales team isn't able to promote those webinars in a timely manner to prospects those that are just trying to get, you know that booked meeting.

308 00:41:58,600 -> 00:42:13,000 Maybe you know watching a webinar or attending a webinar that's relevant to their you know email conversation is going to help get that booked meeting or lead to a phone call or even you know lead to that close one.

309 00:42:13,200 -> 00:42:13,700 Done deal.

310 00:42:13,700 -> 00:42:26,800 We see a lot of prospects that are in the later stages of the buyers Journey even attending top of funnel webinars because if it's, you know, beginning of the year, they're just trying to evaluate everything.

311 00:42:27,100 -> 00:42:43,000 So sometimes that gets, you know, us to, you know, show tulip as a contender and, you know, an RFP evaluation, but we're really trying to test all different angles and engage people.

312 00:42:43,200 -> 00:42:46,800 In the most relevant way.

313 00:42:48,000 -> 00:42:57,900 That's those are a lot of great tactics strategies you guys do biology across multiple random rant in a lot of different actors that we're testing.

314 00:42:57,900 -> 00:43:04,800 But yeah, it's I think it's important to test different Avenues and learn from them.

315 00:43:05,600 -> 00:43:06,500 That's great.

316 00:43:06,600 -> 00:43:12,200 What website platform are you leveraging right now to be able to iterate quickly?

317 00:43:13,000 -> 00:43:13,300 Yeah.

318 00:43:13,300 -> 00:43:23,900 So we're using craft Hazard or CMS, and we also have other tools in our Tech stack like six cents.

319 00:43:24,900 -> 00:43:40,100 So we're able to identify those accounts that are showing intent for various topics that are showing more intent for tulip, and we can t up some of those relevant webinars to them.

320 00:43:40,900 -> 00:43:42,000 That's amazing.

321 00:43:42,400 -> 00:43:42,800 Great.

322 00:43:42,800 -> 00:43:50,300 And then about you mentioned also your connection with the sales team and how you leverage these webinars to enable them.

323 00:43:50,300 -> 00:43:56,700 Can you describe like what is that interaction and regular communication like around webinar because?

324 00:43:57,400 -> 00:43:58,300 Yeah, absolutely.

325 00:43:58,300 -> 00:44:04,500 So I think it is so important to have that two-way communication between marketing and sales.

326 00:44:04,900 -> 00:44:21,600 So that Marv up sales sees that what we're doing is really to help them and to help them progress deals, and get new leads, and that marketing is listening to their recommendation.

327 00:44:21,600 -> 00:44:34,700 So for that webinar traceability, you know what we did was I created a survey for the sales team to understand, you know, what do our prospects want to hear from us?

328 00:44:35,000 -> 00:44:43,100 What is leading to the most Well engagements is it you know focusing on a use case like traceability and that was one of the recommendations that they shared.

329 00:44:43,100 -> 00:44:50,500 So it's not only enabling them but also hearing from them too.

330 00:44:51,100 -> 00:45:03,000 And when I first started here at tulip sales didn't really see webinars as a true demand gen tool and now they're kind of waiting for the next one to come out.

331 00:45:03,000 -> 00:45:11,500 You know when's the next email coming out of you know, Adding the sales enablement content for our resources, for our next webinar.

332 00:45:12,700 -> 00:45:21,900 So it's, you know, I think there's always a loop of continuous improvement with, you know, marketing and sales alignment.

333 00:45:22,100 -> 00:45:31,900 But that's a, it was a good Milestone to hit their, you know, they're excited for that next webinar to be able to promote to their prospects or really excited to see.

334 00:45:31,900 -> 00:45:35,400 You know, the high quality leads that come through that top of funnel event.

335 00:45:36,100 -> 00:45:37,000 That's amazing.

336 00:45:37,000 -> 00:45:53,400 Okay, I am going to get really tactical here on communication because you know, I asked these things because most of us have remote teams and so is there like a shared slack Channel where you're able to share out the upcoming webinars and the sales team can ask questions?

337 00:45:53,500 -> 00:45:55,500 Are you updating them on daily weekly?

338 00:45:55,500 -> 00:45:58,500 Like how does that interaction work?

339 00:45:58,500 -> 00:45:59,200 And look like.

340 00:45:59,800 -> 00:46:00,000 Yeah.

341 00:46:00,000 -> 00:46:21,200 So I used to update the sales team weekly and their group email, I think what and kind of learn from their feedback that what's really important is to get all of the resources upfront and kind of monthly update but with weekly reminders and check in.

342 00:46:21,200 -> 00:46:29,700 So again you know hearing feedback from sales, you know, how do you want to receive the sales enablement content?

343 00:46:29,900 -> 00:46:32,900 When do you want to provide feedback right now?

344 00:46:32,900 -> 00:46:36,500 That email communication is most beneficial Initial.

345 00:46:37,000 -> 00:46:44,500 But you know, for some of those weekly check-ins we have that shared slack Channel where they can also reach out to me.

346 00:46:45,000 -> 00:46:51,300 Also, you know, my doors always open to hear feedback and I think that's what's in route.

347 00:46:51,300 -> 00:47:03,400 What's really important to you that myself and my team is always willing to hear feedback that comes from sales and new ideas and recommendations because we do move forward with them.

348 00:47:03,400 -> 00:47:05,700 And we hear what you're saying.

349 00:47:06,500 -> 00:47:11,500 Huge that communication alignment is huge and that's awesome.

350 00:47:12,200 -> 00:47:12,500 Yeah.

351 00:47:12,600 -> 00:47:14,600 I mean you're always learning to it's a yeah.

352 00:47:14,600 -> 00:47:35,700 I think it's like kind of I don't know if you work folks on the call or feel that too but there's always a gap that you identify and marketing between marketing and sales and how to you know fill that Gap is and understand why you're filling that Gap.

353 00:47:35,900 -> 00:47:41,300 Across both functions and teams is what's most important.

354 00:47:41,600 -> 00:47:48,600 So it's an uphill battle, but climbing up, awesome.

355 00:47:49,100 -> 00:48:00,700 Well, I think you have shared so many amazing golden nuggets about webinars and how we can attract folks to webinars what they look like across the funnel.

356 00:48:01,700 -> 00:48:09,500 Is there anything else that you would add specifically about what And ours that you'd share to us?

357 00:48:10,000 -> 00:48:10,400 Yeah.

358 00:48:10,400 -> 00:48:10,700 Yeah.

359 00:48:10,700 -> 00:48:30,700 I would say, I shared a couple tidbits, I think if you're able to live experiences compared to you know pre-recorded experiences are what drive that quality engagement throughout the event.

360 00:48:31,200 -> 00:48:35,700 And you know, I think technical difficulties are okay, we're all human.

361 00:48:37,200 -> 00:48:45,500 One of our top performing webinar that generated the most Revenue compared to all the other webinars.

362 00:48:46,000 -> 00:48:50,800 There was a total dekhna technical difficulty in the beginning of the webinar.

363 00:48:50,800 -> 00:48:55,500 But people, you know, stuck through and the quality of content was what's most important.

364 00:48:56,500 -> 00:49:11,200 So I think those live experiences also show a company or as you know people that are, you know, Wanting to hear more from our Target buyers and engage that discussion.

365 00:49:11,200 -> 00:49:35,400 So you mentioned a few things about you know, the beauty marketing Community, really maintain those connections that you gather even, you know, early on in your career because they are kind of career-long connections but also from a webinar perspective hearing from sales and when you can really, you know, have that live experience.

366 00:49:36,000 -> 00:49:38,400 For, for prospects, to be able to engage in real time.

367 00:49:40,400 -> 00:49:41,200 That's awesome.

368 00:49:42,600 -> 00:49:44,400 Is there any?

369 00:49:45,500 -> 00:50:34,900 Final advice that you would give to the B2B marketing community, yeah, those connections are important and I think continuously learning from what you have produced and what you have launched, I think that's, that's another huge tidbit, especially if you're producing a lot like we did in the last year, learning from what worked and what didn't and being able to, you know, have that retro and clear, open conversation with those important stakeholders in a project this is really important for the sustainability of your team but also for you know your marketing program Amazing.

370 00:50:35,600 -> 00:50:42,100 Well Meghan, thank you so much for taking the time to impart your wisdom across webinars.

371 00:50:42,800 -> 00:50:49,900 I am sure we're going to take re-watch this and take some notes and apply them even to our own.

372 00:50:50,600 -> 00:51:02,000 So I hope all the best for you and tulip in this coming year and for all those who are here watching, be sure to check out tomorrow.

373 00:51:02,000 -> 00:51:05,000 We have got an event with Julia.

374 00:51:05,400 -> 00:51:12,800 And we're going to be talking about the top three, metrics and attribution myths.

375 00:51:13,100 -> 00:51:20,000 So it's going to be really good, and she is metrics attribution Guru?

376 00:51:20,300 -> 00:51:27,300 So feel free to join us, then have a wonderful rest of your day, and we will catch you next time.

377 00:51:48,800 -> 00:52:01,900 Just hoping for the best but expecting the worst, are you gonna drop the bomb or not?

378 00:52:03,900 -> 00:52:07,500 Let us Die Young or lettuce leaf forever.

379 00:52:07,600 -> 00:52:13,300 We do not have power pony, never seen it sitting in a sandpit.

380 00:52:13,500 -> 00:52:17,200 Life is a short trip the musics for the sad man.

381 00:52:19,200 -> 00:52:27,300 Can you imagine when the phrase one not gonna faces into the sun prison?

382 00:52:27,300 -> 00:52:31,600 Our leaders we get in and turn the music played by them.

383 00:52:32,300 -> 00:52:33,600 The mud, man.

384 00:53:20,100 -> 00:53:29,200 So more like what is someone like to hear some of the men in some other be sooner or later?

385 00:53:29,400 -> 00:53:32,800 They all will be gone but don't He stay?

386 00:53:34,900 -> 00:53:40,600 It's so hard to get on without it, cause I don't want to perish.

387 00:53:40,600 -> 00:53:49,200 Like a fading us cues like diamonds in the Sun and diamonds are forever.

1 00:02:40,000 -> 00:02:51,900 Hello and welcome to today's Spotlight interview with Nick Bennett, who is the director of evangelism and customer marketing at Alice.

2 00:02:52,200 -> 00:02:57,400 We are so excited to dive deep into what he's up to.

3 00:02:57,600 -> 00:03:02,100 And so we're going to talk about evangelism in general.

4 00:03:02,100 -> 00:03:07,400 What is customer marketing, dive, deep into why that's really important, especially, as we move into.

5 00:03:07,700 -> 00:03:10,600 23, where it could be a down.

6 00:03:10,600 -> 00:03:11,600 It's a down market.

7 00:03:11,600 -> 00:03:16,000 So we need to be innovating and being good stewards of the business in general.

8 00:03:16,000 -> 00:03:18,800 So I am really excited.

9 00:03:18,900 -> 00:03:21,700 Nick, will you join me here on stage?

10 00:03:24,100 -> 00:03:27,000 Hey, hello, how are you?

11 00:03:27,800 -> 00:03:29,000 I am doing great.

12 00:03:29,000 -> 00:03:30,300 How are you doing?

13 00:03:30,800 -> 00:03:31,900 I can't complain.

14 00:03:32,200 -> 00:03:34,200 It's a beautiful day outside.

15 00:03:35,300 -> 00:03:37,500 Okay, so where are you tuning in?

16 00:03:37,500 -> 00:03:38,100 From II?

17 00:03:38,100 -> 00:03:42,800 Think I have got a map here that shows us sell our producer.

18 00:03:42,800 -> 00:03:43,500 There we go.

19 00:03:43,600 -> 00:03:46,700 Okay, so you're in Boston, I am all the way out here in Hawaii.

20 00:03:47,100 -> 00:03:50,400 That's its like it's look how far away we are that.

21 00:03:50,400 -> 00:03:52,700 But look, we're still here together.

22 00:03:53,200 -> 00:03:54,100 Pretty amazing.

23 00:03:54,100 -> 00:03:55,400 What time is it for you?

24 00:03:56,200 -> 00:03:59,700 It is 220, 2 PM nice.

25 00:03:59,700 -> 00:04:03,900 Okay, 9:02 PM or am sorry here.

26 00:04:05,400 -> 00:04:07,700 So we have definitely got that distance between us.

27 00:04:07,700 -> 00:04:14,400 However, what's amazing is, we could still be in our the same virtual room and hanging out together today.

28 00:04:14,800 -> 00:04:16,600 Absolutely cool.

29 00:04:16,600 -> 00:04:20,800 Well, Nick, tell us a little bit about what you're up to these days.

30 00:04:21,600 -> 00:04:25,900 Yeah, so, you know, my in my nine-to-five we at Alice would like to do things.

31 00:04:25,900 -> 00:04:31,900 So like everyone knows what you are and your 9 to 5 and so for me I run evangelism and customer marketing analysis.

32 00:04:31,900 -> 00:04:39,500 I am a traditional field Market or an ABM Better for tech companies and for the last 10 or 11 years.

33 00:04:40,200 -> 00:04:43,200 And then what we like to really talk about is the 529.

34 00:04:43,200 -> 00:04:45,800 So what are you passionate about outside of work?

35 00:04:45,800 -> 00:04:52,800 And so for me I play baseball still competitively, you know, I like to do a lot of fun things.

36 00:04:52,800 -> 00:05:04,500 I love New England Sports, absolutely devastated me that Bogaerts signed with the Padres this morning, I was cursing the front office most of the day.

37 00:05:04,600 -> 00:05:09,800 So, you know, hey die-hard Boston, sports fan and I have a four-year-old daughter.

38 00:05:09,800 -> 00:05:14,300 Who honestly means everything to me and everything I do is for her.

39 00:05:14,800 -> 00:05:16,000 That's amazing.

40 00:05:16,300 -> 00:05:19,400 Well, we definitely were tracking with that baseball.

41 00:05:19,400 -> 00:05:27,800 Fun fact, so Sal I went ahead and put that up there but yeah, jumping into some of these fun facts.

42 00:05:28,000 -> 00:05:56,100 You know you got baseball so just so you know for me I used to do The movies television back in the day and I actually did a lot of background work for Ugly Betty, and she was awesome and it was fun playing these like we did these like Japanese Entourage Fashion Group type of, type of roles.

43 00:05:59,100 -> 00:06:00,800 So that's one of my fun facts.

44 00:06:00,800 -> 00:06:09,900 But there's another fun fact about eunuch that we would love to share and you were a rapper.

45 00:06:11,100 -> 00:06:11,900 It was, right?

46 00:06:12,900 -> 00:06:14,700 I went through a phase in high school.

47 00:06:14,700 -> 00:06:15,100 Yeah.

48 00:06:15,100 -> 00:06:15,300 Yeah.

49 00:06:15,300 -> 00:06:18,800 It was something I went out and bought all the expensive stuff.

50 00:06:18,800 -> 00:06:26,200 I had someone that mixed and produced all my music for me and it still floats around the internet.

51 00:06:26,200 -> 00:06:27,500 All these years later.

52 00:06:28,100 -> 00:06:42,200 Well, in fact, we have got this track right here and I have got to play this a friend of mine.

53 00:06:50,800 -> 00:06:52,300 You got to get together to buy.

54 00:06:53,400 -> 00:06:54,500 I have got my hat here.

55 00:06:55,100 -> 00:06:55,700 Get out.

56 00:06:55,700 -> 00:06:56,200 All right.

57 00:07:05,000 -> 00:07:07,200 Can I put this on the chosen son?

58 00:07:07,300 -> 00:07:08,500 And it's just your luck.

59 00:07:08,600 -> 00:07:10,100 You about to Bear witness.

60 00:07:10,100 -> 00:07:17,800 I got acid ronschuster CD as yeah any day, but they will be stepping on the see white Shades Boston fitted in a disc.

61 00:07:18,100 -> 00:07:18,400 Three.

62 00:07:18,500 -> 00:07:24,000 I think my track is my campus in the pain to my heart.

63 00:07:24,000 -> 00:07:54,300 So for this, I still Blood, Sweat tears, and love, just so you can feel the inspiration from above Thanks for letting me play around, be little goofy with you there, but that's pretty dope.

64 00:07:54,300 -> 00:07:56,000 You're very talented, Nick.

65 00:07:56,700 -> 00:07:58,700 I like to do a lot of different things.

66 00:07:58,900 -> 00:08:05,600 You do a lot of different things and you're handling it as a girl, dad, so lots of Kudos and props to you.

67 00:08:06,000 -> 00:08:06,600 Thank you.

68 00:08:07,000 -> 00:08:08,400 Hopefully that wasn't embarrassing.

69 00:08:08,500 -> 00:08:09,400 Are you all right?

70 00:08:09,400 -> 00:08:10,300 That we played that?

71 00:08:10,400 -> 00:08:11,500 Yeah, absolutely.

72 00:08:11,500 -> 00:08:20,900 Yeah, it's funny cuz I will share like that song randomly as I like, you know, we could be at Like trivia or something, like I will just drop in.

73 00:08:20,900 -> 00:08:30,100 Then people like I had no idea, and I was like yeah I went through like it was like a two or three-year thing and it's just it's crazy that it just still flow.

74 00:08:30,100 -> 00:08:33,000 I mean that's the internet for you just floats around there forever.

75 00:08:33,100 -> 00:08:35,900 Hopefully in like 30 years it will still be there.

76 00:08:37,799 -> 00:08:40,100 For sure, it's a great track.

77 00:08:41,100 -> 00:08:43,500 I am impressed with your lyrical Rhymes there.

78 00:08:45,300 -> 00:08:45,800 Cool.

79 00:08:45,800 -> 00:09:08,500 Well, you know, customer marketing as we dive into this topic, there was this one fact that I got from Bain & Company and the research shows that a 5% increase in customer retention can increase profits by 25% to 95%.

80 00:09:10,200 -> 00:09:14,700 I mean that is insane and it's like, okay, why aren't we?

81 00:09:14,900 -> 00:09:17,600 Holding down more here.

82 00:09:18,800 -> 00:09:20,500 Can you just Define for us?

83 00:09:20,500 -> 00:09:26,200 How do you define customer marketing and yeah, I didn't see it today.

84 00:09:26,700 -> 00:09:27,700 Yeah, it's you.

85 00:09:27,700 -> 00:09:32,300 So I want to kind of guess put it out there, so I have actually never done customer marketing before.

86 00:09:32,300 -> 00:09:37,000 So this is all new to me, like I said, I am a traditional failed marketer, ABM marketer.

87 00:09:37,200 -> 00:09:37,800 That's what I have done.

88 00:09:37,800 -> 00:09:44,700 I was actually in sales before I moved over to marketing, so I have walked in sales is shoes which I feel like made me such a good feeling.

89 00:09:44,800 -> 00:09:48,800 Field marketer and ABM marketer because I understood how it all worked.

90 00:09:48,800 -> 00:09:54,200 I understood the stresses of not being paid, your quarterly commission, and things like that.

91 00:09:55,100 -> 00:10:07,900 So it was probably earlier this year before the market started to get really crazy and in my boss at the time was like, hey what do you think about moving over to customer marketing?

92 00:10:08,200 -> 00:10:15,700 And there's going to be a strong focus on retention from the board and I said, cool, I am all for new Challenges.

93 00:10:16,100 -> 00:10:18,000 I like to be a better well-rounded marketer.

94 00:10:18,200 -> 00:10:29,300 I said, I am up for doing it, but I want evangelism as a part of it, and we can get to that later, how I broke that down, but my goal was to help with the nir.

95 00:10:29,300 -> 00:10:31,600 So like their net revenue, retention side of it.

96 00:10:31,600 -> 00:10:37,300 And I think that marketers today, you know, the customer marketers, get it, absolutely.

97 00:10:37,300 -> 00:10:39,800 That NR is in is so important.

98 00:10:39,800 -> 00:10:45,800 However, so many other marketers don't really focus on that, as a metric.

99 00:10:45,800 -> 00:10:59,000 And I think that you should actually be focusing more on Nar today, then a lot of the other metrics that marketers are focusing on because we all know it costs less to retain a current customer than, to acquire a new one.

100 00:10:59,100 -> 00:11:04,300 So why wouldn't you double down your efforts on that and that was really the whole thing?

101 00:11:04,300 -> 00:11:08,600 And for me my goal is and it's, you know, again, I want to preface this.

102 00:11:08,600 -> 00:11:14,700 It's a little bit easier when you Market to marketers and you are the ICP and you know, exactly the pain points.

103 00:11:15,000 -> 00:11:26,100 They're looking to solve because you were looking to solve it for all these years and I have just been able to really jump on with customers strategize with them.

104 00:11:26,300 -> 00:11:34,200 Focus on the social proof aspect the customer stories and not just fluffy customer stories because some let us be honest like who writes a bad case.

105 00:11:34,200 -> 00:11:36,500 Study no one puts bad case studies out there.

106 00:11:36,500 -> 00:11:38,300 Why would you talk bad about your company?

107 00:11:38,500 -> 00:11:45,300 But when you can get tactical with a customer story and turn that into a Playbook, now that not only does that help with retention, Tension.

108 00:11:45,300 -> 00:11:47,700 But it also helps Drive acquisition as well.

109 00:11:48,300 -> 00:12:02,700 So those are some of the things and honestly, it's even more alarming a little bit that leaders within companies, specifically in Tech right now are actually laying off customer marketers and keeping acquisition marketers.

110 00:12:03,700 -> 00:12:06,000 I don't agree with that.

111 00:12:06,000 -> 00:12:09,000 And I have seen layoffs affect a lot of customer marketers.

112 00:12:09,000 -> 00:12:14,700 Unfortunately, within the last couple of months, you would think that is the one piece in the marketing.

113 00:12:14,800 -> 00:12:23,900 Or that you want to double down on and I don't see why more companies don't put more resources and money behind it.

114 00:12:25,000 -> 00:12:28,400 Do you think that could just be because customer marketing?

115 00:12:28,500 -> 00:12:41,400 I mean, how long has it realistically been known and the practices the disciplines, the ROI, the attribution, calculated around it like, is that really understood today?

116 00:12:42,700 -> 00:13:02,100 I think the people that have I am doing it for a long time and I know I mean to me I have had to rely on a lot of these resources because it was some wasn't something that came like first nature to me, and so I have talked to a lot of customer marketers some that have been only been doing it for, you know, two or three years and some that have been doing it for 15 or 20 years.

117 00:13:02,300 -> 00:13:12,600 So there is people in larger companies usually is where you see it you know you like the IBM's of the world and you know, HP things like that.

118 00:13:12,600 -> 00:13:14,600 Like they have had customer marketers.

119 00:13:14,800 -> 00:13:15,100 Ever.

120 00:13:15,100 -> 00:13:21,600 Have they been focused on different things and can customer marketing like should they build a customer Advisory Board?

121 00:13:21,600 -> 00:13:26,100 Should they be focused on just driving, you know, reviews or something?

122 00:13:26,100 -> 00:13:27,600 Should they be strategizing?

123 00:13:27,600 -> 00:13:31,000 I think it's evolved a lot over the years for sure.

124 00:13:31,400 -> 00:13:34,200 And I have always as a marketer to talk to customers.

125 00:13:34,200 -> 00:13:44,600 I can't I guess you tell how important that is as a marketer, that you should be talking to customers and not just talking to them taking what they're saying and actually doing.

126 00:13:44,700 -> 00:13:55,200 Do something about it, but to create programs, specifically built around retention and expansion upsell opportunities has been newer for me.

127 00:13:55,200 -> 00:14:03,200 And I feel like I have done a lot that has made an impacted short time because I don't want to live, like, could I retention rate?

128 00:14:03,200 -> 00:14:03,800 Be better.

129 00:14:03,800 -> 00:14:05,300 Absolutely right now, 100%.

130 00:14:05,300 -> 00:14:08,800 And I think everyone realizes that.

131 00:14:08,800 -> 00:14:13,600 And so the programs that we're putting together is hopefully making an impact on that.

132 00:14:13,600 -> 00:14:21,100 And I can already see a lot of The result even within the last five months, and it's trending, like, kind of like hockey stick style up.

133 00:14:21,100 -> 00:14:25,100 So, alright, so let us go back a little bit.

134 00:14:25,100 -> 00:14:34,700 Rewind, I would love to dive into your story into just even how you got to becoming the Evangelist customer marketing, Guru that you are today.

135 00:14:35,000 -> 00:14:36,400 Take us back a little bit.

136 00:14:36,700 -> 00:14:40,000 And how did you get into B2B marketing?

137 00:14:40,900 -> 00:14:46,000 Yeah, so completely by luck to be honest with you, so I went to school for sports management.

138 00:14:46,000 -> 00:14:51,700 Like I said, I played baseball, all my life played in high school, played in college and I went for sport management.

139 00:14:51,700 -> 00:15:03,500 And when I got out, I said I am going to be a big shot athletic director at a D1 school, or I am going to be a sports agent or something like that, and when I got out turned out, none of those were true.

140 00:15:03,500 -> 00:15:08,500 I could go sell tickets for the Red Sox making \$10 an hour, and I was like, oh, that doesn't sound.

141 00:15:08,500 -> 00:15:09,100 Very fun.

142 00:15:09,100 -> 00:15:11,000 Like why did I go to college for that?

143 00:15:11,500 -> 00:15:14,100 But to be honest, I wasn't also a great student.

144 00:15:14,300 -> 00:15:22,300 I cared more about baseball and I feel like being a marketer actually relates really well, the baseball and Sports in general, I feel like it's being someone.

145 00:15:22,600 -> 00:15:33,000 Athletic is kind of made me a better marketer because kind of you know teamwork everything plays together really well, but I said okay, well, this isn't going to pay the bills.

146 00:15:33,600 -> 00:15:36,600 My parents told me I needed to get like a real job.

147 00:15:36,600 -> 00:15:39,700 And, so I said, all right, I am going to go into sales inside sales.

148 00:15:39,700 -> 00:15:44,100 It was as for a tooling company, and let me just tell you like, that was boring.

149 00:15:44,100 -> 00:15:52,400 Like I hated I was doing inside sales and I had to show up at 7 AM and work till 5 PM in sit at like an old computer.

150 00:15:52,500 -> 00:15:53,500 It wasn't even a laptop.

151 00:15:53,500 -> 00:15:58,800 It looked like it was from like the 80s, and this was like in 2000, like 12.

152 00:15:58,800 -> 00:16:07,900 So, it wasn't even like that long ago and like I sat there and just took calls from basically General Foreman construction workers about like, industrial tools.

153 00:16:07,900 -> 00:16:13,600 And like, I would go pick them out back and like, basically sell them and I had upsell them and all these different things.

154 00:16:13,600 -> 00:16:20,500 So I never did sales for Tech, but I did sales for them and then I moved into Motorola actually.

155 00:16:20,500 -> 00:16:25,600 And so, I ran Channel sales for Motorola after their AT&T account.

156 00:16:25,600 -> 00:16:36,600 So at the time I was going up against the iPhone, every release for September, and we were trying to outsell them, and I had to come up with creative ways to get their dealer channel to want to do that.

157 00:16:36,800 -> 00:16:41,300 And then I moved to like a channel marketing role which was still working within the same.

158 00:16:41,300 -> 00:16:50,300 I had the whole East Coast for a Titi ta Titi indirect dealers and I would just work with them to kind of figure out spiff, programs and incentives.

159 00:16:50,300 -> 00:16:51,800 Contest trainings.

160 00:16:51,800 -> 00:16:52,300 All of those.

161 00:16:52,500 -> 00:16:52,800 Things.

162 00:16:52,800 -> 00:16:53,900 And I was like, oh, this is cool.

163 00:16:53,900 -> 00:17:01,800 I don't have a quota hanging over my head, but I get to do all these fun things and travel, and I was young at the time, so I was like, oh, traveling is great.

164 00:17:02,400 -> 00:17:10,500 And then I went to another company, I moved into another Channel marketing role and then that allowed me to move into my first field marketing role in B to B Tech.

165 00:17:11,099 -> 00:17:14,500 And it was the first true role that I ever really did.

166 00:17:14,500 -> 00:17:14,900 I remember?

167 00:17:14,900 -> 00:17:16,500 It was a company called Simplicity.

168 00:17:16,599 -> 00:17:22,300 They were in the hyperconvergence space just outside of Boston years ago, a lot of EMC.

169 00:17:22,500 -> 00:17:25,200 CMC people for people that know, EMC out there.

170 00:17:25,500 -> 00:17:41,400 And I was like, this is so fun, like we get to do all these crazy things and at the time our CEO is telling us don't buy your yacht yet like we reached a billion dollar valuation in 23 months fastest in the it space to reach a billion dollar valuation.

171 00:17:41,700 -> 00:17:51,300 And I remember all the sudden we had an immediate like all hands meeting and it was like HP bought us for 600 million and be.

172 00:17:51,300 -> 00:18:08,600 I felt bad because I was Only there for like a year and a half of people that were there for four five, six years, basically, they were getting nothing for their time because everything was under water at that point and then that was kind of like my I just kind of didn't look back at allowed me to start to do field marketing for a lot of these other B2B companies.

173 00:18:08,900 -> 00:18:13,100 And that's kind of what I have done for the last eleven ten or eleven years now.

174 00:18:14,100 -> 00:18:14,600 Wow.

175 00:18:14,600 -> 00:18:14,900 Okay.

176 00:18:14,900 -> 00:18:24,500 So walk us through how you got into evangelism and customer marketing specifically, yeah, so the It was in pieces, is interesting to me.

177 00:18:24,500 -> 00:18:29,800 I have always, you know, looked up to people like sangram when he was at Terminus Ethan.

178 00:18:29,800 -> 00:18:32,900 Buuck, who's that, bom, bom, Randy from Uber flip.

179 00:18:32,900 -> 00:18:47,800 Like these people that have Chief evangelist titles, and I was like, wow, they're like out there evangelizing for a product and Company and in the it space I always saw Advocates as kind of like evangelist but I feel like it was developers.

180 00:18:47,800 -> 00:18:53,800 Like it was very interesting like I couldn't fit that because I was not a developer But I said, you know what?

181 00:18:53,800 -> 00:19:00,500 I said, Mar Tech in sales Tech is lacking this type of role from a non-executive standpoint.

182 00:19:00,700 -> 00:19:05,100 And so when my boss came to me and said, hey would you be open to doing this?

183 00:19:05,100 -> 00:19:06,500 And I said, yeah, but I want this.

184 00:19:06,500 -> 00:19:20,100 I am going to tell you exactly why I said I feel like I have already been doing a lot of these things of, you know, helping be the face for the brand doing all these events, the podcasts, the prospect calls and customer calls.

185 00:19:20,300 -> 00:19:27,400 I said I want to actually help Leave the path for what it looks like for non-executives to take to do these types of roles.

186 00:19:27,600 -> 00:19:31,200 And I can tell you like, he was like, absolutely.

187 00:19:31,200 -> 00:19:32,900 Let us pitch it to the leadership team.

188 00:19:32,900 -> 00:19:38,600 So, I got on a call with the CEO, ocfo like everyone and I pitched it.

189 00:19:38,600 -> 00:19:40,600 I said, this is why I think I should do this role.

190 00:19:40,600 -> 00:19:44,500 And I said, B2B companies and more Tech and sales Tech don't have it yet.

191 00:19:44,500 -> 00:19:46,100 You want to be at the Forefront of this.

192 00:19:46,100 -> 00:19:48,600 I am telling you, and there was no pushback.

193 00:19:48,600 -> 00:19:49,700 They're like, yeah, absolutely.

194 00:19:49,700 -> 00:19:56,200 Like you're a perfect fit that role, And now you're seeing more and more people start to get these types of roles.

195 00:19:56,200 -> 00:20:06,400 I mean, I think of people like Jen Al, and she was at the Challenger, she did just leave, but like her, you know, will Akin Nick Posey, Arthur Castillo from Chile, Piper?

196 00:20:06,400 -> 00:20:18,800 Like, you're seeing more and more non-executives take on these evangelists /, like Creator type roles and I think from an evangelist perspective, your kind of mixture of things.

197 00:20:18,800 -> 00:20:22,300 So like you're a subject matter expert you are out.

198 00:20:22,500 -> 00:20:31,600 Are evangelizing on behalf of the product and communities wherever your ICP is meet them where they are, but you're also a Creator in a lot of regards.

199 00:20:31,600 -> 00:20:40,500 If you look at a lot of people that have these types of roles, they're regularly creating content on LinkedIn on Tick-Tock, on all these other social media platforms.

200 00:20:40,800 -> 00:20:48,500 And I think when you go to a company, say, hey, by the way, I have, you know, 40,000 followers on LinkedIn.

201 00:20:49,200 -> 00:20:52,200 You know, all these on Tick-Tock, we should create this.

202 00:20:52,400 -> 00:20:53,200 Type of role.

203 00:20:53,500 -> 00:20:56,800 It's a lot more appealing, especially in the more Tech world.

204 00:20:56,800 -> 00:21:08,500 And I do think, as we move into 2023 you're going to see more B2B companies start to either create these types of roles in Elevate people internally or start to externally bring people in.

205 00:21:09,300 -> 00:21:14,700 Because I do think the Creator economy is going to blast off in B2B in 2023.

206 00:21:15,700 -> 00:21:16,800 That makes total sense.

207 00:21:16,800 -> 00:21:20,300 When do you think the chief evangelist?

208 00:21:20,300 -> 00:21:23,700 Like this whole role really started to take traction?

209 00:21:23,900 -> 00:21:26,100 How many years ago months ago?

210 00:21:26,600 -> 00:21:29,000 Yeah, I mean I think the chief evangelist role has been around.

211 00:21:29,000 -> 00:21:37,200 Like I think I like saying I am from even like I mean, I don't know how long he's been doing it but like he's been doing it for a while like I feel like Randy from Uber flips.

212 00:21:37,200 -> 00:21:38,300 Been doing it for a while.

213 00:21:38,400 -> 00:21:43,200 Ethan like you have these types of people that have done these roles for a while.

214 00:21:43,200 -> 00:21:50,700 However, I do think The like the outcomes that you're looking to achieve from these roles are very different.

215 00:21:50,700 -> 00:22:03,800 Like in, I could tell you no one really has figured it out because I have asked probably about 20 to 30 people how they view, this specific role in everyone is very different from like how do they track it?

216 00:22:03,800 -> 00:22:09,200 And measure it to what are the actual like objectives that they're looking to complete?

217 00:22:09,700 -> 00:22:09,900 Yeah.

218 00:22:09,900 -> 00:22:11,200 Could you walk us through?

219 00:22:11,300 -> 00:22:11,500 What?

220 00:22:11,500 -> 00:22:16,500 Some of those objectives looks like look like even for yourself and then What are you tracking?

221 00:22:17,000 -> 00:22:22,900 Yeah, so I think it's, you know, a big piece of it is external community building and participation.

222 00:22:22,900 -> 00:22:29,100 So, like if you're a martyr tech company, for example, you want to be active where your prospects and customers hang out.

223 00:22:29,100 -> 00:22:34,900 If it is in, let us just say Peak Community or rev genius or Pavilion.

224 00:22:35,200 -> 00:22:38,800 Or I mean there's so many slack communities out there and Discord communities.

225 00:22:38,800 -> 00:22:41,300 Now like just being active there.

226 00:22:41,300 -> 00:22:45,300 You want to join the events and sessions to better network with your I see.

227 00:22:45,500 -> 00:22:55,200 You're not selling them anything, you're just building those relationships so that when the time comes, they keep you top of mind, you just want to be in that conversation, ultimately from there.

228 00:22:55,300 -> 00:23:00,700 The product has to do everything that you want it to and live up to the standards and the hype and all that.

229 00:23:01,000 -> 00:23:02,200 But that's the first thing.

230 00:23:02,500 -> 00:23:12,300 The second thing is internal employee advocacy and I feel like this is an important one because if you think about it and I will just give you an example.

231 00:23:12,300 -> 00:23:15,300 So in 2020 to my content on LinkedIn.

232 00:23:15,400 -> 00:23:18,700 Alone will drive about 12 million views.

233 00:23:19,000 -> 00:23:21,300 So about a million views.

234 00:23:21,300 -> 00:23:24,700 A month is what my content is driving on LinkedIn.

235 00:23:24,900 -> 00:23:30,800 Now, you take, I post on Tick-Tock, I post on Instagram reels, YouTube shorts.

236 00:23:31,500 -> 00:23:33,600 You take that, you amplify all that.

237 00:23:33,600 -> 00:23:40,600 Now, cool, you have one Nick now, what about all these other employees that are creating content or want to create content?

238 00:23:40,700 -> 00:23:41,600 Think about that.

239 00:23:41,600 -> 00:23:43,600 There's no cost associated with this.

240 00:23:43,800 -> 00:23:45,200 It's just time.

241 00:23:45,500 -> 00:23:52,100 And getting people to better understand how you like what are the outcomes that you actually want to achieve from that all of a sudden, say LinkedIn?

242 00:23:52,100 -> 00:23:56,200 For example, you get 15, 20 employees creating their own content.

243 00:23:56,200 -> 00:24:00,500 You're driving 15, 30 40, 50 million views a year.

244 00:24:00,900 -> 00:24:04,600 Think about what you would pay an ad spend for that, it's through the roof.

245 00:24:04,600 -> 00:24:07,500 Especially as ad spend continues to go up.

246 00:24:07,500 -> 00:24:17,800 So, employee advocacy is a huge piece of it and I think that there are companies out there that kind of produced Like software and products to help support that.

247 00:24:17,800 -> 00:24:22,800 I have been doing everything just from a manual standpoint myself because it's more.

248 00:24:22,800 -> 00:24:26,900 So educating and people who are afraid to click post for the first time.

249 00:24:28,200 -> 00:24:33,000 But if you just get them to share their stories and you don't want them to talk about the company.

250 00:24:33,000 -> 00:24:35,900 If the come someone wants to hear about your company, they're going to go to your website.

251 00:24:35,900 -> 00:24:38,200 They're going to go to other channels corporate handles.

252 00:24:38,200 -> 00:24:52,400 They're not going to LinkedIn to hear me talk about Alice for example, they I go and I try to Share value But ultimately When I am getting, you know, 15,000 views to my profile, every 90 days, and they're clicking.

253 00:24:52,400 -> 00:24:56,500 And they're saying oh by the way, he works for Alice, let me go see what Alice does.

254 00:24:56,500 -> 00:24:58,700 Oh they're gifting company huh?

255 00:24:58,700 -> 00:25:04,800 We use a gifting company we're up for Renewal I am gonna go check them out and submit a demo in how did you hear about us?

256 00:25:05,100 -> 00:25:11,700 I am going to put that, I heard Nick on LinkedIn or from this podcast, so we can use self-reported attribution to tie everything back.

257 00:25:11,900 -> 00:25:14,200 So that's that piece side.

258 00:25:14,200 -> 00:25:16,600 The third piece is influencer marketing.

259 00:25:16,600 -> 00:25:36,200 So again, I think this is you can look at it as like the Creator economy, influencer marketing, whatever it is, but it's working with the key people in your industry that you want to have promoted your company, your product, your mission, everything through that and yeah, you know, one off, engagements are cool and stuff.

260 00:25:36,200 -> 00:25:45,300 But if you can build long-term engagements and ultimately create an in-house type of environment, we have creators that you eat that, you know, they work for the company.

261 00:25:45,500 -> 00:26:00,200 Benny, But ultimately they're doing their own thing and you just have all these people that are going out there and doing their own thing, it can do some serious damage and I think that's going to be another huge Topic in 2023 is influencer marketing and how to B2B companies leverage it.

262 00:26:00,200 -> 00:26:02,900 Because b2c has a figured out really well.

263 00:26:03,100 -> 00:26:08,100 B2B is still lacking behind there, the other ones, a prospect calls and customer calls.

264 00:26:08,100 -> 00:26:12,000 So I joined seven to ten calls a week between Prospect or customer calls.

265 00:26:12,000 -> 00:26:12,400 Yeah.

266 00:26:12,400 -> 00:26:25,200 And it's not just sitting there at a no value like, Like I am leading these calls through strategy, through brainstorming sessions, and that's where I think the customer marketing piece plays into it as well.

267 00:26:25,200 -> 00:26:33,600 It's like, great helping current customers retain them figure out if they're a makes any sense for upsell or anything for prospects.

268 00:26:33,600 -> 00:26:40,400 And that's where from a customer marketing standpoint, those relationships should start at the prospect level and you should be working your all the way through.

269 00:26:40,400 -> 00:26:45,300 Don't just take that hand off after they close a deal and when CS gets it, jump in.

270 00:26:45,400 -> 00:26:46,800 Start to build Advocates from there.

271 00:26:46,800 -> 00:26:53,100 You should be building Advocates from Way Beyond that, so that's that piece the external speaking and networking.

272 00:26:53,100 -> 00:26:54,600 So for me, that's a big one.

273 00:26:54,600 -> 00:27:00,000 So, like I in the last two years I have done about 90 podcast as a guess.

274 00:27:00,200 -> 00:27:05,100 And so that has helped me kind of again, Drive awareness for, for the company.

275 00:27:05,100 -> 00:27:15,200 And so Alice like I will single-handedly this year, do a million dollars in pipeline myself, just from organically creating content, and I am proud of yourself.

276 00:27:15,400 -> 00:27:18,600 Reported after best nap for that just for a moment there.

277 00:27:18,700 -> 00:27:20,100 That's pretty amazing.

278 00:27:20,500 -> 00:27:22,300 Yeah, how much of that do you think we will close?

279 00:27:22,800 -> 00:27:26,000 So probably about 60% base.

280 00:27:26,000 -> 00:27:44,600 Yeah, it's I mean, I did 500k the year before in 250 close, so 50%, and our win rates are up and I feel like everything is better products in a better spot than it was a year ago, so I can see 60 to 70 percent closing easily and that's just again literally zero cost you.

281 00:27:44,600 -> 00:27:45,200 No nope.

282 00:27:45,400 -> 00:27:47,500 Pay two heads were run or anything from that.

283 00:27:47,500 -> 00:27:50,900 It's just solely people coming in from self-reported attribution.

284 00:27:52,100 -> 00:27:53,100 That's amazing.

285 00:27:53,500 -> 00:27:54,000 Yeah.

286 00:27:54,000 -> 00:27:57,600 And then the last thing that I was going to say is just from an evangelist and point.

287 00:27:57,600 -> 00:28:03,900 Like you want to take these insights and learnings in figure out how to infuse them back into the business.

288 00:28:04,200 -> 00:28:10,800 Because if you're out there and you're hearing all these things and you're not relaying this information or if you're not taking action on them.

289 00:28:11,000 -> 00:28:11,800 What's the point?

290 00:28:11,800 -> 00:28:16,900 It's like any marketing rule like you could hear all these things from a customer, you understand, the issues.

291 00:28:17,200 -> 00:28:20,600 But if you just sit on it and do nothing, you're not going to win.

292 00:28:21,200 -> 00:28:23,300 So to walk me through what that looks like?

293 00:28:23,800 -> 00:28:24,300 Yes.

294 00:28:24,300 -> 00:28:30,800 You're going across all of these different channels and opportunities and getting the word out there.

295 00:28:30,900 -> 00:28:32,100 You're getting insights.

296 00:28:32,300 -> 00:28:35,200 What does that look like tactically and sharing with your team?

297 00:28:35,500 -> 00:28:35,800 Yes.

298 00:28:35,800 -> 00:28:46,500 So it's quarterly presentations on kind of the learnings, from calls from events, from what the General market says, in its data to back it up as well on top of that.

299 00:28:46,600 -> 00:28:50,000 And so we can see specifically how the market is trending.

300 00:28:50,000 -> 00:28:51,100 How people are thinking about?

301 00:28:51,200 -> 00:28:52,500 It in.

302 00:28:52,500 -> 00:29:00,100 Fortunately, I have a lot of friends that work at competitors, and so I am a lot of friends that are customers at competitors.

303 00:29:00,100 -> 00:29:07,200 And, so I am able to kind of triangulate a lot of this information, so it helps make that roadmap better.

304 00:29:07,200 -> 00:29:13,600 Because again, if you're hearing all these things in XYZ product feature is in on your road map.

305 00:29:13,700 -> 00:29:19,900 Well, these 40 people said it should be, and they're choosing these competitors because of it.

306 00:29:19,900 -> 00:29:21,000 You would think you want to get that.

307 00:29:21,100 -> 00:29:22,800 That on your road map ASAP.

308 00:29:23,700 -> 00:29:25,700 And so those are a lot of the things in.

309 00:29:25,700 -> 00:29:35,800 So I usually put out a deck every quarter, that kind of highlights all these things plus a video and I usually presented in person, I mean virtually as well.

310 00:29:37,300 -> 00:29:38,800 And this is with your team at Alice.

311 00:29:39,100 -> 00:29:39,900 Yeah, exactly.

312 00:29:39,900 -> 00:29:41,600 So it goes like, there's two different versions.

313 00:29:41,600 -> 00:29:47,300 There's a leadership, like SLT like senior leadership version and then there's a marketing like version.

314 00:29:47,300 -> 00:29:54,600 And there's a general company version, like just slightly changing the talking points and things like that, and kind of what's being shown.

315 00:29:54,600 -> 00:29:55,300 But yeah.

316 00:29:56,100 -> 00:29:59,600 What are some of the key things you highlight at each of those levels?

317 00:29:59,600 -> 00:30:05,200 So to senior level because that gives me an idea of like the outcomes of what success look like.

318 00:30:05,300 -> 00:30:06,900 So what do you present at that?

319 00:30:07,100 -> 00:30:07,600 Your level.

320 00:30:08,100 -> 00:30:08,400 Yeah.

321 00:30:08,400 -> 00:30:13,100 So I think it's the ability on how are people thinking about the brand Affinity.

322 00:30:13,100 -> 00:30:17,600 It's like, you know, great, are you increasing Revenue per quarter?

323 00:30:17,600 -> 00:30:28,900 Are you engaging a certain percentage of customers per quarter or are you increasing customer satisfactions, which ultimately Drive higher MPS, surveys in scores?

324 00:30:29,900 -> 00:30:39,900 Are you kind of getting a you can you show-case your attribute like a positive association with in the Brand and that's engagement things like that?

325 00:30:39,900 -> 00:30:46,600 I mean, the senior leadership's, like numbers, you know, they're like, Yay, why would I invest in something like this?

326 00:30:46,600 -> 00:30:56,900 If it doesn't produce Roi, but I feel like a lot of what I do 80% is tied to revenue programs and 20% is brand or experimental.

327 00:30:56,900 -> 00:31:06,800 And I feel like this evangelist type role is somewhat experimental because some of the things that you could do, like, let us just take this me and you talk right now.

328 00:31:07,100 -> 00:31:10,200 Now, you cut this up, there's micro-content.

329 00:31:10,200 -> 00:31:11,300 You start tagging me.

330 00:31:11,300 -> 00:31:12,000 All these people.

331 00:31:12,000 -> 00:31:12,400 See it.

332 00:31:12,400 -> 00:31:13,300 They click my name.

333 00:31:13,300 -> 00:31:15,700 They go see what Alice does cool.

334 00:31:16,100 -> 00:31:18,100 You just help me drive a ton of pipeline.

335 00:31:18,100 -> 00:31:18,700 Thank you.

336 00:31:19,400 -> 00:31:21,700 And like yeah, we can attribute some of that.

337 00:31:21,700 -> 00:31:31,300 But what if people don't specifically you know say they heard about me from you or self-reported attribution just doesn't fall in a way that you wanted to.

338 00:31:31,600 -> 00:31:38,700 I think the second piece is dark social or word of mouth or however you think about it and like if I go Tell ten people after this?

339 00:31:38,700 -> 00:31:43,700 Hey I just did a session on welcome and you should go check it out.

340 00:31:43,700 -> 00:31:49,300 If you're looking for a virtual event platform, that's not directly attributed but it's me telling 10 people.

341 00:31:49,300 -> 00:31:53,200 And I feel like my word would hopefully hold a lot of weight with those 10 people.

342 00:31:54,800 -> 00:31:55,600 That's good.

343 00:31:55,900 -> 00:31:56,200 Wow.

344 00:31:56,200 -> 00:31:56,600 Okay.

345 00:31:56,700 -> 00:32:02,100 There is a question from Jeanette that we can pull up here.

346 00:32:02,400 -> 00:32:06,800 How are you measuring self-reported attribution and how do you gather the data?

347 00:32:08,100 -> 00:32:08,600 Yeah.

348 00:32:08,600 -> 00:32:24,200 So basically, I am pulling Salesforce reports of anyone that has mentioned my name specifically and so it's been a little bit easier because I will see about two to three inbounds come in per week with, with my name, and we drive.

349 00:32:24,300 -> 00:32:29,100 I mean, how we drive about 160 demos per month right now.

350 00:32:29,400 -> 00:32:36,800 So it's a sizable amount, and I am seeing people start to put my name and Tick Tock next to it as well.

351 00:32:36,900 -> 00:32:46,300 Which is a little bit newer because funny enough, I actually don't talk about Alice, it all in my Tick Tock, it's just, it's not an ALICE page, it's my own personal page.

352 00:32:46,300 -> 00:32:55,900 But what I am doing is repurposing a lot of content that I create on LinkedIn and then creating videos of that and then posting it on tick-tocking Instagram rails.

353 00:32:56,100 -> 00:33:00,600 And it's a completely different audience because not so many people from B to B, you're on there yet.

354 00:33:00,700 -> 00:33:04,100 But the organic reach is absolutely like through the roof.

355 00:33:04,400 -> 00:33:06,800 So really just pulling it down.

356 00:33:07,100 -> 00:33:07,400 Yeah.

357 00:33:07,400 -> 00:33:15,300 Really pulling Salesforce reports for people that are using that specific field which we make it a requirement in our demo form.

358 00:33:15,500 -> 00:33:16,900 On how did you hear about us?

359 00:33:16,900 -> 00:33:19,000 So I was just going to ask about that.

360 00:33:19,100 -> 00:33:26,800 Yeah so you have to fill it out and there's a couple other questions as well, and we have been tweaking some things to see how it works.

361 00:33:26,800 -> 00:33:34,100 If people at answer more favorably, if we do things, but we had the drop down box for so long and it was like as marketers.

362 00:33:34,100 -> 00:33:49,100 We like to put people in boxes and when you hit when You go to a demo page and you hit that drop down box, more than likely you're in a click that first thing and it's usually like Google or something like that and like that's why everything gets attributed wrong and that's another whole conversation, honest.

363 00:33:49,100 -> 00:33:49,900 That's right.

364 00:33:50,300 -> 00:33:57,700 But yeah, Wow, that The Tick Tock point is so interesting to me because I am just curious.

365 00:33:57,700 -> 00:34:02,700 Like, are those actually qualified leads that come through, are they B2B?

366 00:34:03,100 -> 00:34:09,699 And yeah, I think I can tell you, I can tell you in the last two weeks, there's been, there's been two.

367 00:34:09,900 -> 00:34:14,500 And one is from a 20,000 person company in our ICP.

368 00:34:14,800 -> 00:34:17,900 In one is from a 4500 person company.

369 00:34:18,000 -> 00:34:32,300 So for those people in Executives out there that say that Tick Tock is not for be I call BS and it's an absolute lie because I can prove that B2B should be on Tick Tock and should be producing content.

370 00:34:32,300 -> 00:34:32,699 There.

371 00:34:33,100 -> 00:34:33,800 Mmm.

372 00:34:34,300 -> 00:34:35,300 That's really interesting.

373 00:34:35,300 -> 00:34:37,300 What are your thoughts on Instagram?

374 00:34:37,300 -> 00:34:40,699 Facebook Twitter, so, so Instagram.

375 00:34:40,699 -> 00:34:42,199 All I am really doing with Instagram.

376 00:34:42,300 -> 00:34:48,600 I am using Instagram, reels to repurpose, Tick-Tock content over there, and again, it's a different audience.

377 00:34:48,600 -> 00:34:55,600 So, like the people that are following my Instagram reels have been Went from Tick-Tock have been different from LinkedIn, so it's cool.

378 00:34:55,600 -> 00:34:57,300 It's like three different platforms.

379 00:34:57,500 -> 00:34:59,900 I don't put anything on Twitter and Facebook.

380 00:34:59,900 -> 00:35:02,700 I don't mess with anything with their either.

381 00:35:04,200 -> 00:35:11,600 But the interesting thing is let us just say LinkedIn decides to kick us all off tomorrow, and we all go to LinkedIn.

382 00:35:11,600 -> 00:35:12,100 Jill.

383 00:35:12,800 -> 00:35:13,600 What happens?

384 00:35:13,600 -> 00:35:18,200 You don't own the audience on any of these social media platforms, that's the issue.

385 00:35:18,300 -> 00:35:22,000 Mark, like just every anyone thinks that like they own that audience.

386 00:35:22,200 -> 00:35:47,400 So If LinkedIn kicks me off tomorrow, my 41 thought a thousand followers goes by, like I have nothing and so that's why I am now creating an email list because that is the one thing that you do own you create that email list which feeds into a newsletter which feeds into all these other channels for me personally and yeah, like I mean, it's my personal thing, not an ALICE thing but ultimately the brand still is associated with who I am.

387 00:35:48,100 -> 00:35:49,100 That makes sense.

388 00:35:49,500 -> 00:35:52,400 Wow, okay, so that's a ton of content creation.

389 00:35:52,600 -> 00:35:53,800 I am on your side.

390 00:35:53,900 -> 00:35:54,500 Do you have?

391 00:35:54,500 -> 00:36:04,400 Like are you the one man Agency or how are you getting all the editing, the shooting, the writing previously done.

392 00:36:04,800 -> 00:36:08,100 So it's all just me outside of the podcast.

393 00:36:08,300 -> 00:36:12,800 The podcast, I do have a company that's been with me in Partnership for two years now.

394 00:36:13,600 -> 00:36:22,200 But as far as like the LinkedIn creation, then taking that, and all I am really doing is say, I write a, I will get used today is an example.

395 00:36:22,200 -> 00:36:27,300 I Needed, a text post around, 20 23 ideas.

396 00:36:27,300 -> 00:36:32,100 For events that are in person ways that you could use product tours, things like that.

397 00:36:32,100 -> 00:36:36,400 All I did was take my phone record myself repeating.

398 00:36:36,600 -> 00:36:38,200 What that text post was?

399 00:36:38,300 -> 00:36:41,400 Which takes me about five minutes maybe less than that.

400 00:36:41,400 -> 00:36:43,700 It took me five minutes to write that post.

401 00:36:43,800 -> 00:36:45,400 Five minutes to shoot the video.

402 00:36:45,400 -> 00:36:52,500 I throw it into an app called captions, which will automatically put captions into it and then I just hit post on tick tok.

403 00:36:52,500 -> 00:36:55,800 On Instagram rails and post on YouTube shorts.

404 00:36:57,200 -> 00:36:58,000 In the whole thing.

405 00:36:58,000 -> 00:37:03,700 Takes me 15, 20 minutes, max, nice.

406 00:37:04,300 -> 00:37:04,600 Okay.

407 00:37:04,600 -> 00:37:08,900 And then you have, like, a way of calendaring these out.

408 00:37:08,900 -> 00:37:11,700 Like, how do you organize your content right now?

409 00:37:12,100 -> 00:37:13,400 Yeah, I don't do it very well.

410 00:37:13,400 -> 00:37:19,200 I can tell you that, I have always been the type of person that doesn't write anything down.

411 00:37:19,200 -> 00:37:29,200 Like, I hate taking notes, like any of my And it's / like spur of the Mind type thing, like I will be usually in the shower and I will try to remember what it was.

412 00:37:29,200 -> 00:37:33,200 By the time I got out of the shower to my phone, but I don't schedule anything out.

413 00:37:33,200 -> 00:37:46,900 I don't write anything in advance unless I know I have to like post something specifically about ass like certain topic but like 99% of the time, it's just whatever comes to mind in.

414 00:37:46,900 -> 00:37:55,200 Like, for me I am a very out overanalyze, and I am very indecisive, so, if it takes me longer More than five minutes to create any type of content.

415 00:37:55,200 -> 00:38:00,900 I just won't do it because then I start to overanalyze, is this going to actually make sense?

416 00:38:00,900 -> 00:38:02,100 And I am just like, who cares?

417 00:38:02,100 -> 00:38:04,900 Like, if you read my stuff, like this, grammatical errors.

418 00:38:04,900 -> 00:38:10,300 Luckily grammarly saved me a bit but like, I don't, yeah, I run on sentences all the time.

419 00:38:10,300 -> 00:38:10,600 I don't care.

420 00:38:10,600 -> 00:38:12,100 It's all about, just getting it out there.

421 00:38:12,800 -> 00:38:15,500 That's a really key point of advice.

422 00:38:15,500 -> 00:38:22,400 I think for Content creators anyone out there interested in getting into evangelism is like the analysis paralysis.

423 00:38:22,600 -> 00:38:22,900 Cisco.

424 00:38:22,900 -> 00:38:23,600 I think that happens.

425 00:38:23,600 -> 00:38:31,000 So often with content creators where you're like, getting really nitpicking and then it's like, I don't know if I should even put this out.

426 00:38:31,000 -> 00:38:34,100 And by that time, you have already over, thought the whole thing?

427 00:38:34,800 -> 00:38:35,000 Yeah.

428 00:38:35,000 -> 00:38:47,800 But it's so true and it's like, you start to hit backspace and like you write the same thing as 10 times and then 45 minutes passed and then you're like I am not even gonna post this time to frustrated right now, but like who cares?

429 00:38:47,800 -> 00:38:49,300 Sometimes you just gotta send it.

430 00:38:49,300 -> 00:38:57,100 Like whom, you know one thing I noticed the first time I am I posted content, is this always going to be people who don't like it and who cares?

431 00:38:57,100 -> 00:38:58,300 That's why I made this hat.

432 00:38:58,300 -> 00:38:59,200 That's why I made this.

433 00:38:59,200 -> 00:39:02,000 I have a merch line and specifically around the creation.

434 00:39:02,200 -> 00:39:10,900 Yeah, it's like haters hate creators create that's, there's always going to be people who hate what you do in this going to be people that tear you down, trolls that are out there.

435 00:39:11,000 -> 00:39:11,700 Who cares?

436 00:39:11,700 -> 00:39:15,300 Like don't let them get in your way and like that's what a lot of people.

437 00:39:15,400 -> 00:39:21,500 There's so many mental barriers that people need to overcome, and they're afraid that people are going to not like what they say.

438 00:39:21,500 -> 00:39:22,400 And that's okay.

439 00:39:22,500 -> 00:39:24,200 Your content isn't going to be for everyone.

440 00:39:24,200 -> 00:39:36,700 Just like yo Alice is content isn't going to be for everyone but it doesn't matter because it's going to reach the right people

and that's what matters at the end of the day, so where can I go to get that hat, I will have to link you.

441 00:39:36,700 -> 00:39:38,600 It's yeah, I have got hats, I have got hoodies.

442 00:39:38,600 -> 00:39:40,200 It's I wear this everywhere.

443 00:39:40,200 -> 00:39:45,700 Now drop the link in chat, so we can all get our hats and Sport your swag.

444 00:39:46,000 -> 00:39:48,300 Absolutely, that's awesome.

445 00:39:48,900 -> 00:39:51,300 So talking about content.

446 00:39:52,200 -> 00:40:01,300 If we go into your content strategy as an evangelist, like, how do you balance the content strategy that you work on?

447 00:40:01,300 -> 00:40:05,200 Like, how do you think about that from a, like, a Content pillar perspective?

448 00:40:05,200 -> 00:40:15,700 You know, Alice has its core product Services offerings and there's a key, you know, direction for that brand, but then there's your brand.

449 00:40:16,100 -> 00:40:18,200 So how does that all work?

450 00:40:18,200 -> 00:40:20,800 In determining prioritization.

451 00:40:20,800 -> 00:40:24,100 And what Is like what's going to hit the mark with your audience's.

452 00:40:24,600 -> 00:40:31,400 So I think you know the benefit are a fortunate thing is that the Alice brand is kind of like out there.

453 00:40:31,400 -> 00:40:41,000 It's a fun brand like people like we're not like robots like even like when you look at the stuff from our corporate handle it's value-add it's like fun.

454 00:40:41,000 -> 00:40:42,100 It's Christina.

455 00:40:42,100 -> 00:40:51,400 Does a great job with like are like social media but like there's we don't try to be stuffy or something that were not and I think that's why it.

456 00:40:51,600 -> 00:40:53,200 Me so well because that's how I am.

457 00:40:53,200 -> 00:40:54,400 It's authentic.

458 00:40:54,500 -> 00:40:58,900 And if you can't be authentic in the content that you create, people are going to see right through it.

459 00:40:58,900 -> 00:40:59,600 Same as marketers.

460 00:40:59,600 -> 00:41:10,200 It's like when someone prospects me, it hits a copy and paste job that anyone could see from a million miles away and then gets mad that you're not going to take a 30-minute meeting with them.

461 00:41:10,200 -> 00:41:12,500 Like come on, do a little bit of research on me.

462 00:41:12,500 -> 00:41:18,700 I give you all of this information on my LinkedIn and yet people still don't do research like in the last.

463 00:41:18,700 -> 00:41:19,800 I would say two weeks.

464 00:41:19,800 -> 00:41:21,300 I have gotten about 45.

465 00:41:21,500 -> 00:41:23,900 Five prospecting emails and LinkedIn.

466 00:41:23,900 -> 00:41:27,200 DM's guess, how many of those have been personalized one?

467 00:41:28,100 -> 00:41:32,300 And it's crazy because I give those all this information is in my LinkedIn profile.

468 00:41:32,300 -> 00:41:36,900 If you just took five minutes of your time to check some things out, you know, I love baseball.

469 00:41:36,900 -> 00:41:46,600 You know that I have a daughter, you know, I love New England Sports and that I am devastated about the Red Sox right now but people aren't doing that.

470 00:41:46,600 -> 00:41:51,200 And so for me like the content that I create, it's all about authenticity.

471 00:41:51,500 -> 00:41:51,800 Nicely.

472 00:41:51,800 -> 00:41:56,100 And so, you know, good example, when I have been doing this for three years.

473 00:41:56,400 -> 00:42:01,400 So, when I started three years ago, I only talked about field marketing, and I was the only one on LinkedIn.

474 00:42:01,400 -> 00:42:07,000 The talked about field marketing on a consistent basis and what it actually meant to a revenue organization.

475 00:42:07,200 -> 00:42:11,300 So think about that one person out of 650 million users at the time.

476 00:42:11,400 -> 00:42:12,000 Crazy.

477 00:42:12,600 -> 00:42:20,400 And then I started my podcast at the time, which was on personal branding and I started to talk more about that and I lost being associated with the marketer.

478 00:42:21,400 -> 00:42:26,400 People would reach out to me and want to talk personal branding building an audience, but they didn't want to talk marketing.

479 00:42:26,400 -> 00:42:33,200 And I was like, oh, man, that kind of devastates me because like, I feel like the content I want to create is really around marketing.

480 00:42:33,400 -> 00:42:38,400 And so a couple months ago, I said, you know what, I feel like personal branding.

481 00:42:38,600 -> 00:42:38,900 Yeah.

482 00:42:38,900 -> 00:42:45,900 You should absolutely do it, but I said, I feel like it's so played out, like, you can't scroll LinkedIn more than five minutes without seeing a post around it.

483 00:42:46,200 -> 00:42:49,800 And so, I said, I said to my production team that does my podcast.

484 00:42:49,800 -> 00:42:51,300 I said, I want to end the podcast.

485 00:42:51,400 -> 00:42:52,600 I want to create a new one.

486 00:42:52,800 -> 00:43:03,100 I want to get back to being known as a marketer, and I said, I am going to start to create content around customer marketing influencer marketing, Creator economy, interest Marketing, in general.

487 00:43:03,300 -> 00:43:07,600 And I said, this will help me get back to being associated to a marketer.

488 00:43:07,800 -> 00:43:11,100 And the new podcast is a marketing podcast.

489 00:43:11,200 -> 00:43:18,100 And I feel like all of these things, it's starting to tip the tables a little bit more, and it's going to take a little bit of time.

490 00:43:18,100 -> 00:43:25,000 But like I am trying to avoid talking about personal branding and building an audience, like, at least first.

491 00:43:25,000 -> 00:43:29,100 I want it to be marketing first that second, mmm.

492 00:43:30,700 -> 00:43:31,600 That's good.

493 00:43:31,600 -> 00:43:32,800 Thanks for breaking that down.

494 00:43:32,800 -> 00:43:34,800 We have a question that's relevant to this.

495 00:43:35,200 -> 00:43:35,800 Let us pull up.

496 00:43:35,800 -> 00:43:41,600 Spencer's, question, what's the best way to generate authentic content?

497 00:43:41,900 -> 00:43:45,700 Whoo, yeah, conversations is definitely important.

498 00:43:45,700 -> 00:43:50,800 Like, I feel like we're all working on projects and ultimately the best LinkedIn.

499 00:43:51,700 -> 00:43:57,400 Is when you're sharing your experiences Lessons, Learned things that you're doing in your everyday life.

500 00:43:57,400 -> 00:44:04,200 So that me as a marketer, if I see what you're doing, and I am like, who like and you talked about a failure or something like that.

501 00:44:04,300 -> 00:44:07,500 I try to avoid those steps so that I am not making the same mistake.

502 00:44:07,500 -> 00:44:14,600 Or if you're having a huge success, you're sharing that I am trying to replicate it myself to whatever process that I need.

503 00:44:14,800 -> 00:44:17,400 And I feel like that is the most authentic content.

504 00:44:17,400 -> 00:44:29,100 Like when people are sharing hey these are the five things that At I did that resulted in XYZ cool and I will give you another good example, cute.

505 00:44:29,100 -> 00:44:30,700 I think it was cute to aq3.

506 00:44:30,700 -> 00:44:38,800 I drove a bunch of G2 reviews, I think it was like, 83 that ultimately drove and I drove with 70 something in two days, and I am credible.

507 00:44:39,000 -> 00:44:39,400 Thank you.

508 00:44:39,400 -> 00:44:39,700 Yeah.

509 00:44:39,700 -> 00:44:43,500 And I posted the entire Playbook on a LinkedIn post.

510 00:44:43,500 -> 00:44:45,900 I said, this is the exact email I sent.

511 00:44:45,900 -> 00:44:48,400 This is how I segmented the audience.

512 00:44:48,700 -> 00:44:51,200 This is how I got the MPS.

513 00:44:51,500 -> 00:44:55,000 This is literally the email and everything and it blew up.

514 00:44:55,000 -> 00:44:57,900 It had almost 2,000 likes on it.

515 00:44:58,300 -> 00:45:00,400 Hundreds of comments on it.

516 00:45:00,500 -> 00:45:03,700 I got a lot of hate from G2 competitors.

517 00:45:03,700 -> 00:45:16,800 Actually, people that tried to Blackmail me and like, tell me that I was doing like illegal that it was crazy, but ultimately that drove over 100,000 views with just one post.

518 00:45:17,100 -> 00:45:30,000 Well, I feel like those types that type of content is something that I personally love to put out there in any role that I go building and public is incredibly important to me and like having a company support that.

519 00:45:30,400 -> 00:45:31,600 And yeah I am not out there.

520 00:45:31,600 -> 00:45:40,100 Sharing are you know, growth numbers or anything like that, but I am sharing exactly what I am working on and sharing it as much as I can.

521 00:45:40,300 -> 00:45:45,400 Because I feel like that's going to help the next marketer, hopefully be in a better spot than they are today.

522 00:45:46,400 -> 00:45:47,300 Wow, that's great.

523 00:45:47,300 -> 00:45:49,000 You will have to share that g to review.

524 00:45:49,000 -> 00:45:53,200 LinkedIn's post with us early, so we can pull that Playbook.

525 00:45:54,200 -> 00:45:55,400 Wow, this is incredible.

526 00:45:55,400 -> 00:46:02,800 So evangelism works as a channel for you and the, and we're seeing some direct Roi.

527 00:46:02,800 -> 00:46:04,300 Direct Revenue come through.

528 00:46:04,600 -> 00:46:05,900 Let us talk a little bit.

529 00:46:05,900 -> 00:46:08,300 I know we have only got 15 minutes left, believe it or not.

530 00:46:09,300 -> 00:46:11,300 Let us talk about customer marketing.

531 00:46:11,300 -> 00:46:12,000 A little bit more.

532 00:46:12,400 -> 00:46:15,500 You touched it at the beginning of our conversation.

533 00:46:16,200 -> 00:46:31,900 And when you and I spoke prior to this convo, you're really unpacking some of the processes and like, how you work with the customer success team and how your structured organizationally with them?

534 00:46:31,900 -> 00:46:33,300 Can you give us a little double?

535 00:46:33,300 -> 00:46:37,000 Click into the customer marketing strategy?

536 00:46:37,300 -> 00:46:38,200 Yeah, absolutely.

537 00:46:38,200 -> 00:46:46,000 So I guess kind of little bit of background, so we went through a layoff a couple weeks ago and so marketing was a 10-person team down.

538 00:46:46,100 -> 00:46:46,800 On 24.

539 00:46:47,000 -> 00:46:52,700 So we have basically dissolved marketing and I report to our VP of Cs now.

540 00:46:52,700 -> 00:47:01,100 So I am incredibly aligned on the retention side of the business, the other members of the marketing team report to our VP of sales.

541 00:47:01,100 -> 00:47:02,900 And that's another whole conversation.

542 00:47:03,000 -> 00:47:06,500 I don't know if I personally believe with it, but it is what it is.

543 00:47:06,700 -> 00:47:13,000 So, I am incredibly aligned to the programs that customer success is running.

544 00:47:13,000 -> 00:47:18,400 I understand the process is, I understand I am literally, A huge part of their team.

545 00:47:18,400 -> 00:47:21,200 And like, we all work really, really well together.

546 00:47:22,000 -> 00:47:26,700 And so, for me, I try to break down what I am working on through three different things.

547 00:47:26,700 -> 00:47:27,100 Really?

548 00:47:27,300 -> 00:47:34,400 So customer communication emails and I, so I send them out from our VP of CS2, all yet.

549 00:47:34,400 -> 00:47:36,600 End users on a bi-weekly basis.

550 00:47:36,600 -> 00:47:48,600 I create the email for her, and I am really trying to keep these short and concise with the video from her and then kind of little bit about product updates or features or Things like that or things that they should know about.

551 00:47:48,900 -> 00:47:59,600 I am actually I just wrote one today that's going out next week that kind of is like a year in rear interview, talks about all the Integrations, all the donations that we did, things like that.

552 00:47:59,700 -> 00:48:10,400 So I am really excited about that and the feedback from customers has been through the roof one, the part of the issue is you can use in-app messaging which is awesome.

553 00:48:10,600 -> 00:48:22,600 However, with our product specifically, we if you are using Integrations, you We don't need to go into Alice which means that in at messaging is only getting the 30 to 40% of our users.

554 00:48:22,800 -> 00:48:24,800 Which what happens to the rest of them?

555 00:48:24,800 -> 00:48:28,300 We weren't actually emailing anyone before that.

556 00:48:28,700 -> 00:48:30,600 We were just relying on in-app messages.

557 00:48:30,700 -> 00:48:33,800 So them hearing from us is a huge win.

558 00:48:34,800 -> 00:48:36,500 The other piece is g 2 reviews.

559 00:48:36,900 -> 00:48:39,400 Understand, social proof is incredibly important.

560 00:48:39,400 -> 00:48:46,000 Plus all these gold nuggets that you can then pull out and start to use for the sales team for the Cs team start to figure.

561 00:48:46,100 -> 00:48:51,900 Out what features in what use cases are more prevalent than not has been huge?

562 00:48:51,900 -> 00:49:01,300 And, so I mean in the last two quarters I think I have about 140 reviews into quarters.

563 00:49:01,300 -> 00:49:07,200 That has given us tremendous feedback in tremendous results and it comes specifically for me.

564 00:49:07,200 -> 00:49:12,500 So I record a video that says, hey I am I am asking for a GT review in exchange.

565 00:49:12,500 -> 00:49:28,200 I am going to send you a gift, not a gift card because I think things should be But Power of Choice, you can use it if you exchange it for a gift card, if you want and I say email me back, if you want to give me feedback on the product, hop, on call, whatever.

566 00:49:28,300 -> 00:49:39,600 And I can't tell you how many customers want to hop on a call, want to talk through things wanting to just get better insights, we were able to up sell a bunch of companies.

567 00:49:39,600 -> 00:49:47,400 We were able to retain earlier in the contract companies that maybe we wouldn't have I have done till like later.

568 00:49:47,600 -> 00:49:51,300 So that's another huge thing and then the third thing is the customer stories.

569 00:49:51,300 -> 00:50:08,200 So again, we had customer case studies, I feel like they were fluffy, and I am going to give you a good example because I like giving examples, Sixth Sense is a customer of ours, and so we released a story last fall and it said 6 and sees five hundred and thirty-seven percent ROI increase.

570 00:50:08,700 -> 00:50:11,100 And as a marketer, I read that headline.

571 00:50:11,100 -> 00:50:12,100 Is it click baby?

572 00:50:12,200 -> 00:50:16,000 Maybe I didn't come up with it but I want to know exactly.

573 00:50:16,200 -> 00:50:17,100 We how they did that.

574 00:50:17,100 -> 00:50:27,000 What is the Tactical like step-by-step that they did to get that Roi because we serve a similar audience like I want to replicate that and it didn't talk about that.

575 00:50:27,000 -> 00:50:35,800 And I said, you know what, when I took this rollover I said I want to redo these stories and I want to focus on the Tactical aspect, and so we have released four of them so far.

576 00:50:36,100 -> 00:50:45,900 I am redoing the six cents, one, it's actually just in production right now should be coming out next week, but I can tell you it is very, very tactical, goes into their secrets.

577 00:50:46,100 -> 00:50:53,800 Sauce, how they do everything, and I feel like these stories have been tremendous, because we're running paid ads around them.

578 00:50:53,800 -> 00:50:57,800 Now, we're running them for our sales team in Cadence's.

579 00:50:57,800 -> 00:50:59,500 It rbdr team RCS.

580 00:50:59,500 -> 00:51:00,800 Team is leveraging them.

581 00:51:01,100 -> 00:51:03,500 Our website, traffic has been through the roof.

582 00:51:03,600 -> 00:51:04,000 Oh, no.

583 00:51:04,000 -> 00:51:04,800 Did I disappear?

584 00:51:05,600 -> 00:51:06,300 You did?

585 00:51:08,100 -> 00:51:08,700 Hold on.

586 00:51:08,700 -> 00:51:10,600 Sorry, it's all good.

587 00:51:10,600 -> 00:51:12,400 It's your fancy setup over there.

588 00:51:20,300 -> 00:51:23,000 I think I am that you could try refreshing.

589 00:51:26,000 -> 00:51:26,800 That's weird.

590 00:51:27,700 -> 00:51:30,800 Hold on, I don't know what that's never happened before.

591 00:51:38,000 -> 00:51:39,100 There's your little Avatar.

592 00:51:45,500 -> 00:51:47,300 Oh, most there, there you are.

593 00:51:47,700 -> 00:51:48,200 That's weird.

594 00:51:48,200 -> 00:51:49,400 That's never happened before.

595 00:51:49,400 -> 00:51:50,500 Sorry about that.

596 00:51:50,700 -> 00:51:52,100 Oh, it's all good.

597 00:51:53,500 -> 00:51:53,900 Cool.

598 00:51:53,900 -> 00:51:57,700 But yeah, that's, you know, that's, that's the base of what I am doing.

599 00:51:57,700 -> 00:52:12,000 I am actually building on a customer Advisory board right now as well, because again, why be reactive in the feedback that you're getting, why not be proactive and seek this information out from your top customers.

600 00:52:12,400 -> 00:52:18,800 So I have uh, I built a few versions of decks, and we're going to start to explore that as a 2023 initiative as well.

601 00:52:19,500 -> 00:52:27,600 Love that there are some definite actionable strategic tactical points you offered here.

602 00:52:28,600 -> 00:52:30,000 We have got about nine minutes left.

603 00:52:30,000 -> 00:52:32,100 I did want to answer Janet's.

604 00:52:32,100 -> 00:52:33,900 Got a question here.

605 00:52:35,200 -> 00:52:36,800 And it has to do with employees.

606 00:52:36,900 -> 00:52:41,100 How do you give your employees the parameters for posting content?

607 00:52:41,200 -> 00:52:44,600 What do you think of AI for generating content?

608 00:52:45,200 -> 00:52:49,900 So I don't think you should give parameters to employees for posting content honestly.

609 00:52:50,400 -> 00:52:57,100 Because why would you want 30 employees saying the same exact thing that's just copy and pasted?

610 00:52:57,300 -> 00:53:04,100 And I can tell you I did an in a vent and I started to get tagged the other day.

611 00:53:04,300 -> 00:53:21,600 From about 20 employees that must have used some type of software and just clicked repost because it was literally the same wording from all of them in the same video clip and like yeah like that's cool but like you know there's no authenticity behind it's like you know someone's basically telling you.

612 00:53:21,600 -> 00:53:24,500 This is what you have to post whereas with no parameters.

613 00:53:24,800 -> 00:53:29,300 Hey like everything is fair game like yeah, talk about things that you're passionate about.

614 00:53:29,300 -> 00:53:32,200 Ultimately, it's still going to impact the business.

615 00:53:32,500 -> 00:53:43,900 I am not saying like don't go out and like, Not talk about the company to share cool stuff because ultimately people buy from people, and if you can showcase that and build relationships with people, that's going to be awesome.

616 00:53:44,700 -> 00:53:54,600 On the AI side, I have been playing around with the chat G PT, 3 things, and it's interesting because I actually wrote I wrote anything.

617 00:53:54,600 -> 00:53:58,200 I said, what does evangelism and be to be mean to you.

618 00:53:58,200 -> 00:54:01,400 And I must have stumped it because I got like a blinking cursor.

619 00:54:01,400 -> 00:54:05,500 That came back at me, and I was like, oh yeah, this thing is Going to steal my job.

620 00:54:06,500 -> 00:54:12,900 I am not, I am not too worried so, but yeah, I mean, it's honestly it's way better than anything that's out there right now.

621 00:54:12,900 -> 00:54:27,800 I can tell you that, like, I have used it for I am seeing like Tick Tock videos that Engineers are using it to basically like figure out like coding and all it just basically writes code for you and like all these other things, I think it's going to be really cute cool.

622 00:54:27,800 -> 00:54:33,600 But I don't think you should 100% rely on it because it goes back to your point of authenticity, right?

623 00:54:34,300 -> 00:54:41,200 And at some point, I mean, the challenge is some of these AI generated content pieces to feel authentic.

624 00:54:41,200 -> 00:54:44,500 But then, at some point you can start to see, like, oh, is this a?

625 00:54:44,500 -> 00:54:48,900 I generated like, as a person, consuming the content, I will question it.

626 00:54:48,900 -> 00:54:52,500 You know, actually so awesome.

627 00:54:52,500 -> 00:55:02,200 All right, well, I would love to close our time with a point of advice or encouragement that you have for the B2B community.

628 00:55:03,300 -> 00:55:03,800 Yeah.

629 00:55:03,800 -> 00:55:15,100 It's you know, I would say going back to my new pad podcast, which is called the anonymous marketer people submit questions anonymously, like the it's not about the right or the wrong answer.

630 00:55:15,100 -> 00:55:22,500 It's about starting a conversation for the B2B marketing community and I would say, don't be afraid to ask these questions.

631 00:55:22,500 -> 00:55:29,800 I feel like so many people when the pandemic happened, they turned to communities, and they were asking questions in there because they didn't want to be judged by the companies.

632 00:55:29,800 -> 00:55:31,500 They worked for now.

633 00:55:31,700 -> 00:55:35,800 There's so many of your colleagues in bosses that are in these communities as well.

634 00:55:35,800 -> 00:55:37,600 People are still feeling uncomfortable.

635 00:55:37,600 -> 00:55:47,400 So I wanted to start something that allows people to create anonymous questions and hopefully myself and a guest can dive into this.

636 00:55:47,400 -> 00:55:52,800 And a good example, I am releasing the first episode next week, but it's around career growth.

637 00:55:53,100 -> 00:56:01,800 And one of the questions I got was it's so hard to find a mentor if, especially, if you're not in a big city, like Boston, New York or San Francisco.

638 00:56:01,900 -> 00:56:02,400 How do I go about?

639 00:56:02,600 -> 00:56:02,700 Out.

640 00:56:02,700 -> 00:56:05,100 Finding a mentor because I feel like I need one.

641 00:56:05,400 -> 00:56:08,700 And it was like, that's so many people are dealing with that as a marker.

642 00:56:08,700 -> 00:56:11,900 It hits home because I haven't had a mentor up until a couple few years ago.

643 00:56:12,100 -> 00:56:13,300 I didn't know where to turn.

644 00:56:13,300 -> 00:56:18,300 No one told me where to go, find him our mentor and then the second question was around.

645 00:56:19,000 -> 00:56:22,100 I actually feel like I know more than my boss at this point.

646 00:56:22,700 -> 00:56:23,600 What do I do?

647 00:56:23,600 -> 00:56:31,700 I could sit here in Coast for another year, but I feel like I am doing myself a disservice by doing that and I feel like that's again.

648 00:56:31,700 -> 00:56:36,000 I mean I have been in That spot where I feel like I knew more than my boss but like what do you do?

649 00:56:36,000 -> 00:56:40,100 If there's no other ways to go around like you're just kind of stuck there.

650 00:56:40,100 -> 00:56:52,900 Yeah you could Coast but it's we go deep on to these types of questions and I think it's going to be really helpful for B2B marketers to kind of explore like hey this is impactful for me.

651 00:56:53,300 -> 00:56:55,300 In this does help me in my career.

652 00:56:57,900 -> 00:56:58,700 Disappear again.

653 00:56:58,700 -> 00:56:59,200 Right, next.

654 00:57:00,500 -> 00:57:07,900 We lost your video again, but we could still hear you say, okay, your podcast is coming out.

655 00:57:07,900 -> 00:57:08,900 Is it next week?

656 00:57:09,200 -> 00:57:09,400 Yeah.

657 00:57:09,400 -> 00:57:10,300 Next Wednesday.

658 00:57:10,300 -> 00:57:10,700 Yep.

659 00:57:10,700 -> 00:57:11,400 The 14.

660 00:57:11,500 -> 00:57:12,400 Hey, okay.

661 00:57:12,400 -> 00:57:18,300 So we will be looking out on your LinkedIn for any updates or whoa.

662 00:57:18,400 -> 00:57:19,100 That's, I don't know.

663 00:57:19,100 -> 00:57:25,100 Fact, Got to get it.

664 00:57:25,100 -> 00:57:27,200 Get some of that techno music going.

665 00:57:27,200 -> 00:57:31,500 Yeah, all right.

666 00:57:31,700 -> 00:57:34,200 Well we're at time anyway, Nick.

667 00:57:34,200 -> 00:57:41,400 So I thank you so much for your nuggets of wisdom and gold.

668 00:57:42,100 -> 00:57:48,400 We are grateful for your contribution and investment back to the B2B marketing Community as well.

669 00:57:48,600 -> 00:57:58,000 So, thank you for everything that you're doing all the thought leadership that you are offering out to us, it's extremely helpful and it means a lot.

670 00:57:58,000 -> 00:57:59,800 So, thank you so much for your time.

671 00:57:59,800 -> 00:58:01,400 Nick, thank you for having me.

672 00:58:01,400 -> 00:58:02,700 I definitely appreciate it.

673 00:58:03,000 -> 00:58:03,800 Awesome.

674 00:58:03,800 -> 00:58:08,400 All right, so with that, thank you for joining our time.

675 00:58:08,400 -> 00:58:13,600 We have our next event taking place this coming Wednesday actually.

676 00:58:13,600 -> 00:58:16,100 And Nick is going to be on again.

677 00:58:16,100 -> 00:58:19,400 We're really on this customer marketing topic.

678 00:58:19,400 -> 00:58:21,500 You were pulling this thread, very deep.

679 00:58:21,500 -> 00:58:26,700 We have also got Serena director of customer Stammer marketing from qualified will be joining.

680 00:58:26,800 -> 00:58:33,800 It's gonna be a rich discussion so definitely join us then and then Thursday I don't have a screen up.

681 00:58:33,800 -> 00:58:45,400 We have got an interview Spotlight with Kevin Lee who's the SVP of marketing at oyster, and he's got a lot to share on plg brand strategy as well as leading remote teams.

682 00:58:45,400 -> 00:58:49,200 Well going into 2023 have a wonderful rest of your day.

683 00:58:49,400 -> 00:58:50,700 We will catch you next time.

684 01:01:14,500 -> 01:01:24,200 I played my drum for would invite my bumper, I played my best for him.

1 00:01:32,900 -> 00:01:37,500 Did a full 180 crazy?

2 00:02:20,100 -> 00:02:28,600 Walk away, you know how don't talk and don't you good?

3 00:04:28,400 -> 00:04:29,800 Anything could stop me.

4 00:07:41,300 -> 00:07:45,300 The ox and lamb kept time for the rubber bumper.

5 00:07:48,300 -> 00:07:58,100 I played my drum for him but I played my best for him.

6 00:09:43,900 -> 00:09:45,600 Hello, everyone.

7 00:09:45,800 -> 00:09:52,800 It's great to be with you today, and nice to see you tuning in from all over the world.

8 00:09:52,800 -> 00:10:01,800 Literally, we got folks from Puerto Rico to Colombia, to Cape Cod Seattle, and I am here in Ewa Beach Hawaii.

9 00:10:01,900 -> 00:10:08,000 It's a beautiful day to be alive today, so I am really excited about today's panel.

10 00:10:08,000 -> 00:10:11,400 I have got some of the best customer marketers.

11 00:10:12,300 -> 00:10:18,600 Who will be talking today about customer retention and why this is such a critical thing?

12 00:10:18,600 -> 00:10:25,800 You know, there was a recent stat that came out from Bain & Company research that a 5% increase in customer.

13 00:10:25,800 -> 00:10:36,400 Retention can actually increase profits by 25 to 95% what a mind-blowing stat right there.

14 00:10:36,500 -> 00:10:41,600 So, especially as we're moving into 2023, we know, budgets are getting tighter, we have to be better.

15 00:10:41,700 -> 00:10:44,000 Better stewards of the business overall.

16 00:10:44,300 -> 00:10:46,600 It makes sense to double down.

17 00:10:46,600 -> 00:10:51,100 And so we have got the best here and I would love to introduce to our stage.

18 00:10:51,300 -> 00:11:00,200 Nick Bennett director of evangelism and custom marketing analysis and Serena director of customer marketing at qualified.

19 00:11:03,200 -> 00:11:04,500 Hi.

20 00:11:05,400 -> 00:11:06,100 Hi, everyone.

21 00:11:06,100 -> 00:11:06,900 How's it going?

22 00:11:07,600 -> 00:11:08,800 How's it going?

23 00:11:09,500 -> 00:11:10,800 Good to see you, both.

24 00:11:10,800 -> 00:11:14,300 How are you doing well, doing?

25 00:11:14,300 -> 00:11:15,600 Well, happy holidays.

26 00:11:16,100 -> 00:11:17,600 Happy holidays.

27 00:11:18,000 -> 00:11:26,400 So, just to get a quick check here, we're all tuning in from just want to put up this map where Serena year.

28 00:11:26,600 -> 00:11:27,800 Okay, you're an Oakland.

29 00:11:28,300 -> 00:11:29,600 I am an England.

30 00:11:29,600 -> 00:11:29,900 Yeah.

31 00:11:29,900 -> 00:11:30,400 Right.

32 00:11:30,400 -> 00:11:30,600 Right.

33 00:11:30,600 -> 00:11:31,700 Outside of San Francisco.

34 00:11:31,700 -> 00:11:32,500 In the East Bay.

35 00:11:33,100 -> 00:11:35,300 Nice and Nick.

36 00:11:35,300 -> 00:11:37,200 We see your tuning in from Boston.

37 00:11:37,600 -> 00:11:40,500 Yes, yes, it's cold like that.

38 00:11:40,600 -> 00:11:41,500 Oh, it's freezing.

39 00:11:41,500 -> 00:11:46,000 It's actually snowed the other day, and I was not ready for that.

40 00:11:47,800 -> 00:11:48,500 Okay.

41 00:11:48,500 -> 00:11:49,000 Gotcha.

42 00:11:49,000 -> 00:11:50,700 Serena, how's the weather for you?

43 00:11:51,100 -> 00:11:55,800 You know, it's a little warmer not snowing here but yeah, probably in the 50s.

44 00:11:55,800 -> 00:11:56,900 So staying warm.

45 00:11:57,300 -> 00:11:57,900 Nice.

46 00:11:57,900 -> 00:11:58,400 Nice.

47 00:11:58,400 -> 00:11:59,300 I can't complain.

48 00:11:59,300 -> 00:12:00,900 It's run 70 over here.

49 00:12:01,300 -> 00:12:05,400 So Contrast temperatures.

50 00:12:05,700 -> 00:12:06,200 Awesome.

51 00:12:06,200 -> 00:12:16,100 Well, before we kick off, you know, would love to talk just a little bit about each of you and get to know each of you a little more with our fun facts.

52 00:12:16,300 -> 00:12:19,000 So I am going to start off with my fun fact.

53 00:12:19,900 -> 00:12:22,000 It's not exactly me.

54 00:12:22,000 -> 00:12:28,400 But it's my husband who actually used to do a doo-wop group with Bruno, Mars.

55 00:12:28,600 -> 00:12:30,400 So the two in the middle right there.

56 00:12:30,400 -> 00:12:32,500 Bruno, Mars is in the middle left.

57 00:12:32,600 -> 00:12:36,000 And my husband Duane is to the right of him.

58 00:12:36,300 -> 00:12:45,700 And this was their doo-wop group base is seeing all around the Honolulu hotels, and they say, do Ops with Boys to Men and all these other tracks.

59 00:12:45,700 -> 00:12:48,500 But yeah, I am gonna hand it over to you, Nick.

60 00:12:48,500 -> 00:12:50,100 What's your fun fact?

61 00:12:50,200 -> 00:12:57,900 Yeah, for me it's I still play baseball competitively, so I am 35 and I can still hang with a lot of those 18 year olds.

62 00:12:58,800 -> 00:12:59,700 Nice.

63 00:13:01,300 -> 00:13:02,400 Where?

64 00:13:02,400 -> 00:13:02,500 What?

65 00:13:02,700 -> 00:13:03,200 Position.

66 00:13:03,200 -> 00:13:03,800 Do you play?

67 00:13:04,200 -> 00:13:05,000 I am a picture.

68 00:13:05,000 -> 00:13:08,100 I am a lefty pitcher, and I actually come out of high school.

69 00:13:08,100 -> 00:13:15,600 I used to throw almost 90 miles an hour, and I was on the way to a D1 scholarship and I blew out my arm.

70 00:13:15,700 -> 00:13:16,800 Unfortunately.

71 00:13:17,300 -> 00:13:24,000 And, so I was told I needed Tommy John surgery and for anyone that knows like, I am not going to the pros.

72 00:13:24,000 -> 00:13:26,800 I was like, you know what, I am just ready to go to school.

73 00:13:26,900 -> 00:13:31,700 Play some baseball with a weaker arm and get my degree and move on.

74 00:13:32,300 -> 00:13:32,500 WOW.

75 00:13:32,600 -> 00:13:35,400 Wow, didn't know you're moving towards.

76 00:13:35,400 -> 00:13:35,700 Do you want?

77 00:13:35,700 -> 00:13:37,400 And that's pretty big deal.

78 00:13:38,000 -> 00:13:39,100 All right, handing it over to you.

79 00:13:39,100 -> 00:13:39,900 Serena.

80 00:13:40,600 -> 00:13:42,100 What's your fun fact?

81 00:13:42,100 -> 00:13:46,700 So my fun fact is I am a twin I have got a twin sister named Karina.

82 00:13:46,800 -> 00:13:47,600 Yes, those names.

83 00:13:47,600 -> 00:13:54,500 Rhyme just closer to you and Nick she's over in New York but that's a photo of us at dreamforce.

84 00:13:54,500 -> 00:13:58,500 We're hugging Astro, love, love me some Astro.

85 00:13:59,100 -> 00:14:01,100 And then I think you have got another photo.

86 00:14:01,800 -> 00:14:12,900 Figured I would YouTube since we're Twins and given of course this season, you have got little Serena and Karina in matching snow attire because twin parents love doing that.

87 00:14:13,000 -> 00:14:20,200 So, yeah, speaking of twin parents got a call it out Nick, I am.

88 00:14:20,200 -> 00:14:30,200 Yeah, I am actually having twin girls and I already have a four-year-old daughter, so I am going to be officially really outnumbered in a couple more months.

89 00:14:30,200 -> 00:14:32,400 So congrats.

90 00:14:32,600 -> 00:14:34,400 Well, they have natural rhyming names.

91 00:14:34,400 -> 00:14:44,600 Nick know I will, so we're at the point now where we're trying to see my daughter's name is Reese, and we're trying to say, do we do now go all our names but like, we're just like a whatever.

92 00:14:44,600 -> 00:14:47,700 It's like at this point we're just taking it day by day.

93 00:14:49,600 -> 00:14:50,500 That's awesome.

94 00:14:50,600 -> 00:14:53,400 We got the twinsies connections all around here.

95 00:14:53,900 -> 00:14:54,400 Cool.

96 00:14:54,400 -> 00:14:59,000 Well, jump diving right into our discussion here.

97 00:14:59,000 -> 00:15:07,000 So, as I mentioned earlier, customer marketing is going to be a huge priority for a lot of teams, moving into 2023.

98 00:15:07,100 -> 00:15:12,300 But there's a lot of questions still around processes and like how do you define it?

99 00:15:12,300 -> 00:15:21,100 So I just wanted to hear from each of you, how do you define customer marketing and What are some of those pillar programs?

100 00:15:25,400 -> 00:15:25,800 Awesome.

101 00:15:25,800 -> 00:15:26,800 I will go first.

102 00:15:26,800 -> 00:15:32,700 So, how I Define customer marketing is really understanding our customers stories, how they're leveraging our products.

103 00:15:33,000 -> 00:15:39,300 And then, of course, how we bring those stories to life, across our different marketing channels, they think that's sort of the core of it.

104 00:15:41,400 -> 00:15:46,100 Yeah, and I would say, for me, you know, and I am not a customer marketer per se.

105 00:15:46,100 -> 00:15:52,000 Like, I have been doing this for like, five months, but I am a traditional field marketer and ABM marketer.

106 00:15:52,400 -> 00:16:02,000 And, so I have always understood the customer for me, the way that I view it is, how can customer marketing support retention, and for us, we call it t TV.

107 00:16:02,000 -> 00:16:10,800 So, time to value, and the board has put so much pressure on us to deliver High retention numbers from a net revenue.

108 00:16:11,100 -> 00:16:11,600 Tension.

109 00:16:12,200 -> 00:16:22,800 And so all the focus is there right now and honestly it's been really interesting to think about it for someone that has not specifically run customer marketing programs for years.

110 00:16:22,800 -> 00:16:27,100 And I have relied so much on the customer marketing Community to bounce ideas.

111 00:16:27,100 -> 00:16:29,000 Off of, it's been really refreshing.

112 00:16:31,200 -> 00:16:42,100 And when you each describe, like just some basic pillar programs of what can customer marketing can consist of what does that look like for qualified and Alice?

113 00:16:44,400 -> 00:16:44,800 Yes, I do.

114 00:16:45,500 -> 00:16:46,400 Oh God, go ahead make.

115 00:16:46,800 -> 00:16:54,200 I was going to say, you know, so I break it down into like five buckets and so when I think about like, how can we actually support that?

116 00:16:54,400 -> 00:16:58,700 So internal enablement, how do we enable and educate our csm's?

117 00:16:58,700 -> 00:17:05,099 And so that's a big one because they're the ones that are on the front lines that are talking to the customers every day and being a failed marketer.

118 00:17:05,099 -> 00:17:07,500 I always partnered really close with the sales team.

119 00:17:07,500 -> 00:17:13,700 I was the closest member of marketing to the sales team and it was a very much, a two-way street so internal.

120 00:17:14,099 -> 00:17:14,599 Moment.

121 00:17:14,599 -> 00:17:20,400 Huge, especially when you don't have an enablement resource to when I think of like new customers again.

122 00:17:20,400 -> 00:17:22,200 It's like how do you reduce time to Value?

123 00:17:22,200 -> 00:17:24,000 So like for us we are gifting company.

124 00:17:24,200 -> 00:17:30,400 How do we get that time for them to send their first 20 gifts within a 30-day window?

125 00:17:30,400 -> 00:17:45,000 Because if you're signing a one-year contract and it's taking you three months to get out of onboarding, you really only have nine months to see value and then who knows, these things that pop up and then renewal time And it's like, well on.

126 00:17:45,000 -> 00:17:47,500 I didn't even get as much value out of this.

127 00:17:47,500 -> 00:17:48,400 I need longer.

128 00:17:48,400 -> 00:17:52,600 So reducing time to value for new, customers from all customers.

129 00:17:53,300 -> 00:17:54,300 It's how do you increase?

130 00:17:54,300 -> 00:17:55,500 The use case adoption.

131 00:17:55,500 -> 00:18:01,900 So for me, it's like, how do I Inspire and educate customers on how to use gifting and creative ideas?

132 00:18:01,900 -> 00:18:08,800 And it's probably why I join so many calls to ideate, and there's strategize with customers and Prospects.

133 00:18:08,800 -> 00:18:15,000 But the customer side, those relationships should really start at the prospect level and Then you will at risk.

134 00:18:15,000 -> 00:18:19,600 So obviously churn is Big right now, budget concerns from a marketing perspective.

135 00:18:19,600 -> 00:18:24,000 How can we identify customers that risks way earlier, how can we run?

136 00:18:24,000 -> 00:18:30,500 Proactive Outreach to them and then high-performing customers on the flip side, how do you actually turn those into Advocates?

137 00:18:30,500 -> 00:18:39,800 So that they are the ones that are ultimately driving a ton of inbound business, on the acquisition side, Yeah, right.

138 00:18:39,900 -> 00:18:45,200 So I would say on the qualified side you touched on a lot of the pillar programs that we offer as well.

139 00:18:45,200 -> 00:18:48,900 So we're thinking about website content so that's in the form of case studies.

140 00:18:48,900 -> 00:18:56,400 We Do videos, we do a lot of Photography along with quotes and stats were thinking about sales enablement, constantly.

141 00:18:56,400 -> 00:19:05,900 I think that's a big portion of my job as well as making sure that our reps are knowledgeable about the stories that we have and are able to communicate those stories to prospects, as well as customers.

142 00:19:06,600 -> 00:19:11,700 So that's usually in the form of story, slides, we have quote slide It's we do slide recordings, email, templates, all of that.

143 00:19:12,400 -> 00:19:15,300 And then I would also say social is a big channel for us.

144 00:19:15,600 -> 00:19:20,700 We're promoting these stories, these quotes these successes on organic as well as paid.

145 00:19:21,200 -> 00:19:24,100 And we're also doing a lot of events and webinars like this webinar.

146 00:19:25,500 -> 00:19:29,300 But yeah, we also are just starting to kick off an MVP program.

147 00:19:29,300 -> 00:19:30,500 So really elevating.

148 00:19:30,500 -> 00:19:38,900 Those customers that are considered true Champions really making sure that they're understanding how to use the product inside and out so that we can help too.

149 00:19:39,100 -> 00:19:42,500 Scale, our CSM team, that's great.

150 00:19:42,800 -> 00:19:44,100 Thanks for breaking that down.

151 00:19:44,100 -> 00:19:50,100 If anybody has questions, feel free to drop it in Q&A, and we will be sure to pull those up.

152 00:19:50,300 -> 00:19:55,400 So that's really helpful to understand the breakdown of each of these pillars.

153 00:19:55,700 -> 00:20:02,100 Now we talked when we think of the actual onboarding experience after the post sale with a customer.

154 00:20:02,900 -> 00:20:08,300 What does that process look like of hand off with customer success?

155 00:20:08,300 -> 00:20:11,800 And when Does customer marketing come in and get introduced.

156 00:20:11,800 -> 00:20:12,700 How do they get introduced?

157 00:20:12,700 -> 00:20:18,500 Like what can you walk me through that introduction point of customer marketing with the customer?

158 00:20:23,800 -> 00:20:24,100 Yeah, no.

159 00:20:24,100 -> 00:20:24,700 I am happy too.

160 00:20:24,700 -> 00:20:31,000 So for us something that we like to do is we like to include a publicity Clause within the contract.

161 00:20:31,200 -> 00:20:35,700 So we know right off the bat whether or not this is a customer that's open to doing co-marketing.

162 00:20:35,700 -> 00:20:44,000 So I think that's a really important first step for us and then I would say just as we're signing, a customers, something that we like to do is what we call a win announcement.

163 00:20:44,000 -> 00:20:46,200 So, you know, we have got this great customer.

164 00:20:46,200 -> 00:20:47,600 They have decided to partner with us.

165 00:20:47,600 -> 00:20:49,300 Let us make a big splash about that.

166 00:20:49,700 -> 00:20:59,200 I think that's a really sort of nice way to start the relationship and then from there, we generally partner with customers that are seeing success.

167 00:20:59,200 -> 00:21:03,200 So whether that's after 6 months, time frame were checking in with dark USA.

168 00:21:03,200 -> 00:21:08,300 Team to understand which customers are seeing success, which customers are really leveraging.

169 00:21:08,300 -> 00:21:13,700 Our platform to the Max and understanding who those true Champions are getting those introductions.

170 00:21:13,700 -> 00:21:22,700 And then meeting with those customers, doing those kickoff calls, understanding their stories understanding In what marketing opportunities they're interested in.

171 00:21:22,700 -> 00:21:27,800 I think that's a really important step as well because you want to make sure these relationships are mutually beneficial.

172 00:21:27,800 -> 00:21:30,700 So understanding what opportunities they get excited about.

173 00:21:30,700 -> 00:21:35,200 Whether that's speaking whether that's sharing their story in the form of a case, study or a video.

174 00:21:35,700 -> 00:21:37,100 Those are things we like to cover.

175 00:21:37,100 -> 00:21:43,700 And then of course, in that same conversation, understanding their use case and really getting into the nitty-gritty of their story.

176 00:21:44,400 -> 00:21:47,700 And then from there, being able to leverage that content in a lot of different ways.

177 00:21:48,900 -> 00:21:59,800 And do you generally meet with a customer right upon within the first 30 days of their onboarding, or what's like a good amount of time from the point of post-sale onboarding?

178 00:22:00,300 -> 00:22:06,800 Yeah, I think they're interested in doing when announcements where generally getting introduced within the first 30 days.

179 00:22:07,200 -> 00:22:13,200 But, typically, I would say it's after, after they were seeing value, so for us, that's anywhere from for six to eight months.

180 00:22:16,900 -> 00:22:17,200 Nick.

181 00:22:17,200 -> 00:22:19,000 Any thoughts to add?

182 00:22:19,100 -> 00:22:24,700 So I actually report to our VP of Cs which is interesting.

183 00:22:24,700 -> 00:22:39,000 So like, I actually don't report to marketing right now per se, but I am incredibly aligned to our customer success team and it's actually the team that has grown most out of any team within the last.

184 00:22:39,000 -> 00:22:39,900 I would say six months.

185 00:22:39,900 -> 00:22:45,300 Or so, we have actually moved a lot of people in the acquisition side over to the CSI.

186 00:22:45,500 -> 00:22:47,600 In our account management side as well.

187 00:22:47,800 -> 00:23:02,000 And you know we so for us it's a little bit easier because we're marketing to marketers, and so we're marketing to people that are exactly like me that have been looking to solve these pain points for the last you know 10 years of my career.

188 00:23:02,100 -> 00:23:08,700 So I can relate, and I am usually connected to them, or we been in different like same circles.

189 00:23:09,300 -> 00:23:15,400 It's easier to have those conversations which usually for us happen even before they become a customer.

190 00:23:15,600 -> 00:23:26,200 Um, because I probably talked to them at the prospect bubble, I probably sent them some type of gift made them feel kind of like, you know, vip-style specially to our Target accounts.

191 00:23:26,300 -> 00:23:27,600 Now, it's a closed deal.

192 00:23:27,600 -> 00:23:33,400 So again I am usually jumping on in having strategy calls around like a b x.

193 00:23:33,400 -> 00:23:37,900 How do we like they want to go gifting in their outbound strategy for a VM?

194 00:23:37,900 -> 00:23:45,400 And I talked about that, or I was actually on a call yesterday with the customer that is rolling out a brand-new customer marketing.

195 00:23:45,500 -> 00:23:49,800 Ting program that utilizes gifting into their entire flow.

196 00:23:50,000 -> 00:23:54,000 And so it was more so like, hey, like how do you do this internally?

197 00:23:54,000 -> 00:23:56,000 And then how can I replicate that?

198 00:23:56,000 -> 00:23:59,200 And so, it's jumping on a lot of those calls.

199 00:23:59,200 -> 00:24:01,900 The customer stories is huge for us, as well.

200 00:24:02,600 -> 00:24:10,800 I actually went through the process of redoing these, so I am calling them more playbooks now where it's a very tactical.

201 00:24:11,000 -> 00:24:16,800 Hey you drove five hundred percent ROI increase using a How did you actually do it?

202 00:24:16,800 -> 00:24:18,300 What are the programs you ran?

203 00:24:18,300 -> 00:24:20,600 What are the screenshots from your dashboards?

204 00:24:20,800 -> 00:24:28,100 And we get super tactical into delivering that, which not only uses us, or benefits us from a retention side for other customers.

205 00:24:28,200 -> 00:24:31,100 It actually drives a ton of acquisition growth as well.

206 00:24:31,800 -> 00:24:40,800 So we're using a kind of from both sides and for me, you don't my hundred percent of my focus isn't on customer marketing, it's also on the evangelism piece.

207 00:24:40,800 -> 00:24:54,200 So I would say that there's really nice parallels between the two Lee because ultimately, you want to create your customers to be Advocates and evangelist for you out in the community and dark, social and word-of-mouth.

208 00:24:54,200 -> 00:24:59,100 And all those beautiful things, your customers are kind of speaking about the experience that they had.

209 00:24:59,900 -> 00:25:00,600 But yeah.

210 00:25:00,600 -> 00:25:07,400 So you know, I am doing a lot of these different pieces that ultimately happen before the handoff and then through the handoff as well.

211 00:25:07,400 -> 00:25:10,700 I feel like I have the beauty to be able to see it across the entire Journey.

212 00:25:12,500 -> 00:25:12,800 Hmm.

213 00:25:13,800 -> 00:25:15,200 What would each of you say?

214 00:25:15,200 -> 00:25:18,600 As far as your programs that you have mapped out?

215 00:25:18,900 -> 00:25:25,700 What's like the one thing that's really working right now, who I can jump in on this one.

216 00:25:25,700 -> 00:25:30,800 So for us, it's G2 reviews, social proof is huge in.

217 00:25:31,000 -> 00:25:42,100 I went through the process, I wrote a LinkedIn post about this couple months ago, but I was able to drive it was ultimately 83 reviews and like two weeks but I throw I drove 73.

218 00:25:42,300 -> 00:25:49,100 In two days and it was incredible and I basically gave my playbook away for free of how I did this.

219 00:25:49,200 -> 00:25:50,700 So, how did you do that?

220 00:25:51,200 -> 00:25:52,300 Yeah, and it was, it was more.

221 00:25:52,300 -> 00:25:56,300 So again it was a video in message coming from me.

222 00:25:56,300 -> 00:25:58,800 Marketed a marketer that was talking about.

223 00:25:58,800 -> 00:26:04,200 Hey listen, you're always being you know, gifted like why don't I gift you something in exchange for this?

224 00:26:04,200 -> 00:26:08,800 Now, people are going to be like, well, listen, you're incentivizing people for review.

225 00:26:09,100 -> 00:26:09,800 Absolutely.

226 00:26:09,800 -> 00:26:12,900 If you're, if you're a marketer and you're not doing this, you're an Idiot.

227 00:26:13,400 -> 00:26:15,400 But it's Pete.

228 00:26:15,500 -> 00:26:18,800 You're not incentivizing people for a positive review.

229 00:26:18,800 -> 00:26:27,800 You're incentivizing people for feedback and I think that's the piece that gets missed, because I got a lot of hate because people are like, you're incentivizing people.

230 00:26:28,000 -> 00:26:28,900 Yeah, absolutely.

231 00:26:28,900 -> 00:26:39,500 I want to thank someone for their time for giving feedback on how we can improve our roadmap for the future and it was honestly, one of the biggest things that we saw.

232 00:26:39,500 -> 00:26:48,500 When the G2 some reports came out, We saw like number one ranking in so many reports, and it was something where I was like, cool.

233 00:26:48,500 -> 00:26:57,300 I can just replicate this process now, month, over month versus waiting till the last month of the quarter when they're like, hey, you need to get all your D2 reviews in by this time.

234 00:26:58,000 -> 00:27:05,100 And it's been a huge driver for us because then what I did was I took all those G2 reviews and I bucketed them into use cases.

235 00:27:05,200 -> 00:27:08,200 So ABM events, customer marketing.

236 00:27:08,500 -> 00:27:15,400 And I really kind of took out the gold pieces from those quotes and I fed it to the sales team to the Cs team.

237 00:27:15,400 -> 00:27:20,900 So now they have all these use cases that they can use when they're talking to additional people as well.

238 00:27:23,800 -> 00:27:24,600 That's awesome.

239 00:27:26,300 -> 00:27:29,300 Serena any thoughts to the one thing that's really working?

240 00:27:29,500 -> 00:27:33,400 Yeah, I think one thing, we're doing that's a little more out of the box is something.

241 00:27:33,400 -> 00:27:35,100 We're calling customer appreciation day.

242 00:27:35,400 -> 00:27:39,000 So these are days of the year that we actually bring customers into our office.

243 00:27:39,000 -> 00:27:47,000 We did this during dreamforce and it worked really, really well because we had so many of those Mutual customers in San Francisco and our office just happens to be two blocks from us.

244 00:27:47,000 -> 00:27:47,400 Coney.

245 00:27:47,400 -> 00:27:52,400 So we were able to bring I think close to 30 customers in over the course of those three days.

246 00:27:52,400 -> 00:27:54,200 We captured quotes from those customers.

247 00:27:54,200 -> 00:27:59,000 During that time we captured We have them in our studio as well as video interviews.

248 00:27:59,300 -> 00:28:02,200 And so, coming out of that, we had just all these fantastic assets.

249 00:28:02,200 -> 00:28:08,000 We were able to repurpose and feature across our website across social many different places.

250 00:28:08,000 -> 00:28:10,000 And I think it was just fantastic.

251 00:28:10,400 -> 00:28:17,200 Not only from the content production perspective but also being able to meet with all those customers in person.

252 00:28:17,700 -> 00:28:25,100 We got to meet them build those relationships in person, we got to introduce them to folks in our office as well as our Executives.

253 00:28:25,700 -> 00:28:31,500 And we Also use that day as an opportunity to host executive briefing Center beings with our Executives.

254 00:28:31,500 -> 00:28:34,500 So there was a lot of excitement in the office.

255 00:28:34,800 -> 00:28:41,800 There was a lot of great energy so it was just fantastic and so much so that we're now doing those on a quarterly basis.

256 00:28:42,100 -> 00:28:56,200 Oh wow, whatcha do you both also have customer advisory boards and is that experience woven into an in-person experience like that or virtual experience Yes.

257 00:29:00,600 -> 00:29:09,000 I would say it's something we have talked about it's not necessarily something we have done yet, something we are playing around with is something we call our early adopter program.

258 00:29:09,000 -> 00:29:19,400 So that's rolling out new features to a select group of customers and having them play around with it, give us feedback that then we feed into our product team.

259 00:29:20,000 -> 00:29:24,600 I would say, that's probably the extent of that type of strategy at this point.

260 00:29:25,400 -> 00:29:29,100 Yeah, we're similar, we actually don't have an actually just created version.

261 00:29:29,300 -> 00:29:34,000 One of like a customer Advisory Board deck for 2023 and mapped out.

262 00:29:34,000 -> 00:29:35,000 What that exactly.

263 00:29:35,000 -> 00:29:56,000 Looks like the benefits who I think should be included based on, like all of the data that we have, but we are targeting to kind of it would be a quarterly thing but it would be a virtual component in April and then in person component, in September at something yo, really bringing everyone together to do something like a really elevated experience.

264 00:29:56,700 -> 00:30:00,900 But again, we haven't done it before and I think these customer advisory boards.

265 00:30:00,900 -> 00:30:12,800 Help you become so much more proactive versus reactive when it comes to the roadmap and establishing those relationships that it's honestly, it's, I wish we did it earlier.

266 00:30:15,100 -> 00:30:15,600 Gotcha.

267 00:30:15,600 -> 00:30:16,100 Wow.

268 00:30:16,100 -> 00:30:22,400 Okay, question, I have next is around attribution and kpis.

269 00:30:23,000 -> 00:30:26,600 How are each of you reporting back?

270 00:30:27,100 -> 00:30:32,000 The, the kpis what does attribution look like for customer marketing?

271 00:30:33,100 -> 00:30:33,500 Woohoo.

272 00:30:33,500 -> 00:30:41,100 Yeah it's a good question because I feel like we're still like looking at it or trying to look at it a certain way.

273 00:30:41,100 -> 00:30:50,300 So we use you know, we don't really have an upsell version of our product but that is part of it, it's more influence Revenue that comes from it.

274 00:30:50,400 -> 00:31:12,000 I am more measured on like the Evangelist side as well for like you know hey self-reported attribution What specifically comes in that is mentioning my name or additional pieces that we can tie back to the efforts that I am driving on social media or in person events, or if someone comes and fills out a demo today, they say, hey, I saw you on this welcome event.

275 00:31:12,000 -> 00:31:13,000 Awesome, cool.

276 00:31:13,000 -> 00:31:21,200 We can report that back and again that starts the relationship, ultimately, bridging out into the customer side of things but I do.

277 00:31:21,200 -> 00:31:26,800 Look at like hey I have I wanted to get a certain number of playbooks out before the end of the year.

278 00:31:27,000 -> 00:31:32,700 Certain number of G2 reviews, certain number of MPS surveys, things like that.

279 00:31:32,900 -> 00:31:40,000 Like, you know, it's we do look at it but it's not as scrutinized as you know, some of the other roles.

280 00:31:42,200 -> 00:31:53,200 Yeah, I would say that's probably the piece of most customer marketing programs, that folks struggle with the attribution piece of it just because it is so difficult to sort of map out.

281 00:31:53,200 -> 00:32:04,700 I would say, you know, it's next Point, there's a lot of things that were measured on in terms of output in terms of performance, you know, number of pieces of content that we produce across case, studies videos slides Etc.

282 00:32:04,700 -> 00:32:10,600 But yeah, the attribution piece is less obvious and it's one that we're actually just starting to tackle.

283 00:32:10,600 -> 00:32:18,400 And so what we're doing is we're starting by building out campaigns within Salesforce where then attaching those two part at retarget.

284 00:32:18,400 -> 00:32:37,800 Links, I am then going to get those links into the hands of sales, so that when they do start to share case studies, slides videos with customers and Prospects that we're able to then track who's actually opening those links and who's viewing that content and then being able to Target those folks directly because we have got all that living in Salesforce.

285 00:32:38,500 -> 00:33:03,700 But yeah, beyond that I think you know the one place where we Really start to get some, some good progress there was that Salesforce and what sort of model we set up was you know if there was an introduction that was made through someone within customer marketing where we got connected to a customer and then you know, as a result of them attending an event or you know, doing some type of co-marketing with us, you know?

286 00:33:03,700 -> 00:33:12,100 We could say okay great that was a relationship that marketing had started and if they were attached to a future opportunity than that was something we could.

287 00:33:12,200 -> 00:33:13,200 Claim credit for.

288 00:33:13,700 -> 00:33:18,200 But I would say that was sort of the one place where we had a pretty strong model in place.

289 00:33:20,300 -> 00:33:25,900 Now, as far as pipeline influence or anything that, you know, you currently are seeing.

290 00:33:26,000 -> 00:33:43,100 Like Nick, I have heard you talk about the significant pipeline influence that even your evangelist evangelism side has had, could you each of you speak to just how the performance is as far as just from an influence standpoint for each of your Despite efforts?

291 00:33:43,600 -> 00:33:46,100 Yeah, I can kick things off so it's, you know.

292 00:33:46,200 -> 00:33:48,200 So again, self-reported attribution.

293 00:33:48,200 -> 00:33:50,100 So we make it a required field.

294 00:33:50,200 -> 00:33:54,700 When you fill out our demo for movies movie, made that switch back in October of 2021.

295 00:33:55,000 -> 00:34:07,000 Insights that we got into, which communities, we should be partnering with which channels are actually working organic was actually our biggest driver of all pipeline in 2022.

296 00:34:08,400 -> 00:34:11,199 It's by a staggering number and marketing actually.

297 00:34:12,100 -> 00:34:18,400 70% of the pipeline right now for what we have done through November of 2022.

298 00:34:18,699 -> 00:34:29,699 Now, you know, when I use self-reported attribution and people specifically call out my name, I pull, I have a report in Salesforce that I can pull and kind of get this info, and so I will do.

299 00:34:29,699 -> 00:34:38,699 I am on track to do a million dollars in pipeline myself this year, with about a 60 maybe a little bit higher than 60% close rate on top of that.

300 00:34:38,699 -> 00:34:40,199 So just think about that one person.

301 00:34:40,199 -> 00:34:43,400 And it's why I think that at the Creator economy.

302 00:34:43,400 -> 00:34:49,500 As we move into 2023, it's going to be so crucial because ultimately we know people buy from people.

303 00:34:49,600 -> 00:34:57,300 And if you can be a relatable person, someone that people want to build relationships with and get in, you provide value through the content that you create.

304 00:34:57,500 -> 00:35:05,900 They may not have a need right now, but I can guarantee you when there is a need, they're going to remember you and they're gonna be like, hey, I am gonna at least put you in the conversation.

305 00:35:06,200 -> 00:35:09,700 Then it's up to the sales team and product and all those other things to make it happen.

306 00:35:10,000 -> 00:35:16,400 But it's about being That conversation to just get there because again, like Mar Tech.

307 00:35:16,400 -> 00:35:20,900 It's so crowded right now in sales Tech as well and budgets are being cut.

308 00:35:20,900 -> 00:35:22,800 Layoffs are happening every single day.

309 00:35:23,000 -> 00:35:30,900 Why should someone say I am going to spend 20,000 dollars on Alice when I could go by Amazon gift cards off?

310 00:35:30,900 -> 00:35:32,300 Amazon, just send it to people?

311 00:35:32,300 -> 00:35:33,700 Like, why do I need a platform?

312 00:35:33,900 -> 00:35:40,700 And so again, it's building those relationships, both virtually in person through content.

313 00:35:40,700 -> 00:35:45,000 And again, I create intent on a lot of different platforms through events to podcast.

314 00:35:45,000 -> 00:35:55,100 I just released my first episode of my new podcast today, that is a marketing podcast and so all these channels will amplify everything else that we're running internally as well.

315 00:35:55,900 -> 00:35:57,400 So that's just kind of some thoughts.

316 00:35:57,400 -> 00:36:06,200 I have the I think it's going to be, I think short form content is going to be huge in 2023 and then the Creator economy and B2B is going to be another thing.

317 00:36:08,800 -> 00:36:14,200 Great points Bill and Chad is asking for your link to your podcast.

318 00:36:14,200 -> 00:36:21,300 So please drop that when you get a moment Serena handing it over to you, any thoughts?

319 00:36:22,100 -> 00:36:22,500 Yeah.

320 00:36:22,500 -> 00:36:27,300 So I think it's really taking advantage of those opportunities when we meet with our customers.

321 00:36:27,300 -> 00:36:31,500 So when we're bringing them into the office, and we're doing those customer appreciation days.

322 00:36:31,700 -> 00:36:34,600 You know, they also have the opportunity to meet with our product team.

323 00:36:34,600 -> 00:36:41,200 And so we have had a number of those conversations happen in person where they're actually getting Live demos of different products they haven't seen before.

324 00:36:41,200 -> 00:36:45,300 And, so I think that's really been a great way to spike that interest.

325 00:36:45,300 -> 00:36:52,000 Also, I mentioned the edc's, it's another opportunity to kind of understand like where the gaps are within the different products.

326 00:36:52,000 -> 00:36:59,400 They're leveraging on our platform and then getting them into a room to actually speak with the products, you would be Executives and help them paint that vision and get those demos.

327 00:36:59,400 -> 00:37:04,600 So, so powerful and then I think also, another great opportunity is dreamforce.

328 00:37:04,600 -> 00:37:06,200 You know, we were sponsors this year.

329 00:37:06,200 -> 00:37:09,900 We had sessions, we had a Both within the campground.

330 00:37:10,000 -> 00:37:16,100 And so again, when we're able to just meet with those people in person and really show them how it works.

331 00:37:16,100 -> 00:37:18,400 I think that's really the eye-opening piece of it.

332 00:37:19,000 -> 00:37:34,100 And of course, in each of those sessions, we had our customers, tell their stories, you know, shared the stage with our speakers and it was just fantastic because you know, I think it's one thing when qualified says we're able to do something, but when you hear it from the mouth of our customers, it's so much more meaningful.

333 00:37:34,100 -> 00:37:37,700 So we found those strategies to work very well.

334 00:37:39,000 -> 00:37:40,800 Common denominators, I am hearing from both of you.

335 00:37:40,800 -> 00:37:49,200 Is just the value of the relationship building opportunities that you're having as we're moving into this Creator economy with short-form content bite-sized.

336 00:37:49,200 -> 00:37:50,300 So on so forth.

337 00:37:50,400 -> 00:38:04,700 What's going to sustain and keep bringing people back to your brand, is ultimately that relationship and Richard, you're calling it right here in chat where it's the reinforcement of the importance of brand relationships on sales and marketing.

338 00:38:05,000 -> 00:38:08,500 So I think each of you guys are describing that going into Q&A, here we go.

339 00:38:08,600 -> 00:38:15,500 Some questions trickling in Norma Hogan, is asking, Nick said he's under CS.

340 00:38:15,700 -> 00:38:19,100 What about Serena is this a marketing role or a cs1?

341 00:38:19,500 -> 00:38:24,800 Good question, a great question, I would say, you know, having done customer marketing at 5 plus companies.

342 00:38:24,800 -> 00:38:30,600 Now generally sits under product marketing and when you think about that, it makes a lot of sense.

343 00:38:30,600 -> 00:38:38,500 You know, you want your customer marketer to be able to understand the product to help customers explain the product in a way that's meaningful.

344 00:38:38,700 -> 00:38:40,800 All that inspires others.

345 00:38:41,000 -> 00:38:45,600 And so yeah it's typically been product marketing for me.

346 00:38:46,200 -> 00:38:48,200 Yeah, I was I was going to add something to that.

347 00:38:48,200 -> 00:38:53,200 So you know we actually just went through a reorg probably about a month or so ago.

348 00:38:53,200 -> 00:39:06,900 So I actually did sit under our VP of marketing but it's now got shifted, where some of the members of marketing that are left report to our VP of sales and growth or revenue or whatever, they're calling it now.

349 00:39:07,300 -> 00:39:15,000 And then I because I am so focused on retention so under the VP of Cs but it was under marketing as well before.

350 00:39:15,000 -> 00:39:16,900 Uh, so I just wanted to call that out.

351 00:39:19,200 -> 00:39:26,700 Alright, another question here from Andrea do either of you have customer events planned in 2023 in person?

352 00:39:26,700 -> 00:39:33,800 Roundtables product, service training series, customer appreciation dinners, Yes, 100%.

353 00:39:34,100 -> 00:39:36,400 We have got incredible events, team.

354 00:39:36,800 -> 00:39:38,100 Shout out to Jackie and Amy.

355 00:39:38,900 -> 00:39:39,900 They're fantastic.

356 00:39:39,900 -> 00:39:42,300 We just given our customer base and our product.

357 00:39:42,300 -> 00:39:45,100 We partner very closely with the Salesforce events.

358 00:39:45,100 -> 00:39:46,400 So, we're at dreamforce.

359 00:39:46,400 -> 00:39:49,200 We're at the world tours, you will find us there.

360 00:39:49,600 -> 00:39:53,900 And with each of those events were doing dinners the night before typically before the event.

361 00:39:54,300 -> 00:40:01,200 And we're inviting, you know, key prospects and customers to those dinners to meet in person to be able to have Roundtable.

362 00:40:01,600 -> 00:40:03,300 Shins around product and challenges.

363 00:40:03,300 -> 00:40:05,900 They're seeing out there that hopefully we can help address.

364 00:40:06,600 -> 00:40:07,900 So that's one thing we're doing.

365 00:40:08,200 -> 00:40:14,500 We also have a series called Taste of qualified where we invite prospects and customers virtually to join us for wine.

366 00:40:14,500 -> 00:40:17,500 Tasting, will usually have a featured winery.

367 00:40:17,500 -> 00:40:19,100 That's pouring, the wine.

368 00:40:19,100 -> 00:40:20,500 And we have shipped them, the wine in advance.

369 00:40:20,500 -> 00:40:22,000 That's a lot of fun as well.

370 00:40:22,700 -> 00:40:30,100 I would say, that's more on the event side and then, of course, the events that I am running from the, the customer marketing side is those customer appreciation days.

371 00:40:30,100 -> 00:40:43,700 We talked about We're also just kicking off our MVP programs, so we will be going quarterly to meet with those MVPs in person, we have identified the top cities, they're based in, so we will be hosting those in person.

372 00:40:43,700 -> 00:40:47,800 Meetups to do some product education, as well as some customer marketing.

373 00:40:47,800 -> 00:40:57,900 So we will be doing photography, photography video, as well as interviews and two out of four of those events are aligned with Salesforce events Amazing.

374 00:40:58,600 -> 00:41:01,600 Yeah, any thoughts Nick to add?

375 00:41:01,700 -> 00:41:04,800 Yeah, I mean we definitely plan to do some things.

376 00:41:04,800 -> 00:41:09,300 We are very limited team right now with four people down from 10.

377 00:41:09,300 -> 00:41:16,600 So we're cutting back on a lot of our efforts mostly from a like bigger event standpoint.

378 00:41:16,600 -> 00:41:37,600 However, I am a big believer in small curated elevated experiences, both VIP experiences for your customers but also from The prospect level because I think that the amount of micro content short-form content that you can ultimately create from that and repurposing redistribute at scale is incredibly important.

379 00:41:37,600 -> 00:41:41,600 So it's something that I definitely plan to do it.

380 00:41:41,600 -> 00:41:45,300 Just it's going to be a lot less than what we initially expected.

381 00:41:47,500 -> 00:41:48,000 And that's real.

382 00:41:48,000 -> 00:41:49,800 It's probably real for a lot of companies right now.

383 00:41:50,200 -> 00:41:52,600 So I appreciate both perspectives there.

384 00:41:53,600 -> 00:41:56,400 Richard has a question for us.

385 00:41:57,000 -> 00:42:05,000 The number one, Pitfall you see in today's customer marketing World, whether that is over or under prioritizing certain initiatives and ideas.

386 00:42:08,600 -> 00:42:17,900 Yeah, I mean, I feel like it's for us like we're trying to do less honestly, it's tough when you are a Very stretched team.

387 00:42:18,100 -> 00:42:20,200 Why do 10 different things?

388 00:42:20,200 -> 00:42:22,900 Like, there's like 10 15, 20 different things.

389 00:42:22,900 -> 00:42:28,800 I want to do, but they're going to be half asked if I do them because we don't have the resources to be able to support that.

390 00:42:28,900 -> 00:42:31,800 So, why not do 567 things?

391 00:42:31,800 -> 00:42:46,500 Really, really well, and be proud of that, and so I think for me like I am okay with doing less and it sounds weird saying that because like I am not usually that type of person, but I think the quality over quantity.

392 00:42:46,700 -> 00:43:03,100 A station starts to come in and it becomes a lot more imperative to be like, listen, I did these six things but honestly, they drove tons of business, tons of renewals early, renewals all these things and you feel really proud of it versus saying, I did these 15 different things and seven of them flopped.

393 00:43:03,600 -> 00:43:05,200 So that's just a couple of my thoughts.

394 00:43:06,300 -> 00:43:14,500 Yeah, I would say for me it's you know now that we have got sort of this content engine built, we were pumping out case studies were pumping out videos.

395 00:43:14,800 -> 00:43:22,900 I really want to start focusing on the next phase of that so it's focusing on how sales is actually using the content is that's making a difference.

396 00:43:22,900 -> 00:43:27,500 I want you know, we talked about attribution that's something I really want to figure out next year.

397 00:43:27,900 -> 00:43:31,900 And so, for me, something I am starting to do is actually go into Salesforce.

398 00:43:31,900 -> 00:43:32,900 We're running reports.

399 00:43:32,900 -> 00:43:43,700 We're seeing all the opportunities in stage 3 looking at The notes within those opportunities and actually proactively suggesting case studies, and slides, that they should be leveraging those conversations.

400 00:43:43,700 -> 00:43:47,300 So that's sort of something I hadn't had the time to do before that.

401 00:43:47,300 -> 00:43:50,600 Something I want to focus on more now and moving forward.

402 00:43:50,800 -> 00:43:51,500 And then again, yeah.

403 00:43:51,500 -> 00:43:54,400 Figuring out, you know, how are these stories traveling?

404 00:43:54,400 -> 00:43:55,900 Which stories are working?

405 00:43:55,900 -> 00:43:58,700 Well, how do we produce more stories like that?

406 00:43:58,700 -> 00:44:02,500 You know what, what are we missing as far as our inventory of stories?

407 00:44:02,700 -> 00:44:04,600 I want to start diving more into those numbers.

408 00:44:05,200 -> 00:44:10,900 You know I know Top my head, there's certain sub industries that we don't have as much representation as we should.

409 00:44:11,000 -> 00:44:11,700 So that's something else.

410 00:44:11,700 -> 00:44:20,200 I want to get my hands around as well as you know any stories were missing in terms of product so you know we just launched qualified meetings.

411 00:44:20,200 -> 00:44:27,200 So that's something I want to be focused on is getting those stories of customers that are successfully using that piece of our product.

412 00:44:29,600 -> 00:44:32,200 So good, thanks for sharing Bill's.

413 00:44:32,200 -> 00:44:33,600 Got a question here.

414 00:44:34,000 -> 00:44:34,300 Nick.

415 00:44:34,300 -> 00:44:37,300 It sounds like you're generating a lot of content across.

416 00:44:37,300 -> 00:44:38,900 A lot of channels though.

417 00:44:38,900 -> 00:44:41,300 You did mention Focus right now, which is great?

418 00:44:41,300 -> 00:44:42,100 What have you found?

419 00:44:42,100 -> 00:44:43,200 Most effective?

420 00:44:43,200 -> 00:44:47,400 What do you think will be effective even if it's not yet, driving metrics?

421 00:44:48,000 -> 00:44:55,600 Yeah, I mean, for me, LinkedIn is my number one channel so, and I was able to fortunately build up a pretty decent sized audience there.

422 00:44:55,600 -> 00:45:10,500 I have almost 42 thousand followers currently And, so I have been able to initially I Niche down really, really hard on field marketing at the start of the pandemic and it was I was the only one talking about it on all of LinkedIn.

423 00:45:10,500 -> 00:45:19,400 Like how does it actually contribute to a revenue organization and so people were interested in that and then I branched out to ABM then I branched out to a lot of different topics.

424 00:45:19,400 -> 00:45:24,400 And now more recently, I am talking about like, the customer marketing piece in its.

425 00:45:24,400 -> 00:45:26,600 It's honestly, it's been really, really great.

426 00:45:26,600 -> 00:45:37,100 And if you look at the content that I create, I actually Talk about Alice in 98% of that content and Leadership internally isn't happy about that, by the way.

427 00:45:37,100 -> 00:45:52,000 But I think it's important because if I know that for 2022, I am going to drive about 15 to 20 million views on my content alone, organically on LinkedIn, think about how many people are clicking my profile.

428 00:45:52,000 -> 00:45:56,000 So you know on LinkedIn where it says, every 90 days you can see how many people click your profile.

429 00:45:56,100 -> 00:45:58,900 So I have about 15,000 people that view my profile.

430 00:45:58,900 -> 00:46:00,800 Every 90 days on a rolling thing.

431 00:46:00,900 -> 00:46:04,700 So the first thing that they do when they cook their profile, my profile is they see.

432 00:46:05,200 -> 00:46:05,700 Oh cool.

433 00:46:05,700 -> 00:46:06,600 He's at Alice.

434 00:46:06,900 -> 00:46:07,700 Oh, what's a Liz?

435 00:46:07,700 -> 00:46:08,700 Oh, they're gifting platform.

436 00:46:08,800 -> 00:46:10,000 Oh, we use a competitor.

437 00:46:10,000 -> 00:46:13,700 Oh, oh, we're thinking of budgeting for that, for 2023, they click it.

438 00:46:13,700 -> 00:46:23,600 That's where the self-reported attribution standpoint comes in and all I am trying to do is share learnings of things that I am working on different types of projects like nothing is off limits for me.

439 00:46:23,600 -> 00:46:29,100 And again, it's probably something that leadership isn't always happy about but I don't share anything that's negative.

440 00:46:29,600 -> 00:46:31,300 You know numbers that I shouldn't be.

441 00:46:31,400 -> 00:46:39,400 I just share projects that I am working on lessons, learn successes failures because people don't like to talk about failures because they feel judge.

442 00:46:39,400 -> 00:46:45,500 I will talk about failures all day long because it's about the learnings that you do from those failures to move you forward.

443 00:46:46,000 -> 00:46:47,700 And that's all I have really tried to do.

444 00:46:47,700 -> 00:46:57,000 It's been in March of twenty 20, 30 be three years of me, creating content on LinkedIn, and so I have now doubled down on Tick, Tock and Instagram rails.

445 00:46:57,000 -> 00:47:10,000 And all I am doing is taking my written LinkedIn content and recording myself on video talking about what that text post was, and then Distributing it on, you know, YouTube shorts, rails, and Tick-Tock.

446 00:47:10,000 -> 00:47:13,600 So it actually doesn't take me a ton of time to get this content out there.

447 00:47:13,700 -> 00:47:19,200 It's more time, actually engaging in replying to every single person that comments on my stuff.

448 00:47:19,200 -> 00:47:21,300 But that's how you build those real relationships.

449 00:47:21,400 -> 00:47:31,600 That's how you get in those conversations when someone's thinking about your product, or service, or whatever it is, it's the relationships that you build in the Mint section that ultimately moved to DMS.

450 00:47:31,900 -> 00:47:33,600 Ultimately move to inbound.

451 00:47:33,600 -> 00:47:40,100 Requests ultimately remove the comes to like job offers down the road as well.

452 00:47:40,100 -> 00:47:49,500 Like it can do a lot from you from a branding perspective in like building an audience, but you have to deliver value versus being that person that just is out there, pitching their company every day.

453 00:47:52,900 -> 00:47:56,300 Such good, call-outs, tons of gems.

454 00:47:56,300 -> 00:47:56,700 There.

455 00:47:58,000 -> 00:48:01,200 I am curious are both of you?

456 00:48:01,200 -> 00:48:08,400 So you mentioned, Nick, you're using Tick-Tock and these other social channels for customer marketing and other things.

457 00:48:08,400 -> 00:48:13,500 Serena are you finding that successful as well wear for qualified?

458 00:48:13,500 -> 00:48:18,800 Are you all exploring other social channels is linked in a good channel for qualified?

459 00:48:19,500 -> 00:48:22,400 Yeah, so I would say LinkedIn is definitely our number one.

460 00:48:22,500 -> 00:48:22,900 Channel.

461 00:48:23,100 -> 00:48:24,800 And we're thinking about paid and organic.

462 00:48:24,800 -> 00:48:48,700 And what we do is we will always promote our stories as well as our videos customer content on LinkedIn and will encourage our customers to do the same because, of course, we have got our audience, they have got theirs and so if we're able to package that up for them, they were able to share out on their channels and even you know within the folks then the story if they share out, you know, that's just amplifying the story.

463 00:48:48,700 -> 00:48:52,200 So I would say that's definitely our number one channel.

464 00:48:52,600 -> 00:48:53,300 That's great.

465 00:48:53,300 -> 00:49:01,300 So you all actually create the customer testimonial and then you quip your customer with that content with the asset so that they can amplify.

466 00:49:01,500 -> 00:49:02,200 Exactly.

467 00:49:02,600 -> 00:49:03,600 It's a great tactic.

468 00:49:03,600 -> 00:49:05,500 Okay, awesome.

469 00:49:06,600 -> 00:49:12,700 Well, I have got one other question here, and then we can start wrapping this up.

470 00:49:12,700 -> 00:49:17,300 If anybody has any other questions, please drop them in the tab.

471 00:49:18,500 -> 00:49:24,400 One question I have got is around just budget and headcount for customer marketing.

472 00:49:25,000 -> 00:49:28,700 How do you justify the budget?

473 00:49:28,700 -> 00:49:33,800 The head counts if you want to do a campaign or some sort of program that requires a budget.

474 00:49:34,200 -> 00:49:35,400 How do you justify this?

475 00:49:35,400 -> 00:49:37,400 Maybe this is tied to that attribution.

476 00:49:38,800 -> 00:49:43,300 Note that we talked about earlier but just curious how it works for you all.

477 00:49:46,600 -> 00:49:56,400 Yeah, I think the budget conversation aligns with the strategies, so it's kind of going into each quarter and understanding like what programs do we think need to be a priority this quarter?

478 00:49:56,400 -> 00:49:57,100 What have we noticed?

479 00:49:57,100 -> 00:49:59,100 That moves the needle from the previous quarter.

480 00:49:59,200 -> 00:49:59,700 What do we think?

481 00:49:59,700 -> 00:50:00,600 We have done enough of that?

482 00:50:00,600 -> 00:50:05,600 We can kind of put a pause on and then, of course, understanding all the numbers that align to them.

483 00:50:05,600 -> 00:50:16,800 So for me, a big Focus for us this year was producing content, so we made the budget ask for Like building out our own Studio within our obvious.

484 00:50:16,800 -> 00:50:18,900 So, we got a lot of photography equipment.

485 00:50:18,900 -> 00:50:23,300 We got a lot of video equipment, but being able to set all of that up.

486 00:50:23,300 -> 00:50:28,100 We have now hosted three photo shoots, and we have captured 50 plus customers.

487 00:50:28,400 -> 00:50:31,100 So I think for us that's been a huge win.

488 00:50:31,700 -> 00:50:34,900 A lot of people might be thinking, well, you know, she's mentioned photography a lot.

489 00:50:34,900 -> 00:50:37,200 You know, why is that so important for us?

490 00:50:37,200 -> 00:50:40,800 If you go on our website, you're not going to see stock photography.

491 00:50:40,800 -> 00:50:42,900 You're going to see beautiful smiling.

492 00:50:42,900 -> 00:50:44,500 Happy customers and those are real.

493 00:50:44,600 -> 00:50:52,000 Real people, real stats, real quotes, real videos, and I think that's just so much more meaningful, it's so much more authentic.

494 00:50:52,600 -> 00:50:56,200 And I think that's made a really, really big difference for us.

495 00:50:56,500 -> 00:51:00,800 So, yeah, I think it's just really trying to get your hands around.

496 00:51:00,800 -> 00:51:06,600 Like, what is going to be the priority figuring out what those numbers look like and then making the case for it.

497 00:51:07,700 -> 00:51:09,200 So that's been my Approach.

498 00:51:10,900 -> 00:51:13,100 Yeah, I love, I love that.

499 00:51:13,100 -> 00:51:34,200 That idea, honestly, we don't have it on office unfortunately anymore, but like, I would absolutely like, if anyone that's listening, like, go steal that idea because like, I have also thought about that, and because we do use stock images on her website, but like it's such a brilliant idea and I love that and I will always remember that now.

500 00:51:34,900 -> 00:51:37,000 But for me, like, I am a one-person team.

501 00:51:37,000 -> 00:51:40,500 Like, again, we are like super like strap.

502 00:51:40,700 -> 00:51:55,900 From a budget standpoint from a resource standpoint to like usually what I have to do is provide kind of like a business justification for what I am looking to do, and I am usually borrowing money honestly from our acquisition, acquisition side of the business.

503 00:51:55,900 -> 00:52:04,700 So like maybe I am taking some from Paid search or yo are paid spend or maybe I am taking it from our event budget.

504 00:52:05,400 -> 00:52:10,400 It's been up until I switched over to the customer marketing side.

505 00:52:10,600 -> 00:52:12,800 We actually didn't have anyone in cusp of marketing.

506 00:52:13,200 -> 00:52:18,500 Everyone was focused solely on acquisition up until like I would say like five or six months ago.

507 00:52:18,800 -> 00:52:27,600 So it's also you know I think 2023 will change it will have its own budget line item and thing but for this year I have just been like stealing from people left and right when I need money.

508 00:52:30,400 -> 00:52:44,300 Love about those notes and just the realistic also situation Nick that you're communicating because I think that's something you know it's like what can we do when you have a budget when you don't have budget, you got to get really creative right?

509 00:52:44,400 -> 00:52:46,300 So I appreciate that a ton.

510 00:52:47,200 -> 00:53:03,300 All right, well we're going to be wrapping up here and I would love to end with just a note of any advice or encouragement that you have for all of us as we're going into 2023, we're going to get into the holidays.

511 00:53:04,300 -> 00:53:08,800 What's something that each of you would leave with us?

512 00:53:11,200 -> 00:53:17,600 I would say double down on content creation, like with your customers with, with anyone.

513 00:53:17,600 -> 00:53:18,800 Like I think that.

514 00:53:18,800 -> 00:53:22,400 Yo and I qualified like does a fantastic job with this?

515 00:53:22,400 -> 00:53:31,400 Because again, like I see them everywhere, I see the content that they create everywhere, I spoke at their event, you know, not too long ago, Aunt insulin on content.

516 00:53:31,400 -> 00:53:31,800 Yeah.

517 00:53:31,800 -> 00:53:47,700 So like I think, I think if anything like, you know, figure out how to create content, whether it's through customer stories, whether it's do organic, Nick paid whatever like utilize all these things and then double down on like the short form aspect of it and then like figure out how to distribute that at scale.

518 00:53:49,500 -> 00:53:50,900 Yeah, that's really good.

519 00:53:51,600 -> 00:53:54,400 I think something having done customer marketing for a while.

520 00:53:54,400 -> 00:54:02,300 Now that I am constantly challenging myself to think about is, how do we do it different, you know, there's, we're so used to seeing case studies.

521 00:54:02,300 -> 00:54:13,400 We're so used to videos, you know, and all those things sort of the standard pillars, which aren't bad, they're fantastic, but I want to spend more time next year, thinking about like, what is that?

522 00:54:13,400 -> 00:54:18,100 Next big idea that we can offer our customers, that gets them really, really excited.

523 00:54:19,000 -> 00:54:24,800 So, We have got some ideas, we have been throwing around internally, you know, customer appreciation day was one of them.

524 00:54:24,800 -> 00:54:34,100 Revamping our customer page is going to be one of them, but, you know, now that we have got all this great content, you know, can we put it in the form of this incredible customer campaign that we do next year in?

525 00:54:34,100 -> 00:54:35,700 Does that look like out-of-home?

526 00:54:35,700 -> 00:54:37,100 Does that look like an event presence?

527 00:54:37,100 -> 00:54:47,000 Does that look like a customer only event where, you know, to your point, Nick, your stories aren't talking about your product but it's, you know, could be just the customer sharing their stories.

528 00:54:47,000 -> 00:54:49,800 So giving them the ability in the For me to do that.

529 00:54:49,800 -> 00:54:51,300 I think would be really exciting.

530 00:54:51,300 -> 00:54:54,100 So that will be a challenge I take on for next year.

531 00:54:56,300 -> 00:54:57,200 So good.

532 00:54:57,500 -> 00:54:59,700 Wow, thank you so much.

533 00:54:59,700 -> 00:55:03,000 Serena Nick, it's been a pleasure to have you here.

534 00:55:03,000 -> 00:55:07,800 Thank you so much for everything that you're doing and the knowledge and wisdom, you have shared with us today.

535 00:55:08,100 -> 00:55:10,600 All the best happy holidays to both of you.

536 00:55:11,200 -> 00:55:15,300 All right, so thank you everybody for joining today's session.

537 00:55:15,300 -> 00:55:19,800 We have an interview tomorrow with Kevin Lee.

538 00:55:19,900 -> 00:55:26,000 He is the SVP of marketing for oyster, and we're going to dive into another topic, that's very relevant.

539 00:55:26,200 -> 00:55:40,100 In to 2023 the power synergies of brand building and actually team building, and they're oftentimes two sides of the same coin, and so he's going to dive into that.

540 00:55:40,800 -> 00:55:49,200 Don't miss it we have the link right above so go ahead and click on that and until then have a wonderful rest of your day or week.

541 00:55:49,200 -> 00:55:52,400 If I don't see you stay positive, stay bright, take care.

542 00:57:45,700 -> 00:57:50,300 Did a full 180 crazy?

543 00:57:55,500 -> 00:57:56,000 It's me.

544 00:59:19,300 -> 00:59:20,500 Don't show up.

545 01:00:40,500 -> 01:00:42,500 Anything could stop me.

1 00:02:25,000 -> 00:02:29,600 Did a full 180 crazy?

2 00:03:06,400 -> 00:03:07,600 Don't come out.

3 00:05:20,500 -> 00:05:21,900 Anything could stop me.

4 00:06:18,200 -> 00:06:19,300 Hi everyone.

5 00:06:19,600 -> 00:06:22,400 Happy Wednesday, it's great to be here.

6 00:06:22,400 -> 00:06:28,700 It's great to see some of you trickling, in feel free to drop in what city you're tuning in from.

7 00:06:28,700 -> 00:06:35,800 I am here in Ewa Beach, Hawaii, and this is about 30 minutes away from Honolulu in Oahu.

8 00:06:35,900 -> 00:06:37,500 Can't complain about the weather right now.

9 00:06:37,500 -> 00:06:39,300 It is, it is chillier.

10 00:06:39,500 -> 00:06:44,200 But, you know, it's still probably around high 60s or so.

11 00:06:44,900 -> 00:06:48,700 So, anyway, I am so excited today.

12 00:06:48,700 -> 00:07:01,900 We have got Alex Kelly director of digital marketing at serous joining us today, and we're going to be talking about attention-grabbing B2B Marketing in a very noisy Market.

13 00:07:02,000 -> 00:07:13,600 There's a lot of efficiencies and different things that marketers are thinking about, as we're moving into 2023 and things, got to change the way that we Market.

14 00:07:13,600 -> 00:07:21,600 The way that we work the way that we Singe and meet our buyers, across the buying Journey need to change.

15 00:07:21,600 -> 00:07:26,900 And So within the constraints of 2023, it breeds creativity.

16 00:07:27,100 -> 00:07:38,000 And I think this is the opportunity where we can hear from Alex on some of the Innovative approaches and ways in which he is able to Foster creativity and thinking with his team's.

17 00:07:38,200 -> 00:07:42,200 So with that, I would love to invite Alex to the stage.

18 00:07:42,200 -> 00:07:43,100 Please join me.

19 00:07:43,700 -> 00:07:44,500 Hello, thank you.

20 00:07:45,100 -> 00:07:45,500 Hello.

21 00:07:45,500 -> 00:07:46,000 Thanks so much.

22 00:07:46,100 -> 00:07:46,800 For having me.

23 00:07:50,800 -> 00:07:51,800 I am doing well.

24 00:07:51,900 -> 00:07:57,500 It's been a pretty slow roll to the week, but excited to kick things up in the middle here.

25 00:07:58,200 -> 00:07:58,900 Nice.

26 00:07:58,900 -> 00:07:59,300 Nice.

27 00:07:59,300 -> 00:07:59,500 Right.

28 00:07:59,500 -> 00:08:01,200 Right before the holidays.

29 00:08:01,400 -> 00:08:03,500 So, right, before everything just shuts down again.

30 00:08:03,600 -> 00:08:04,100 Exactly.

31 00:08:05,300 -> 00:08:05,600 Yeah.

32 00:08:05,600 -> 00:08:09,200 Thanks for even just showing up really, really appreciate it.

33 00:08:09,200 -> 00:08:12,900 And I am really excited about the conversation that we're going to dive into today.

34 00:08:12,900 -> 00:08:31,400 But before we jump in, there's a few fun facts that I would love to jump right into And you know, all I will start with my fun fact, and then we will go into yours but I have got a different way of getting your fun facts notified.

35 00:08:31,400 -> 00:08:36,900 So this is Allyson Felix and I basically played basketball with her.

36 00:08:36,900 -> 00:08:50,400 We went to the same high school and it was funny because like, she literally could not make any basketball shot, like it would go straight off the backboard, but she was the fastest one down on each side.

37 00:08:50,600 -> 00:08:54,300 I would have offense and defense to the end of the court.

38 00:08:55,100 -> 00:08:58,300 So that's my fun fact for you.

39 00:08:58,300 -> 00:09:04,100 Alex, we got some fun facts and you're a musician.

40 00:09:05,100 -> 00:09:16,400 I am yes I study music in college and then I thought that's what I was going to do with my life and then you know, decided maybe I wasn't a hundred percent cut out for that life.

41 00:09:16,400 -> 00:09:23,400 And when I moved back to New Jersey, I sort of fell into what I am doing now, which is very different but kind of similar in some ways.

42 00:09:24,200 -> 00:09:25,300 Nice, nice.

43 00:09:25,600 -> 00:09:30,800 And I know we were hoping to get a life singing session, but maybe another time.

44 00:09:31,800 -> 00:09:38,200 Yeah, it wasn't quite feeling up to it after the last week and a half that I have had but I would have loved it all good.

45 00:09:38,200 -> 00:09:38,900 All good.

46 00:09:39,000 -> 00:09:44,300 Okay, so I have got another fun fact, sort of poll that we can do here.

47 00:09:44,300 -> 00:09:51,400 It's called to it's will be three truths and One Lie and if we could pull that up on stage.

48 00:09:51,700 -> 00:09:57,300 So there're these facts which some of these you just mentioned that are true about you?

49 00:09:57,500 -> 00:10:07,000 But if you all want to vote, which one is not true about Alex, Go ahead and drop your votes.

50 00:10:07,000 -> 00:10:10,700 Majored in music in college takes on graphic design.

51 00:10:10,700 -> 00:10:14,100 Gig has twin boys, just got married.

52 00:10:14,900 -> 00:10:17,400 So go ahead and drop in your votes.

53 00:10:17,600 -> 00:10:26,200 This is where the Jeopardy music comes in doo-doo-doo-doo-doo-doo, doo-doo-doo-doo-doo.

54 00:10:28,000 -> 00:10:28,300 Okay.

55 00:10:29,100 -> 00:10:32,300 All right, we got votes so just got married.

56 00:10:33,300 -> 00:10:34,000 What's not true?

57 00:10:34,000 -> 00:10:34,500 Alex.

58 00:10:35,800 -> 00:10:38,300 I definitely do not take on graphic design gigs.

59 00:10:38,300 -> 00:10:39,700 Nobody wants to pay me for that.

60 00:10:39,700 -> 00:10:42,000 That would be, that would be an Abomination.

61 00:10:43,300 -> 00:10:44,400 We're kind of playing.

62 00:10:44,400 -> 00:10:45,700 We're splitting hairs here.

63 00:10:45,700 -> 00:10:52,100 I got we had our wedding on Saturday, but it was after several covid.

64 00:10:52,100 -> 00:10:52,500 Delays.

65 00:10:52,500 -> 00:10:57,000 We were supposed to get married back in March of 2020, right?

66 00:10:57,000 -> 00:11:03,200 When the world shut down, and we pushed it one year, which ended up not being nearly long enough.

67 00:11:03,200 -> 00:11:04,800 So we ended up having to delay it.

68 00:11:04,900 -> 00:11:10,000 It once again, and we decided to do it in December of this year.

69 00:11:10,600 -> 00:11:15,400 So we legally got married in 2021 but it was very small thing and only our parents are there.

70 00:11:15,400 -> 00:11:23,600 And so we finally had our wedding this Saturday, which is also why I am feeling not quite up to destroying my vocal cords.

71 00:11:23,600 -> 00:11:26,200 Even more from all the singing and dancing we were doing.

72 00:11:27,700 -> 00:11:28,200 Wow.

73 00:11:28,200 -> 00:11:29,600 Congratulations.

74 00:11:29,700 -> 00:11:30,200 Thank you.

75 00:11:30,300 -> 00:11:31,300 What a big deal?

76 00:11:31,900 -> 00:11:34,700 Yeah, and the we do have twin boys.

77 00:11:34,700 -> 00:11:41,100 We have identical twins who are one-year olds, and they were able to come for a little bit.

78 00:11:41,100 -> 00:11:47,500 So they we they got pushed down the aisle by our nephew which was definitely a highlight for both of us.

79 00:11:51,000 -> 00:11:54,400 Well, I hope you get a ton of rest and recovery coming out of that.

80 00:11:54,800 -> 00:11:55,400 Thank you.

81 00:11:56,900 -> 00:11:57,500 Yeah.

82 00:11:59,100 -> 00:12:03,600 So let us Jump Right In to know you even more.

83 00:12:04,000 -> 00:12:06,500 I would love to dive into your story.

84 00:12:06,500 -> 00:12:08,500 Getting into B2B marketing.

85 00:12:08,700 -> 00:12:12,400 And you know why, why beaten we have marketing wide Tech.

86 00:12:12,500 -> 00:12:18,400 You probably could have gone to the b2c direction but walk us through your journey and how you got to serious.

87 00:12:19,100 -> 00:12:21,100 Yeah, well everybody grows up.

88 00:12:21,900 -> 00:12:27,700 Definitely wanted to be a B2B marketer when they're a child, they dream about it right now.

89 00:12:27,700 -> 00:12:29,600 I studied music in college.

90 00:12:29,600 -> 00:12:45,300 I thought that's the route that I wanted to go is The only thing I was really all that passionate about and spending a lot of my time, just performing and writing and doing all the things that I just found a lot of joy in and creatively and in school and all throughout college.

91 00:12:45,600 -> 00:12:51,300 And when I graduated in started writing more and thought, that's what I wanted to go.

92 00:12:51,300 -> 00:13:05,200 I was still living down in Virginia and I kind of hit this point where I was either going to move to Nashville and really make that a concerted effort or I would already been From home in New Jersey for seven or so years.

93 00:13:05,300 -> 00:13:13,700 A few years after college and I kind of wanted to go back for a bit and just see everybody that I had grown up with that, that was back in the area and my family was nearby.

94 00:13:13,700 -> 00:13:26,000 And so when I, when I came back, I kind of fell into working with a really close friend of mine, doing some project management work at a mortgage company and it was a lot of requirements Gathering.

95 00:13:26,000 -> 00:13:32,800 It was helping to organize their projects and keep them on task and just kind of help out wherever I could.

96 00:13:32,800 -> 00:13:35,500 And some of the things that we ended up taking on.

97 00:13:35,500 -> 00:13:38,700 We're very much in the digital marketing realm.

98 00:13:38,700 -> 00:13:43,600 It was you know we were helping to build this new retail forward website.

99 00:13:43,800 -> 00:13:48,800 They had Marketo install, but nobody really knew how to administrate it or use it.

100 00:13:48,800 -> 00:14:01,500 So I just kept raising my hand and saying, yeah, sure, I will try to teach myself how to do this, or we just got more involved in some of these kinds of projects because we were fairly fresh out of college and willing to take on some of these more.

101 00:14:01,700 -> 00:14:05,200 Tech, heavy task and I really just enjoyed it.

102 00:14:05,200 -> 00:14:08,700 I liked it, the things I was I was taking on I liked the challenge of it.

103 00:14:08,700 -> 00:14:26,500 It was, it was also really fun to just try to learn as much as I could and teach myself what I needed to know, to do the job on the day, and it was a lot of, you know, reading Hub, spots blog and all that kind of stuff and just trying to learn as much as I because I never took any marketing courses and in college.

104 00:14:26,500 -> 00:14:36,300 And, you know, after a few years there and you know, through that time I was given the opportunity to take on more direct ownership over these things.

105 00:14:36,300 -> 00:14:41,800 I hired some folks and got to learn from a couple of others who are in the marketing realm.

106 00:14:41,800 -> 00:14:50,000 And I really wanted to try to make that my core focus and moved over to working at an agency for a time.

107 00:14:50,000 -> 00:15:01,500 It was a hotspot partner, inbound marketing agency and great way to learn a lot really fast working with a ton of different types of clients, but it was not exactly for me that kind of model.

108 00:15:01,700 -> 00:15:14,700 Where you're, you know, a team of one or two taking on eight or nine, clients in all these different Industries and doing everything for them, including all the account management and the strategy and the content creation, and the implementation and all that stuff.

109 00:15:14,700 -> 00:15:22,200 So I after that, I was lucky enough to get connected with the team of data dog.

110 00:15:22,200 -> 00:15:39,600 And, you know, I joined the demand generation team there which was just a really phenomenal sort of solidification of My understanding of B2B marketing and how a business like that can run and how a marketing team at a business like that can run.

111 00:15:39,600 -> 00:15:48,600 And, you know, I worked with a team of really awesome marketers across all the different teams that we're supporting that business.

112 00:15:48,600 -> 00:16:03,700 And it was just a really, really awesome experience being there at the time that I was there and that was, you know, somewhere around the range of 250 to 600 plus employees and it Just under a year and a half that I was there.

113 00:16:03,700 -> 00:16:04,800 So it was rapid growth.

114 00:16:04,800 -> 00:16:06,300 There was a lot of success.

115 00:16:06,300 -> 00:16:10,400 It was, it was just really fascinating to see how they ran.

116 00:16:10,400 -> 00:16:29,100 And I kind of found myself missing a little bit of that chaos from the agency days when I was just getting my hands on everything and trying things out and seeing what worked, and I got introduced to the VP of marketing at serous through somebody that I had worked with and at data dog.

117 00:16:29,100 -> 00:16:38,600 And, and just really liked what he had to say, and they were a smaller, team, smaller organization, really high appetite for experimentation.

118 00:16:38,600 -> 00:16:47,300 And how the product is there were just over 100 maybe just a hair over 100 people, and they were not all in New York.

119 00:16:47,300 -> 00:16:50,800 It was, you know, the entire product organization was remote.

120 00:16:50,900 -> 00:16:56,100 There was a handful of people starting to start an in the UK and the rest of us were in New York City.

121 00:16:56,100 -> 00:17:04,700 Office wasn't even nearly 100 people, so it felt a lot smaller and it felt Very contained in that way.

122 00:17:04,700 -> 00:17:08,000 And I really liked that and then marketing team was pretty small.

123 00:17:08,000 -> 00:17:14,500 We were with the VP maybe you know, five people or so.

124 00:17:14,500 -> 00:17:18,200 And then we had an editorial team that was maybe three or four or think at the time.

125 00:17:18,200 -> 00:17:21,099 And so there was just a lot of going on.

126 00:17:21,099 -> 00:17:33,500 You're trying to figure a lot of things out and I like that energy about it and it was also just the last four and a half years that I have been here, just been a great learning experience and really great growing.

127 00:17:34,200 -> 00:17:39,100 You know, experience to opportunity to grow and stretch myself and a bunch of different ways.

128 00:17:39,100 -> 00:17:53,600 And, you know, now we're a little over 400 employees and, you know, a lot more people in the UK and now we're fully distributed and a global team which is just really, really interesting Evolutions over that time.

129 00:17:53,600 -> 00:18:03,000 But yeah, not exactly what I thought it was going to do, but I have loved the, the Journey of it's been really, really fascinating plus I still The do creative things, but I love.

130 00:18:03,300 -> 00:18:03,900 Hmm.

131 00:18:04,100 -> 00:18:06,300 So tell us about what you do at serous.

132 00:18:07,100 -> 00:18:07,500 Yeah.

133 00:18:07,500 -> 00:18:21,100 So I head up the digital Bob bit of a misnomer, but I am the director of digital marketing, which started as purely taking ownership, over the digital team, which, you know, we had events and digital, which is kind of everything non-event.

134 00:18:21,200 -> 00:18:37,800 And right now, I had up a team or help manage a team of around 10 marketers that is everything from digital, which is are always on digital programming or growth engine for inbounds coming in through the website.

135 00:18:37,800 -> 00:18:41,000 It's email marketing and have an inbound SDR.

136 00:18:41,000 -> 00:18:53,700 That's a part of that team, but we also that the team is also making up a demand generation more campaign, specific or account-based efforts to help support particular verticals.

137 00:18:54,500 -> 00:19:00,900 I now lead our field marketing team, which is our event strategy across book, North America, and a Mia.

138 00:19:01,800 -> 00:19:03,400 As well as customer marketing.

139 00:19:03,400 -> 00:19:11,900 So all of our sort of enablement and dissemination of engaging content and materials for our existing customers as well.

140 00:19:11,900 -> 00:19:15,000 So it's a bit broader than it started.

141 00:19:15,100 -> 00:19:31,400 It's quite a bit broader than it started but it's, you know, it's kind of grown organically over that time, and we try to make it feel really cohesive as much as we can and really tie these different areas of the team together to make sure that we're all sort of capitalizing on what we're able to.

142 00:19:31,600 -> 00:19:38,800 To do in tandem with each other not just individually as separate groups, how is your current marketing team structured?

143 00:19:40,500 -> 00:19:45,300 So I helped oversee that, that part of the organization, which is those marketing functions.

144 00:19:45,300 -> 00:20:00,400 The more I would say campaign or Channel specific execution arms, digital demand generation field marketing and customer marketing as well as a web developer that helps oversee our various marketing web properties.

145 00:20:01,000 -> 00:20:02,900 And then Of in parallel to us.

146 00:20:02,900 -> 00:20:10,500 Next to us our VP of content oversees, all of the content and editorial social and design and creative resources.

147 00:20:10,500 -> 00:20:22,500 So we partner really closely with that part of the team, and we are very dependent on them for a lot of the creative decisions and execution to help facilitate the programs that we're trying to run.

148 00:20:23,800 -> 00:20:31,000 But I tend to focus mostly or at least I hope much heavier on the new business growth of the organization.

149 00:20:32,000 -> 00:20:34,600 And a lot of the programs to help support that growth.

150 00:20:35,600 -> 00:20:38,900 Wow, that's a lot of responsibility on your side.

151 00:20:39,600 -> 00:20:40,200 It's been fun.

152 00:20:40,200 -> 00:20:52,400 It's certainly been challenging especially over the last few years but the challenge has been you know really rewarding part A lot has changed over the last, you know, three or so.

153 00:20:52,400 -> 00:20:56,500 Years going remote, you know, pretty much the entirety of the team.

154 00:20:56,500 -> 00:21:01,300 One person on the team today on my side of the team today was here.

155 00:21:01,500 -> 00:21:03,700 In the office with us everything.

156 00:21:03,700 -> 00:21:10,200 Everyone else has been brought into the team since which is just sort of fascinating change to see.

157 00:21:10,200 -> 00:21:16,500 But yeah, it's been, it's been a lot of stretching myself.

158 00:21:16,500 -> 00:21:25,500 A lot of trying to learn and trying to learn as much as I can and take on some of these bigger challenges but that's what also keeps it really interesting.

159 00:21:26,800 -> 00:21:27,600 That's awesome.

160 00:21:28,100 -> 00:21:34,900 Well, jumping into the topic today, of attention-grabbing B2B marketing.

161 00:21:37,300 -> 00:21:38,600 How are you thinking about this?

162 00:21:38,600 -> 00:21:40,300 Especially going into 2023?

163 00:21:40,300 -> 00:21:43,200 This is going to be more important than ever.

164 00:21:43,500 -> 00:21:47,900 At the same time we don't want to just be noise, right?

165 00:21:47,900 -> 00:21:57,800 As marketers, how can we create meaning and really that differentiated unique type of messaging. So what are your thoughts?

166 00:21:58,200 -> 00:22:01,200 You know, in this topic going into 2023?

167 00:22:02,100 -> 00:22:06,100 Yeah, it's it is a challenge for everybody.

168 00:22:06,100 -> 00:22:11,600 It's challenge for every Organization no matter what you're selling, what your who your customer is.

169 00:22:12,600 -> 00:22:20,500 We as consumers are inundated with countless messages and marketing campaigns.

170 00:22:20,500 -> 00:22:24,700 And, you know, just information overload across every channel.

171 00:22:25,600 -> 00:22:25,900 Not even.

172 00:22:26,100 -> 00:22:29,300 At, but our expectations have changed dramatically as consumers.

173 00:22:29,300 -> 00:22:30,900 It's not even just the noise.

174 00:22:30,900 -> 00:22:38,800 It's also, you know, we consume information and media so (differently) than we were even a handful of years ago in some of these cases.

175 00:22:38,800 -> 00:22:55,900 But if you look at what Netflix and the streaming model is done for our consumption of media, if you look at how organizations are trying to adapt to that, you know, you can look at the changing landscape of how, you know, entertainment and movies are created and distributed it.

176 00:22:56,000 -> 00:23:10,500 Its it is monumentally different from the experiences that we sought out as consumers, you know in the Years prior and our expectations of how we consume information and find information has changed.

177 00:23:10,500 -> 00:23:17,300 Because of that we expect a very similar type of experience and delivery model from the businesses that were looking to consume from.

178 00:23:18,700 -> 00:23:26,400 You know, as marketers, we create a lot of content, we are creating a lot of information, and we are looking to distribute that across all the Channels.

179 00:23:26,400 -> 00:23:31,500 And we're always trying to find the ones that are connecting with our audience or where our audience is engaging.

180 00:23:31,500 -> 00:23:54,600 But that landscape changes really rapidly and the I guess we look back you know, since the early 2000s that inbound marketing model of sort of owned media and these creating these platforms have content awareness and distribution where your you will create gated content offers.

181 00:23:54,600 -> 00:24:03,000 And you will surround that with blog, Posts and you will rank for specific keywords and you will bring in this organic traffic and grow some more sustainably over time.

182 00:24:04,000 -> 00:24:15,000 There's a lot of really good ideas in that are just a lot more challenging today because of the changing algorithms of what actually ranks and what Google is going to reward over other content.

183 00:24:15,500 -> 00:24:19,500 It also is challenging because every organization is following the same Playbook.

184 00:24:20,000 -> 00:24:29,500 We're all trying to do the same kinds of things, which means we're all creating the same articles for the same words in the same phrases, and We're always trying to outrank each other for that same traffic.

185 00:24:29,500 -> 00:24:33,100 But Google is also sending less traffic back to your website.

186 00:24:33,100 -> 00:24:42,100 Then they were in years prior because they want people to remain in their platform and every social media, platform acts, the same way, they're prioritizing the things that keep them there.

187 00:24:42,100 -> 00:25:00,600 Because that eyeball in, that platform, is more valuable to them than some of the ad dollars or whatever the case is that you're creating for your audience, they don't, they don't want to prioritize your value, they want to prioritize their own, so they will charge you for the same amount of awareness and an activity than they otherwise would have organically.

188 00:25:01,300 -> 00:25:11,600 So all of these things are making it a lot harder to not just get the attention of your audience but to deliver information in a way that they actually care about and that they actually want to consume and interact with.

189 00:25:13,100 -> 00:25:39,300 So what we have spent a lot of time, you know, doing and really it's very important parcel with what our platform kind of does, and we try to eat our own dog food as much as we can, which is We create content that we find incredibly interesting and, and more eye-catching and interactive, and then we find ways of refactoring that for whatever that Channel or the median is.

190 00:25:39,300 -> 00:25:44,000 Because at the end of the day, your product message can be really compelling.

191 00:25:44,200 -> 00:25:47,000 But if you don't have the eyeballs of that audience, they're never going to get there.

192 00:25:47,200 -> 00:25:48,300 They're never going to find it.

193 00:25:48,400 -> 00:25:49,900 So you need to get their attention first.

194 00:25:50,000 -> 00:25:56,100 And then, you could start to translate that into ways of really understanding what your product, and what your ultimate.

195 00:25:56,500 -> 00:26:00,500 You is to them as a consumer but it's really an attention economy at the moment.

196 00:26:00,500 -> 00:26:03,100 And we're really just trying to figure out.

197 00:26:03,100 -> 00:26:11,600 How do we, how do we combat the competition, which is not just the people that we compete with, on a product basis?

198 00:26:11,600 -> 00:26:19,700 It is competition in the forms of people would rather spend their time scrolling through social media, then engaging with your business.

199 00:26:19,700 -> 00:26:22,500 How do you play in that space?

200 00:26:22,500 -> 00:26:26,000 They'd rather be looking at videos that are entertaining.

201 00:26:26,600 -> 00:26:30,700 I am versus videos that might be relevant to what your product offers.

202 00:26:30,700 -> 00:26:37,500 So how do you make your product messaging more entertaining and more like the things that they actually want to seek out all?

203 00:26:37,500 -> 00:26:45,900 These things are sort of converging into this very difficult space of his digital competition.

204 00:26:46,500 -> 00:26:56,400 So some of the things that we're trying to do our take our editorial Direction, and we have been doing this for quite some time, in the team is creating some really interesting.

205 00:26:56,500 -> 00:27:00,800 Arresting interesting stuff, but our editorial direction is much broader.

206 00:27:00,800 -> 00:27:03,000 It's not fully rooted in our buyer.

207 00:27:03,000 -> 00:27:04,400 It's not fully rooted in our product.

208 00:27:04,400 -> 00:27:13,200 It is just interesting stories told visually and through interactive lenses that is also sort of passive showcase for what our product can do.

209 00:27:13,200 -> 00:27:34,500 So if they find that interest, and we're able to connect that interest it with the Right audience, then there're ways of us, re-engaging them with things that are more and more relevant to the business and the product further On the cycle, but we're always trying to lead with that eye-catching moment, that interactive element, that just gets them to lean in just a little bit.

210 00:27:34,500 -> 00:27:39,000 Even though it's through a, through a screen in a digital channel, thank you.

211 00:27:39,000 -> 00:27:50,300 I think you explained the landscape really well and the challenges of a very noisy attention-grabbing type of landscape that we have to deal with today.

212 00:27:51,100 -> 00:27:56,200 What process are you working with your team to get to that?

213 00:27:56,500 -> 00:28:00,600 Type of messaging that's differentiated and meaningful entertaining.

214 00:28:03,400 -> 00:28:11,300 You know, I don't think the mechanisms there are two dissimilars What is ultimately necessary?

215 00:28:11,300 -> 00:28:20,700 In all cases is to understand the customer and understand what they care about and what they're interested in, as it relates to their role.

216 00:28:20,900 -> 00:28:27,300 But also expanding that lends to what they just find interest in and what they engage with in there, they're sort of day-to-day lives.

217 00:28:28,400 -> 00:28:34,700 You know, the, the feedback loop sort of insight Gathering process is very much.

218 00:28:34,700 -> 00:28:39,000 Still, a research based effort, it's having conversations with people.

219 00:28:39,200 -> 00:28:46,800 Trying to observe them in their natural habitat, it's just taking conversations in a more natural Direction versus it being purely.

220 00:28:47,200 -> 00:28:51,300 Well, how would you solve this problem and what do you feel when you experience that problem?

221 00:28:51,300 -> 00:28:53,200 And it's not 100% around?

222 00:28:53,500 -> 00:28:54,500 What is your product?

223 00:28:54,500 -> 00:28:55,300 How to understand?

224 00:28:55,300 -> 00:28:56,800 How your product can solve for a problem?

225 00:28:56,800 -> 00:29:00,000 It's also just, you know, what are you interested in?

226 00:29:00,000 -> 00:29:01,100 What are you seeing today?

227 00:29:01,100 -> 00:29:04,100 That is really catching your eye.

228 00:29:04,100 -> 00:29:05,700 What do you where do you go for information?

229 00:29:05,700 -> 00:29:08,000 Where do you turn to that?

230 00:29:08,000 -> 00:29:16,300 You trust who Are the people that you really perk up when they're speaking about a topic that's related to the things that you care about.

231 00:29:16,700 -> 00:29:24,600 And if you can kind of converge, those topics of Interest with the people of influence and the channels of connectivity.

232 00:29:25,200 -> 00:29:28,700 That's really where the magic happens but you really can't get there.

233 00:29:28,700 -> 00:29:43,200 Unless you're either having direct conversations or trying to, you know, find that research out and more mass-market ways of either existing research or conducting your own Roan on a more broad basis but it's got to come from your audience.

234 00:29:43,200 -> 00:29:55,700 Otherwise, you're going to be led astray by the time, the tactics and strategies that got us to where we are today which is not going to get us through the next, you know, three five ten years as the landscape continues to evolve and change.

235 00:29:57,700 -> 00:30:03,900 So we were to get a little more tactical on how you go about to gather the research and the insights.

236 00:30:03,900 -> 00:30:12,500 Are you regularly doing customer interviews, or what are ways in which you are able to get those insights?

237 00:30:13,300 -> 00:30:22,000 Yeah, couple of ways either direct conversations were its it is sort of structured more than a fact-finding mission.

238 00:30:22,000 -> 00:30:25,700 We are, we want to speak with, you just about your behaviors, and we want to understand what makes you tick.

239 00:30:25,900 -> 00:30:45,500 We want to understand, you know what you do in your day-to-day, both inside work and out and how we can use that to start a triangulate as we interview more, more people, you can also create content anchors that help to capture those insights on a more ongoing basis.

240 00:30:45,800 -> 00:30:49,400 You know, we're doing it right now, you're having a conversation with me.

241 00:30:49,400 -> 00:30:54,800 I am a director of marketing or digital marketer at an organization of a particular size and profile.

242 00:30:54,800 -> 00:30:55,800 I am talking about the things.

243 00:30:55,900 -> 00:31:03,900 I am doing and what I find interesting and what got me to where I am, these are all things that we can you could feed back into your overall strategy of.

244 00:31:04,200 -> 00:31:04,300 Okay.

245 00:31:04,300 -> 00:31:07,300 Well how do I use that to change?

246 00:31:07,300 -> 00:31:12,200 How I distribute a message to somebody like Alex in his role at as organization?

247 00:31:12,200 -> 00:31:25,000 And so when these mechanisms exist and you're constantly speaking with and recording and Gathering insights from people that you ultimately are looking to engage with all of that.

248 00:31:25,000 -> 00:31:25,700 Is it accessible.

249 00:31:25,800 -> 00:31:26,500 Information.

250 00:31:26,500 -> 00:31:33,300 All of that becomes fodder for each change in the strategy or change in the message or a change in the tactic.

251 00:31:34,900 -> 00:31:55,200 Also, going directly to the sales organization listening to a ton of gone calls and you know, hot trying to look for certain keywords or phrases or things that topic areas that are of interest and to see what kinds of organizations are speaking about things or, you know, not trying to gain Insight through a game of telephone but going right to the source.

252 00:31:55,200 -> 00:31:55,700 What are they?

253 00:31:55,900 -> 00:32:05,800 On these calls that you could use in your own messaging more, you're using their words the, you know, the better off things are going to be as long as you're able to figure out how to package those things up.

254 00:32:05,800 -> 00:32:12,200 So, you know, there's I would say, existing mechanisms in kind of all businesses to gain those insights.

255 00:32:13,000 -> 00:32:22,100 Somebody in the company is having regular conversations with your audience and it's really figuring out how to tap into that or as a marketing organization, create platforms.

256 00:32:22,100 -> 00:32:35,300 Like this, that allow you to speak with people that are, you know, Know your target audience or subject matter experts in your area that you can, then start to sort of feed those insights back into the broader team in a way that is more accessible or more.

257 00:32:35,300 -> 00:32:36,100 Distributable.

258 00:32:37,500 -> 00:32:39,700 So okay, II.

259 00:32:39,700 -> 00:32:40,500 Love this.

260 00:32:40,500 -> 00:32:42,400 And thank you for validating that.

261 00:32:42,400 -> 00:32:45,200 Even this opportunity right now is sort of fact-finding.

262 00:32:46,200 -> 00:32:48,900 B2B marketers is one of our targets, right?

263 00:32:48,900 -> 00:32:55,700 So just to ask you a question, what type of messages resonate with you?

264 00:32:55,800 -> 00:33:02,700 What type of going into 2023, again, you're probably getting hit up, DMS and LinkedIn.

265 00:33:02,800 -> 00:33:04,100 Emails are inundated.

266 00:33:04,100 -> 00:33:08,500 I mean, that's the world of what a lot of Experience of beauty marketing.

267 00:33:08,600 -> 00:33:10,500 But what's going to touch you differently?

268 00:33:10,800 -> 00:33:12,200 What's going to grab your attention?

269 00:33:12,200 -> 00:33:14,800 Alex, it is so difficult.

270 00:33:14,800 -> 00:33:16,300 It's so hard.

271 00:33:17,100 -> 00:33:59,200 And I know, I know full, well, I my attention to my inbox or, you know, the amount of phone calls that I get in a day, my attention can't always turn to those things and, and full transparency, I think a lot of folks, you know, A lot of folks know inherently know this and feel it in their personal lives and just generally we know this, and we also know that the tactics work but I have a hard time getting connected to a message in those mediums where it's somebody picking up the phone and calling me directly where it.

272 00:33:59,200 -> 00:34:06,200 There's no sort of Preamble or there's no pre-existing awareness of what it is.

273 00:34:06,200 -> 00:34:18,000 We're actually trying to The phone down to talk about or same thing in my inbox, my I think like most people, my email is a disaster site and it is so hard to find the things that are irrelevant.

274 00:34:18,000 -> 00:34:23,500 Let alone, the things that are not what works for me personally.

275 00:34:23,500 -> 00:34:28,199 And I can't say that's the same for anybody else is things like this.

276 00:34:28,199 -> 00:34:56,000 When there is a platform of information that is Really high quality that I am able to go out and seek information from rather than it being pushed in front of me when I connect with a source more than I connect with a single episode or a single topic and I come back time and time again, more often than not, I am going to go to them.

277 00:34:56,000 -> 00:35:01,100 I am going to, I am going to reach out when I have a need or a challenge or something.

278 00:35:01,100 -> 00:35:13,200 That I think they can help me with because they have already proven that they can help me with it because Hi, I have listened to or watched or engaged with things over the course of several months.

279 00:35:13,300 -> 00:35:14,700 It could be several years.

280 00:35:15,400 -> 00:35:27,300 We think brought on drifts for first ballot early on, in my time at saris and I had been listening to their, their, their stuff and an engaging with their content for years prior to that.

281 00:35:27,300 -> 00:35:35,300 And I just really had a sort of I wanted to be able to check it out in a way that was more advantageous to them.

282 00:35:35,500 -> 00:35:37,800 But I was never to Into until I was.

283 00:35:37,900 -> 00:35:44,900 And then when I was, I went directly to them, it wasn't a sales call, and there's, there're countless examples of that.

284 00:35:45,200 -> 00:36:14,700 We're usually when I get to the point of making a decision of being able to solve a problem, there's already a short list in my mind and that short list is probably pretty short because there're names that I recognize there's people that I feel like I can trust even if I have never spoken to them because I have spent the time and I put in the time to engage and consumed as much as I can, which is ultimately how I got to where I am I learned from others, I didn't, I didn't know any of this before I started, it's here.

285 00:36:14,700 -> 00:36:17,700 It's all in service of engaging with others.

286 00:36:17,700 -> 00:36:29,600 So, the more I am able to do that or sort of put out a bat signal in a community of people that I feel like I can trust, their opinions, it starts to narrow down the list.

287 00:36:29,900 -> 00:36:32,000 So the message is really difficult.

288 00:36:32,000 -> 00:36:36,700 The more that it's led by sort of entertainment and education and a Spurt.

289 00:36:36,700 -> 00:36:38,300 He's the better off.

290 00:36:38,300 -> 00:36:50,600 It, it lands with me but it takes a lot of time, and we don't always have time as marketers or especially not of the sales professionals which makes it all the harder.

291 00:36:50,800 -> 00:36:58,200 So the more you can invest early on the better off you're going to be you know a year or two years from now but it's that's really the challenge that everybody is up against.

292 00:36:59,300 -> 00:36:59,900 It's good.

293 00:37:00,400 -> 00:37:07,000 All right, so if anyone's got questions for Alex, feel free to drop them in QA looks like a has one question.

294 00:37:07,600 -> 00:37:15,700 What are some tactics you have used to build brand awareness, especially at a time when budgets are getting tighter, yeah.

295 00:37:17,700 -> 00:37:26,500 Our CEO has said this a couple of times in different contexts and there's this mentality of, you know, champagne results for beer money.

296 00:37:26,600 -> 00:37:36,600 We're just because budgets tighten, doesn't necessarily mean that the, the execution of something needs to suffer, right?

297 00:37:38,400 -> 00:37:38,700 On.

298 00:37:39,500 -> 00:37:47,300 In most cases, when constraints are added into a process, it actually breathes a higher level of creativity because you have to be really creative.

299 00:37:47,400 -> 00:37:47,700 Native.

300 00:37:47,700 -> 00:37:50,800 And in some cases Scrappy to solve a problem.

301 00:37:51,600 -> 00:37:56,100 And that's where a lot of the really robust and sort of meaningful ideas can come out of.

302 00:37:57,200 -> 00:38:14,100 So the tactics might be the same in essence, but the way in which you execute, those things might just have an added layer of creativity added into that and I guess some examples of that.

303 00:38:14,300 -> 00:38:42,300 We had a We had thrown a an event a few years ago for a product launch and you know, we weren't trying to do something so astronomically expensive, but we were trying to do something really meaningful, and we were trying to do something that really helps to play into the message of the day and the message of the day was all about creating experiences and that experience ultimately is what matters, right?

304 00:38:42,300 -> 00:38:54,800 It's the things that we experience are what make them real the experiences that we seek out in The world are meaningful, the difference between a good experience in a bad experience, is so Monumental.

305 00:38:54,900 -> 00:39:03,000 But both of those things stick out in our mind for different reasons, and the team spent a countless amount of time and putting their heads together, really?

306 00:39:03,000 -> 00:39:04,900 Trying to figure out how to nail this thing?

307 00:39:05,400 -> 00:39:09,000 And some of it was, was not thrown together.

308 00:39:09,000 -> 00:39:19,400 It was, it was just done in such a way that Illustrated that concept, it was, you know, a bad experience entering into this venue versus A sort of red carpet experience.

309 00:39:19,400 -> 00:39:26,600 The bad experience was just Solo cups and, you know, Gruff looking people and a dingy coat rack and a bat back kitchen.

310 00:39:27,100 -> 00:39:32,300 But that helped illustrate exactly what we were trying to go for without having to spend even more money to help.

311 00:39:32,300 -> 00:39:34,900 Really, you know, gussied up that part of the experience.

312 00:39:36,000 -> 00:39:47,300 We also had thrown together a stand-in for a DMV to help illustrate the sort of antiquated ways that people create content.

313 00:39:47,400 -> 00:39:56,700 And it's just like, brought this space to light, but it was all, you know, is, you know, rope and pipes and stuff that would kind of pull together in a really crafty way.

314 00:39:56,700 -> 00:39:59,400 And we threw up a web page for that.

315 00:39:59,400 -> 00:40:01,900 Using Sarah's in like an hour.

316 00:40:02,600 -> 00:40:07,500 The designer did an awesome job, making it look purposefully bad.

317 00:40:07,500 -> 00:40:10,700 But we just had a really fun afternoon trying to do that as quickly as we could.

318 00:40:10,700 -> 00:40:12,800 Because they realize, hey we put a URL in the back.

319 00:40:12,800 -> 00:40:14,200 Is this thing that were printing out?

320 00:40:14,200 -> 00:40:16,100 Can you throw something up on the website?

321 00:40:16,200 -> 00:40:17,300 Yeah, we could do that.

322 00:40:18,100 -> 00:40:54,400 So, I mean it's finding ways of just having fun with it and creative executions on tight, constraints, actually make things feel like they're more meaningful as much as they as much as these flashy things people kind of they can see through the, the shine in a lot of cases and it just

doesn't feel quite as real, you know, I think other ways to build awareness are just your content doesn't have to look and feel premium for it to be really meaningful and to be really authentic, and Be really entertaining.

323 00:40:54,600 -> 00:40:57,400 I mean, look at any book.

324 00:40:57,400 -> 00:41:06,200 It's just words on a page, but the feelings that generates are so varied that it's, it's insane.

325 00:41:06,200 -> 00:41:09,300 I have a stack of books on my desk right behind my monitor.

326 00:41:09,600 -> 00:41:16,600 That would be really, really sad to show people, but it's just, that is a mechanism.

327 00:41:16,600 -> 00:41:22,600 That is very Lo-Fi in a lot of cases, but it's such a, it's still building a meaningful connection.

328 00:41:22,800 -> 00:41:28,600 So, you know, there're ways of doing events, there're ways of doing virtual events in a really cost effective way.

329 00:41:29,300 -> 00:41:39,100 And just having conversations with people, one-on-one to breed really creative ideas is a good place to start and say That's great.

330 00:41:39,900 -> 00:41:40,900 Thank you for that.

331 00:41:43,000 -> 00:41:46,200 I, you know, I wanted to dive a little bit into.

332 00:41:46,400 -> 00:42:06,900 I remember you talking about your collaboration with design and how you can work with different parts of the marketing org, that maybe you wouldn't normally do like a strategy brainstorm with or something like that, but you were talking about how its arrows, you all have done that and have had great outcomes results come out of it.

333 00:42:06,900 -> 00:42:14,500 So could you describe your creative process to get to some of the ideas that you were even sharing?

334 00:42:15,900 -> 00:42:16,400 Yeah.

335 00:42:16,400 -> 00:42:49,100 It's fun because it's always evolving but it's, you know, I think it's marketing organizations for marketers and marketing teams we can think about things in a really linear fashion where we might have a sort of primary message that we're going for we create this long document of narrative, or We create this, Google doc with all of our messaging and maybe it's a blog post, maybe it's something longer, and we send that over to a designer when it's all said and done, we have created the strategy.

336 00:42:49,100 -> 00:42:56,100 We have created the we know who the audience is, we have done all the research, we have created all the copy, and we send it over to somebody to essentially produce off of that.

337 00:42:56,200 -> 00:42:59,700 Where it's just taking, you take this thing that I have already decided I am doing.

338 00:43:00,000 -> 00:43:01,800 And can you make it look better?

339 00:43:02,700 -> 00:43:11,100 It's and presentable, and we have found Time and time again, that the earlier in the process is that we Engage The Design Team.

340 00:43:11,100 -> 00:43:29,300 The, the more involved, they are in the actual strategy development in the, the investigation of ideas the better off the end result is, you know, its it just opens up the conversation and ways that we might not have expected.

341 00:43:29,900 -> 00:43:32,700 They will ask questions that we didn't think about.

342 00:43:32,700 -> 00:43:38,400 They will ask us why a lot, and we More you ask the world.

343 00:43:38,400 -> 00:43:38,800 Why?

344 00:43:38,800 -> 00:43:40,500 And really dig into that.

345 00:43:40,500 -> 00:43:43,700 Sometimes you don't always have an answer and maybe that's telling, right?

346 00:43:43,700 -> 00:43:47,000 And then we need to kind of go back to the drawing board and figure some stuff out.

347 00:43:48,700 -> 00:43:49,800 But having them involved.

348 00:43:49,800 -> 00:43:57,900 From day one before it's, you know, really a solidified idea before it's something that is more concrete.

349 00:43:57,900 -> 00:44:01,600 It is just a problem to solve designers and visual thinkers.

350 00:44:01,600 -> 00:44:04,200 They think about solving problems in a very different way.

351 00:44:04,600 -> 00:44:15,700 So instead of it being a very linear production, Yes, we try to make it more cyclical, we try to make it more collaborative from the beginning where that brief is put together.

352 00:44:15,700 -> 00:44:28,200 There's a lot of iteration on just even the sort of underlying needs and you know feelings that we're trying to evoke or audiences that we're looking to go after what do we know about them?

353 00:44:28,600 -> 00:44:37,200 How do we put all of that into this, this sort of shared understanding and this brief and from there, you know, the copy and the wireframe?

354 00:44:37,300 -> 00:44:42,700 The design all feed off of each other and there's a lot of going back and refactoring things that aren't working.

355 00:44:42,700 -> 00:44:53,800 There's a lot of sparking new ideas throughout the process, and then we ultimately end up in a place that's just more fun and more interesting and that shines through to the audience more.

356 00:44:53,800 -> 00:45:05,400 (So) than even the team that's creating it, you know, an example of that is, we recently were trying to create essentially, create more use case content.

357 00:45:05,400 -> 00:45:39,600 We were trying to Showcase more or of how, you know, content created in Sarah's helps to solve for very particular pain points in the in these certain kinds of Industries, and we have examples from clients, we have a lot of examples of things that were created, and we just wanted to find a different way of presenting it, so we, it was pitched to us, as this idea, to essentially create a fake business, a fake brand with fake brand guidelines, with a very outlandish product, and they had the very same challenges that a lot of (Is) have and here's exactly how they did it.

358 00:45:39,600 -> 00:45:51,200 And what that piece of content looks like and what their messaging looks like in context and it allowed us to create this really fun story and really Branch off of that in very different ways but the end result is the same.

359 00:45:51,200 -> 00:46:04,000 We connect it to a pain point, that a very real business will have and it's very much also shows what exactly they can do to solve for this problem and ultimately connect that back to a product value.

360 00:46:04,900 -> 00:46:09,300 This product is called the, the ripe So detector, so that you always get to that.

361 00:46:09,300 -> 00:46:17,200 Exact ripe avocado before it goes, starts to go bad in your drawer and I think people just had fun with it.

362 00:46:17,200 -> 00:46:25,100 We had fun creating it and the team just had a lot of fun ideas to bacon at this, and we would never have come up with that on our own.

363 00:46:25,200 -> 00:46:31,500 We just wouldn't have we would have gone a little bit more traditional, which ultimately wouldn't have really felt like saris.

364 00:46:31,500 -> 00:46:36,600 And we're thankful to have partners that really push us to think outside of the box on that.

365 00:46:38,700 -> 00:46:39,700 So good.

366 00:46:39,800 -> 00:46:47,900 All right, we have a couple of more questions that have come through saline is asking, what is top of mind for you go into 2023?

367 00:46:48,200 -> 00:46:52,000 What are some things you will be doubling down on ya.

368 00:46:52,900 -> 00:46:59,000 We have spent a lot of time over the last few months thinking about our event strategy.

369 00:46:59,000 -> 00:47:01,900 And you know what has been working for us?

370 00:47:01,900 -> 00:47:04,200 What hasn't necessarily been working quite as well?

371 00:47:04,900 -> 00:47:07,200 So we are spending a lot of time.

372 00:47:07,300 -> 00:47:08,700 Time thinking through.

373 00:47:09,500 -> 00:47:20,000 How do we take that same ethos of creating really interesting digital experiences and make those come to life in a physical space as well?

374 00:47:20,200 -> 00:47:24,000 Or at least make sure that the same things are true.

375 00:47:24,100 -> 00:47:29,500 That the same constraints are there that the same, the same sort of guiding principles are there?

376 00:47:29,900 -> 00:47:40,700 And, you know, as we have been sort of rebuilding and building out our field marketing team and thinking through our representation and Different markets and sort of building the plan for next year.

377 00:47:41,300 -> 00:47:48,700 I find there's just so much opportunity for us to think about the in-person representation of the brand.

378 00:47:48,800 -> 00:47:52,200 And how does that lead to the conversations that we want to have?

379 00:47:52,700 -> 00:47:55,400 Yes, the operational sort of underpinnings to that is something.

380 00:47:55,400 -> 00:48:02,500 I have spent personally a lot of time on to make sure that we're buttoning, things up in the right ways and that the strategy is more sound.

381 00:48:02,500 -> 00:48:09,400 But you know, the creative execution of that is so important to it is the first People see when they're walking by, they see your booth.

382 00:48:09,400 -> 00:48:17,400 They see the representation of the product they see touch screens or you know, just visual cues makes them want to come and speak with you.

383 00:48:17,400 -> 00:48:20,800 And that is really important in an in-person event.

384 00:48:20,800 -> 00:48:23,800 So it's a strategy that's worked really well for us.

385 00:48:23,800 -> 00:48:29,000 And we're trying to find ways of making it work, exponentially better in the years to come.

386 00:48:29,900 -> 00:48:42,700 And then I think what's really top of mind for me is just how do I ensure as the team is executing and really focused on The objectives and the goals that we are tying all these things together as best we possibly can.

387 00:48:43,400 -> 00:48:48,600 How is the digital engine, helping to support the demand generation campaigns, that are very specific to an audience?

388 00:48:49,100 -> 00:48:53,800 How does that tie into the content strategy and our editorial planning?

389 00:48:54,000 -> 00:49:04,600 What are some of these really interesting out their stories that are still really hyper relevant to the audience's that we care about on the downstream effect and in our sales and marketing Pipeline?

390 00:49:04,600 -> 00:49:24,400 And how do we make sure that it's just, we're, we're amplifying, the things that we can amplify, and we're making sure that the all of these components are working together to build this much bigger representation of what we want to be seen as a known for and it all helps to showcase the power of the platform in different ways.

391 00:49:25,300 -> 00:49:33,100 So that's really top of mind for me, as we enter into next year because it will last couple of years have really been, how do we just navigate, what's in front of us?

392 00:49:33,100 -> 00:49:40,800 And it's just, we're sort of, you know, riding the waves to some And that's not going to change, but there's a lot that we can do in that.

393 00:49:40,800 -> 00:49:52,600 I can focus on to help ensure that at the very least, the team has solid foundation and structure as possible to just collaborate as best we can, that's huge.

394 00:49:52,600 -> 00:50:03,100 I think that alignment and collaboration and the currency of the trust and structure that you're providing is going to be really critical going into 2023 as far as events.

395 00:50:03,100 -> 00:50:06,900 So that's interesting that you all are looking at in-person events in particular.

396 00:50:07,200 -> 00:50:10,400 What conferences Summits in person events?

397 00:50:10,400 -> 00:50:12,600 Are you all looking at for next year?

398 00:50:13,100 -> 00:50:18,900 Yeah, there's a number we have had a lot of success at, you know, going back to HubSpot.

399 00:50:18,900 -> 00:50:26,400 We have had a lot of successes in bounds and it's, it's a, so I was there in September in person.

400 00:50:26,400 -> 00:50:37,100 And first time, I would been since 2019, I think it's the first time we as an organization have been and it was just the, I think it was also unique to that.

401 00:50:37,300 -> 00:50:37,800 Here.

402 00:50:38,200 -> 00:50:45,800 Everyone was so happy to be there and the energy level of people being in person and talking to their co-workers.

403 00:50:45,800 -> 00:50:55,800 And the people that are in a very shared similar space was pretty electric and people were really interested in.

404 00:50:55,800 -> 00:51:12,900 And what you know, the organization's had to say the sessions were really compelling and I also think they just did a really incredible job of to refactoring the layout of the space to account for just the reality of what today actually needs versus, you know, a few years ago.

405 00:51:13,400 -> 00:51:15,600 But you know that's a pretty big one for us.

406 00:51:15,600 -> 00:51:29,800 We're looking at the Adobe, you know, Summit and Adobe Max to connect with, you know, the marketing and design audiences in different ways where there's a number of other events that have started to come onto the scene for us more.

407 00:51:29,800 -> 00:51:36,500 So in the last couple of years obviously is everything is shifted virtually or did shift virtually entirely for a couple of years.

408 00:51:37,400 -> 00:51:48,800 There's a number of vendors that do really high quality meeting setting, like one-to-one conversations that are happening both in person and virtually that had just been incredible pipeline builders for us and any organization.

409 00:51:48,800 -> 00:51:56,900 And we're going to make sure to continue to do those as we get back to some of these bigger conferences, just to be able to show off the brand more.

410 00:51:57,100 -> 00:52:04,300 Those are really about just in connecting the product story, as deeply as we can to people that have a very particular need and challenge.

411 00:52:04,400 -> 00:52:06,100 So we're trying to find the right mix.

412 00:52:07,000 -> 00:52:07,700 That's great.

413 00:52:08,300 -> 00:52:08,600 All right.

414 00:52:08,600 -> 00:52:10,800 Spencer has a question here.

415 00:52:11,000 -> 00:52:12,400 This will probably be our last question.

416 00:52:12,400 -> 00:52:14,700 That will take you mentioned.

417 00:52:14,700 -> 00:52:20,200 That one of the most effective ways of marketing to you is to be a respected resource.

418 00:52:20,300 -> 00:52:23,400 How would you justify and monitor an approach like this?

419 00:52:23,400 -> 00:52:26,500 That would likely take a while to see results from?

420 00:52:27,200 -> 00:52:27,500 Yeah.

421 00:52:27,600 -> 00:52:31,300 It's especially if you're a small team, it's a hard thing.

422 00:52:31,500 -> 00:52:36,500 It's because there's such immediate needs to help bolster the business.

423 00:52:36,700 -> 00:52:41,200 Des and it does, it takes a lot of time, you know, I think like anything.

424 00:52:41,200 -> 00:53:00,100 There's there needs to be pretty clear expectations set up front around what you believe it is ultimately going to take and that's going to take time, it's going to take resources is going to take a little bit of patience, may be a lot of patients in some cases but just because it is going to take a lot of time.

425 00:53:00,100 -> 00:53:06,600 Doesn't mean that it's not going to show some promise earlier on and that promise might be not might not be in.

426 00:53:06,700 -> 00:53:09,700 The form of pipeline that might not be in the form of closed, one business.

427 00:53:10,200 -> 00:53:18,600 It might not even be in the form of, you know, people coming to you and saying explicitly, they want to use your solution, or they're interested in learning more about your product.

428 00:53:18,700 -> 00:53:40,500 But if you are getting the right, personas the right organizations, the right kinds of individuals, engaging with that, Clark property or that content or that, you know that particular you know, series whatever that format is and you're getting some qualitative feedback that's really helping to bolster the effectiveness of it.

429 00:53:41,100 -> 00:53:47,500 That can be enough to go on in the early days it can be enough to show that you were saying the right kinds of things.

430 00:53:47,600 -> 00:53:53,100 The right kinds of individuals are finding it and now it is about how do you iterate on that strategy?

431 00:53:53,100 -> 00:53:56,200 How do you build more Foundation underneath it to hell?

432 00:53:56,300 -> 00:54:12,000 A pre engage and bring them back to learn more about the product because one effort and one tactics, not going to do it

all, it's not going to help solve this Big Brand Story and help build a point of view and also showcase the product in a really compelling way.

433 00:54:12,000 -> 00:54:13,200 It's really hard to do that.

434 00:54:13,200 -> 00:54:16,100 All on through one, through one mouthpiece, or one lens.

435 00:54:17,300 -> 00:54:26,200 So the expectations and the, the ways that you measure that need to be different and it's likely going to be pretty qualitative.

436 00:54:26,700 -> 00:54:38,400 Especially in the early days but you know if you have the right, you know, the right c-level executive of the right company saying like well that was really interesting there and all they're doing is leaving a comment on a social post that might be enough.

437 00:54:38,400 -> 00:54:44,100 It might be enough to show, you know, show your boss to say people are engaging in the right people are engaging.

438 00:54:44,100 -> 00:54:59,400 We need to figure out a way to make this more sustainable or maybe a little bit more efficient or, you know, pump a little bit more into this to figure out how we you know, broaden that mouthpiece to really capitalize on what's working, but it is.

439 00:54:59,400 -> 00:55:01,700 It's a journey and it can be a really difficult one.

440 00:55:01,700 -> 00:55:05,300 When the pressure is on for that in quarter, pipe line objective.

441 00:55:05,300 -> 00:55:09,300 That is also staring you down, so it's not easy.

442 00:55:09,300 -> 00:55:11,500 But that's what I would look.

443 00:55:11,500 -> 00:55:13,800 For is whatever early signals.

444 00:55:13,800 -> 00:55:19,600 You can possibly find that show that you're moving in the right general direction, because you're never going to get it right the first time.

445 00:55:20,800 -> 00:55:21,800 That's good.

446 00:55:22,000 -> 00:55:22,600 That's good.

447 00:55:22,600 -> 00:55:32,600 So for the teams we need to determine those early signals and you said it could be as simple as like a third-party solicited message.

448 00:55:32,900 -> 00:55:35,600 You know, from our targeted buyer or something like that.

449 00:55:35,600 -> 00:55:43,500 That's not necessarily an mql conversion but you know an early detector like you said.

450 00:55:43,500 -> 00:55:45,600 So that's good to know.

451 00:55:46,500 -> 00:55:47,300 Awesome.

452 00:55:47,800 -> 00:55:48,700 All right, Alex.

453 00:55:48,700 -> 00:55:50,500 Well thank you so much.

454 00:55:50,700 -> 00:55:56,200 For taking the time with us today to just drop your wisdom and knowledge for us.

455 00:55:57,600 -> 00:56:04,600 Could you leave us with one word of encouragement or advice for the B2B marketing community?

456 00:56:05,800 -> 00:56:06,200 Yeah.

457 00:56:10,000 -> 00:56:19,400 As you join any organization, it can be very overwhelming to learn the business and the buyer and the things that are working or not working.

458 00:56:19,400 -> 00:56:23,900 And all of the things that you, you just need to absorb as somebody in an organization.

459 00:56:24,800 -> 00:56:50,800 But I think anywhere you go, it's important not to lose you and your individuality, and the things that make you unique because they hired you, they hired you for a reason, the way that you present yourself the way that you see the world, the way that you know, just the way that you approach the work, whatever, whatever the case might be, there're things that make us who we are, that, that are valuable to any organization.

460 00:56:50,800 -> 00:57:01,300 And when you can figure out a way to make your individuality mesh with the company objectives and those big picture goals, that's really where the magic happens.

461 00:57:01,800 -> 00:57:09,600 You know, I am I fancy myself a musician, I have not spent nearly enough time investing in that over the last few years.

462 00:57:10,100 -> 00:57:18,800 Especially with twins but the things that I find Value in our those creative Pursuits.

463 00:57:18,900 -> 00:57:33,500 And even though I am a much more Revenue focused Market or today, I still make sure that I am engaging in Creative Pursuits, either in the office or outside of, or having these conversations that feel fulfilling in that vein because it's important to me.

464 00:57:33,900 -> 00:57:51,500 And when it's important to me and I feel more fulfilled by that, then I give more to the organization that I am a part of, so I think that's just so important just, you know, not to Lose Yourself to the big, the big machine around us, and they will be better off for it when they're able to find ways of enabling that as well.

465 00:57:52,900 -> 00:57:56,200 Wow, such a powerful Point.

466 00:57:56,300 -> 00:57:57,200 Thank you so much.

467 00:57:57,200 -> 00:58:02,700 I mean, I think that is right on about not losing yourself because it's you can get overwhelmed.

468 00:58:02,700 -> 00:58:04,400 Not just even with the business needs.

469 00:58:04,400 -> 00:58:14,600 But you go on LinkedIn and it's like Doom, scroll with how many layoffs taking but like all these different Marketplace factors and the economy and all these things.

470 00:58:14,600 -> 00:58:22,500 But at the end of the day, there is a special magic that each person brings to an organization.

471 00:58:22,700 -> 00:58:27,900 And we need to hold onto that if anything double down on that, going into 2023.

472 00:58:28,600 -> 00:58:30,600 Exactly amazing.

473 00:58:30,600 -> 00:58:31,000 All right.

474 00:58:31,000 -> 00:58:32,900 Alex will, it's been a pleasure.

475 00:58:33,000 -> 00:58:35,500 Thank you so much for your time.

476 00:58:35,700 -> 00:58:43,200 If any of you want to get in touch with Alex, I find them on LinkedIn and yeah, feel free to I am opening it up.

477 00:58:43,200 -> 00:58:47,100 Feel free to message him directly and connect with me as well.

478 00:58:47,800 -> 00:58:48,500 Awesome.

479 00:58:49,000 -> 00:59:02,800 All right, so We're moving into the holidays and our next event is going to be in January, and we're going to be doing an interview with Meghan at tulip.

480 00:59:02,800 -> 00:59:20,700 She leads demand generation over there and seventy percent of her pipeline is actually generated through webinars, and she's going to walk us through some of her Special Sauce of what are those different types of webinars that she's fighting.

481 00:59:20,800 -> 00:59:23,300 Really effective at every step of the buying cycle.

482 00:59:23,500 -> 00:59:31,300 So we hope to see you then if I don't see you, you know, have a wonderful happy holidays.

483 00:59:31,300 -> 00:59:35,200 Enjoy your time with your loved ones, and we will catch you in the new year.

484 00:59:36,100 -> 00:59:36,600 Take care.

485 01:00:37,400 -> 01:00:38,300 She told me, she loved me.

486 01:00:44,200 -> 01:00:48,600 You got me out here doing my tattoo me up but can't nobody, stop the movement, let us go.

487 01:00:48,600 -> 01:00:53,100 Left Foot Right Foot levitate pop stars, do Aleppo in the baby.

488 01:00:53,200 -> 01:00:54,800 I had to let my son's father blesses.

489 01:00:54,800 -> 01:01:04,600 I would say if I ever slip out into a better situation, so catch up, go put some cheese on it, get out and get your bread up, they always leave you barbecue run together, weight of the world on my shoulders.

490 01:01:04,600 -> 01:02:28,700 I kept my head up now baby stand up because girl, you Your mama saw, like I need you all night.

1 00:00:47,300 -> 00:00:49,900 I am still levitated a medicated ironic.

2 00:00:49,900 -> 00:00:51,700 I gave him love, and they end up hating on me.

3 00:00:52,000 -> 00:00:56,100 She told me she loved me, and she didn't wake been fighting hard for your love, and I am running thin on my patients.

4 00:00:56,100 -> 00:00:59,400 Need someone to hug, even took it back to the base and see what you got me out here.

5 00:00:59,400 -> 00:01:02,200 Doing my tattoo me up but can't nobody, stop the movement.

6 00:01:02,800 -> 00:01:07,700 Let us go Left Foot Right Foot levitate Start doing leap with the baby.

7 00:01:07,800 -> 00:01:09,400 I had to let my son's father blesses.

8 00:01:09,400 -> 00:01:19,200 I would say if I ever slip out into a better situation, so catch up, go put some cheese on it, get out and get your bread up, they always leave you barbecue run together, weight of the world on my shoulders.

9 00:01:19,200 -> 00:02:40,300 I kept my head up now baby stand up because girl, you More like your mama saw.

10 00:02:40,300 -> 00:02:43,300 Like I need you all night.

11 00:04:28,500 -> 00:04:32,600 So you are honor him parents.

12 00:05:41,500 -> 00:05:43,900 The ox and lamb kept time.

13 00:05:43,900 -> 00:05:58,200 Burner of a, I played my drum for you but I played my best for him.

14 00:07:42,400 -> 00:07:45,000 I am feeling those holiday Vibes.

15 00:07:45,100 -> 00:07:46,900 Are you Pentatonix?

16 00:07:46,900 -> 00:07:48,200 Bringing it to us.

17 00:07:48,500 -> 00:07:49,100 Hey, everyone.

18 00:07:49,100 -> 00:07:51,400 It's so great to see you here.

19 00:07:51,400 -> 00:07:53,400 We have got Janet tuning in from North.

20 00:07:53,600 -> 00:07:55,800 No Cal, Kevin Lee.

21 00:07:55,800 -> 00:08:00,400 Our speaker from Boise, Idaho and K Berg from Seattle.

22 00:08:00,400 -> 00:08:02,100 It's great to be here.

23 00:08:02,100 -> 00:08:03,600 It's another wonderful day.

24 00:08:03,900 -> 00:08:10,900 And today, I am so excited to be able to have this interview with Kevin Lee.

25 00:08:11,000 -> 00:08:15,300 He is The SVP of marketing with oyster and boy.

26 00:08:15,300 -> 00:08:22,500 He's got a lot of deep knowledge and experience in B2B marketing and leading remote teams.

27 00:08:22,500 -> 00:08:28,900 And today we're going to dive into a very great tap topic as it relates to going into 2023.

28 00:08:29,400 -> 00:08:41,600 A lot of teams need to be thinking about their brand and on the flip side of that building healthy phenomenal, remote team culture, they go hand-in-hand, is brand ties to your values, your vision.

29 00:08:41,799 -> 00:08:46,200 Your mission and how that gets communicated externally and internally.

30 00:08:46,400 -> 00:08:51,200 So, with that, I would love to invite Kevin to the stage.

31 00:08:51,900 -> 00:08:52,900 Hello.

32 00:08:53,300 -> 00:08:54,000 Hi everyone.

33 00:08:54,400 -> 00:08:55,300 So good to be here.

34 00:08:55,300 -> 00:08:56,100 Thanks for having me.

35 00:08:56,600 -> 00:08:57,300 Oh, yeah.

36 00:08:57,300 -> 00:08:59,100 It's a pleasure to have you here.

37 00:08:59,100 -> 00:08:59,700 Kevin.

38 00:09:00,000 -> 00:09:07,900 I am such a big fan of you, and just everything that you have invested into the B2B marketing Community.

39 00:09:08,400 -> 00:09:11,600 You have got a quite, you got quite a following, and you have your own news.

40 00:09:11,700 -> 00:09:12,500 Newsletter.

41 00:09:13,200 -> 00:09:17,900 How long have you been maintaining your own database of marketers?

42 00:09:18,800 -> 00:09:19,500 Yeah, it's interesting.

43 00:09:19,500 -> 00:09:32,000 So I number all my newsletters, I think this week's, I said, when every week this week's is 350 or something, which is not to say I have sent 350 of them, but I put the year number at the start and then number each week.

44 00:09:32,000 -> 00:09:36,500 And so this is my third year, on some stuck, the 50th week of the year.

45 00:09:36,500 -> 00:09:39,900 So three or sometimes doctor I have been doing it a bit before then too.

46 00:09:40,600 -> 00:09:45,500 Wow, God Gotcha and there's such Rich information in there.

47 00:09:45,500 -> 00:09:47,600 If people wanted to check it out.

48 00:09:47,700 -> 00:09:49,300 What's the website link again?

49 00:09:50,300 -> 00:09:57,100 Yes, he can get there through my personal website, which is Kevin Lee.com and then the direct subject link is Kevin Lee dotsub stack.

50 00:09:57,100 -> 00:09:58,600 That qasim okay?

51 00:09:59,500 -> 00:10:01,900 Yeah, definitely check it out, if you're interested.

52 00:10:01,900 -> 00:10:05,200 So you're tuning in from Boise Idaho.

53 00:10:05,200 -> 00:10:10,800 I know there's some fun facts that we want to learn to get to know you a little bit more.

54 00:10:10,800 -> 00:10:17,700 So I put together this little pole and basically it's three truths and One Lie.

55 00:10:18,100 -> 00:10:21,900 So if we could Pull that pull up on stage here.

56 00:10:22,300 -> 00:10:34,200 Okay, so we have got these four different answers which of these is not true about Kevin one teaches marketing at a college to be a newspaper.

57 00:10:34,200 -> 00:10:40,600 Reporter reads three reads 50 to 100 books each year or for has an MBA.

58 00:10:41,800 -> 00:10:43,900 So go ahead and drop your votes.

59 00:10:45,500 -> 00:10:49,100 And then we will see which one is not true.

60 00:10:51,000 -> 00:10:52,800 Okay, I tried to vote myself.

61 00:10:52,800 -> 00:10:54,300 This is, these are good.

62 00:10:57,600 -> 00:11:02,800 I don't think people believe that you actually could potentially Read 50 to 100 books each year.

63 00:11:02,800 -> 00:11:03,700 That's a lot.

64 00:11:03,800 -> 00:11:04,600 That is a lot.

65 00:11:04,700 -> 00:11:06,400 It's a lot bigger.

66 00:11:06,400 -> 00:11:07,100 Alright though.

67 00:11:07,100 -> 00:11:07,900 So yeah.

68 00:11:09,700 -> 00:11:10,400 Okay.

69 00:11:10,600 -> 00:11:18,400 So let us reveal the answer drumroll and the answer Kevin which one of these is not true.

70 00:11:19,100 -> 00:11:22,900 I do not have an MBA, okay.

71 00:11:23,700 -> 00:11:27,100 So you actually read 50 to 100 books.

72 00:11:27,300 -> 00:11:30,000 Each year I do.

73 00:11:30,000 -> 00:11:34,900 Yeah, I was lucky when I worked at buffer which is a B2B SAS social media company.

74 00:11:34,900 -> 00:11:44,000 One of our perks was a free Kindle and as many Kindle books as you wanted and so that got me hooked into reading and I have carried that habit with me ever since.

75 00:11:44,000 -> 00:11:45,900 So yeah, I read a mix.

76 00:11:45,900 -> 00:11:53,500 I try to read short one so that I can get the number up and feel good about like hitting a milestone, but that is the range I try for each year.

77 00:11:54,600 -> 00:11:55,600 That's awesome.

78 00:11:55,900 -> 00:12:03,200 So what are some of your more recent books that you are reading and that you would recommend?

79 00:12:04,000 -> 00:12:04,500 Yeah.

80 00:12:04,500 -> 00:12:08,400 So I just published my best of books to my newsletter list for like the full.

81 00:12:08,500 -> 00:12:16,400 I think it was 50 or 60 this year that I read and I didn't read by many marketing books this year which I don't know if that's like what that means.

82 00:12:16,400 -> 00:12:19,600 Maybe I am burnt out on marketing books or something like that.

83 00:12:19,600 -> 00:12:23,800 But the one that I love this year that was somewhat marketing related was called the sea.

84 00:12:23,800 -> 00:12:24,700 We In.

85 00:12:24,900 -> 00:12:34,000 It was all about storytelling and the importance of Storytelling for Branding, for marketing, for politics, for culture, like for so many different reasons.

86 00:12:34,000 -> 00:12:38,900 And so you probably wouldn't find it in the business section of a Barnes Noble or library.

87 00:12:38,900 -> 00:12:41,800 But for me, it had a lot of interesting takeaways from marketing.

88 00:12:43,100 -> 00:12:47,400 And then one of my favorite marketing books of all time is a book called Alchemy.

89 00:12:47,700 -> 00:12:52,900 It's written by one of the executives at the Ogilvy advertising agency.

90 00:12:53,600 -> 00:13:02,900 It is just such a mind-blowing blend of science and art within marketing which I believe there is both a lot of science.

91 00:13:02,900 -> 00:13:06,400 But also a lot of art that you can't really explain with what we do on marketing side.

92 00:13:06,400 -> 00:13:12,900 And so that's been a really influential book for me, and put words to a lot of the feelings that I had with how I go about marketing.

93 00:13:13,800 -> 00:13:14,700 Love that.

94 00:13:15,000 -> 00:13:17,900 That's a classic right there, agreed.

95 00:13:18,000 -> 00:13:18,400 Yes.

96 00:13:19,400 -> 00:13:19,800 Wow.

97 00:13:19,800 -> 00:13:20,500 Okay.

98 00:13:20,600 -> 00:13:31,900 Well, thank you for sharing that and you know, I wanted to dive a little bit more into, just your story getting into B2B marketing.

99 00:13:32,300 -> 00:13:34,400 And why, how did you get into it?

100 00:13:34,400 -> 00:13:35,900 And why did you choose B to B?

101 00:13:35,900 -> 00:13:39,200 Because you probably could go beat his see, as well, you know?

102 00:13:39,200 -> 00:13:41,900 So why B to B Tech totally?

103 00:13:41,900 -> 00:13:43,100 Well, I kind of stumbled into it.

104 00:13:43,100 -> 00:13:48,900 I don't even know if I consciously like knew what B2B stood for when I started like down this.

105 00:13:49,300 -> 00:13:53,400 And so, for me, it was wanting to join, wanted to join.

106 00:13:53,400 -> 00:14:06,800 A start-up, was one of my primary motivations and even the reason for joining a start-up was because I had a really high belief in remote work and the ability to like, do work that you're passionate about and like results-based.

107 00:14:06,800 -> 00:14:18,500 Work environments, I came from a very traditional marketing background with, you know, office and suit and tie and show up to work every day and sit in meetings, and it was just like a very stereotypical experience.

108 00:14:18,500 -> 00:14:20,100 I thought But I want something different.

109 00:14:20,100 -> 00:14:22,500 So that led me toward toy startups.

110 00:14:22,500 -> 00:14:24,000 I love the optimism of startups.

111 00:14:24,000 -> 00:14:35,400 I love the scale of startups but I had no concept of what the difference between B2B and b2c was, which is maybe can partially explain how I do marketing today in some ways?

112 00:14:35,500 -> 00:14:50,500 So the company that really caught my eye was buffer, which was a company that was mission first, really cared about culture and values and that was all I needed to hear like they had a An opening for writer.

113 00:14:50,500 -> 00:14:58,300 And I was brought up into in newspaper, reporting and journalism and all these different written communication fields.

114 00:14:58,300 -> 00:15:05,200 And so, I was like, I would love to write for a full-time job, and I want to do it at a place that cares, as much as I do about culture and values.

115 00:15:05,200 -> 00:15:08,400 That was my start buffer happened to be a B2B company.

116 00:15:08,400 -> 00:15:10,500 And so gained a lot of experience there.

117 00:15:10,500 -> 00:15:15,400 And I haven't looked back since Wow, that's awesome.

118 00:15:15,400 -> 00:15:17,300 How many years ago was that?

119 00:15:18,500 -> 00:15:20,100 That was about ten years ago.

120 00:15:21,600 -> 00:15:30,300 Guy trans I had some exposure into like New Media and startups before that through my time at vaux and that was eye-opening as well.

121 00:15:30,300 -> 00:15:32,700 Now that was I was there for five years of as well.

122 00:15:32,700 -> 00:15:36,100 So like 15 years total in Canada, startup and texting.

123 00:15:37,000 -> 00:15:37,600 Wow.

124 00:15:37,700 -> 00:15:56,100 Okay so tell us a little bit about like what were some of the most challenging the moments that you experienced in your startup, especially the early stages of just, like, learning about what is B2B and you know, what were some of those challenges Yeah.

125 00:15:56,800 -> 00:16:06,100 Yeah, it was interesting because I think I because I don't have an MBA as we learned in the poll earlier, and I am not formally trained and educated in marketing.

126 00:16:06,500 -> 00:16:15,800 So much of the marketing that I knew was either from my core discipline of content or was from the marketing that I experienced when Brands and products are being marketed to me.

127 00:16:15,800 -> 00:16:27,100 And so, I think I have always had some of that like user first DNA, into my B2B marketing plans like b2c DNA Within The world that B2B marketing.

128 00:16:27,900 -> 00:16:28,900 It's that was really helpful.

129 00:16:28,900 -> 00:16:44,700 I think as a starting foundations like how would I like to be marketed to let me make sure that is true of the marketing that I do and then my team is doing so that was I think a useful Foundation to start from, but then like my education and to B2B marketing was it was like super steep.

130 00:16:44,700 -> 00:16:49,200 Like I woke up every day at work thinking, today was going to be the work that I did.

131 00:16:49,400 -> 00:16:50,100 Today would be the day.

132 00:16:50,100 -> 00:16:55,100 I get found out is an impostor and I don't know anything about what I am doing, and I am sent packing.

133 00:16:55,300 -> 00:17:01,100 You're thinking, so there was always that like, underlying fear of, I am not qualified or not cut out for this.

134 00:17:01,100 -> 00:17:07,599 And so that motivated me to stay curious to learn as fast as I could.

135 00:17:07,599 -> 00:17:20,000 The, the things that I had gaps in and to be very self-aware of where I knew, I didn't like understand the certain acronym in a meeting or understand certain phrase like rather than try to avoid like ever being close to that phrase again.

136 00:17:20,000 -> 00:17:23,500 Like I would go out and research it understands what am I missing here was the context?

137 00:17:23,500 -> 00:17:27,099 And so I think that Like early days.

138 00:17:27,099 -> 00:17:30,100 I know my curiosity and my drive to succeed.

139 00:17:30,100 -> 00:17:32,800 We're really important in learning as fast as I could.

140 00:17:32,800 -> 00:17:39,900 I was really fortunate to be at a place like buffer, that was like, very transparent in the information that they shared internally.

141 00:17:40,300 -> 00:17:45,700 I had a wonderful boss who was patient with me and, you know, showed me kind of the ropes of what we were doing.

142 00:17:46,300 -> 00:17:52,000 And then a company, that was okay, thinking differently about how we could grow and how we want to show up as a business in the market.

143 00:17:52,000 -> 00:17:55,100 And, so I think a lot of it was very serendipitous.

144 00:17:55,200 -> 00:17:56,600 That I started where I did.

145 00:17:57,800 -> 00:17:58,400 That's awesome.

146 00:17:58,400 -> 00:18:04,200 I think all those feelings and emotions learning curves that you mentioned are so real.

147 00:18:04,500 -> 00:18:09,900 And I think so often, you know, especially B2B marketers, just getting into the game.

148 00:18:10,600 -> 00:18:20,100 I appreciate your transparency about that process because I think a lot of marketers could feel the way that what you conveyed and learned through.

149 00:18:20,100 -> 00:18:22,200 So yeah, they're not alone.

150 00:18:22,300 -> 00:18:27,800 It is a universal feeling in a lot of ways and it's a very isolating job to because like I work, Work.

151 00:18:27,800 -> 00:18:33,300 I work remotely and so these things, I am feeling them in my office here.

152 00:18:33,300 -> 00:18:41,300 I am not feeling the next to someone at also having those feelings and it's just a it's a feeling that you need to say out loud as much as possible.

153 00:18:41,300 -> 00:18:44,900 So that people know, it's true of other people than just yourself.

154 00:18:46,200 -> 00:18:48,800 Are there communities that you have joined?

155 00:18:48,800 -> 00:18:50,200 I mean, you have created your own.

156 00:18:51,800 -> 00:18:54,500 Are there others that you participate in as well?

157 00:18:55,100 -> 00:19:06,200 Yeah, I think that's partially what motivates me to run the newsletter that I run into the present where I am present online, as a way to give back as a way to show folks.

158 00:19:06,200 -> 00:19:10,600 Like I didn't I don't really know much about anything, but this is what I do know.

159 00:19:10,600 -> 00:19:12,700 And if it's helpful for you, like, please, please take it.

160 00:19:13,800 -> 00:19:15,700 So that's yeah, that's been helpful for me.

161 00:19:15,700 -> 00:19:17,000 There have been some slack communities.

162 00:19:17,000 -> 00:19:20,400 I have been part of Those tend to come and go.

163 00:19:20,400 -> 00:19:37,700 But it's always nice to just, I tend to be more of a lurker than a valuable contributor but just being able to lurk and see the same of the conversations in there are similar to the things that I am thinking about and wondering about it makes me feel more connected, I guess to the broader marketing community.

164 00:19:38,400 -> 00:19:48,800 And then I took some courses early on like reforge is one of my favorite, my favorite programs and that was really helpful to understand like oh I now know.

165 00:19:49,100 -> 00:20:01,700 Like what, the, what the current way of thinking is, and it's not very far off from how I am thinking today, or it was far off, but now I am caught up to where it was, so it was just like a very validating experience and so kind of build some of that into my, my ritual has been helpful.

166 00:20:03,000 -> 00:20:24,300 Love that thank you for sharing, so I would like it out Dives Right into our panel or panels are interviewed topic here on brand strategy and how that goes hand in hand, really with the remote team culture, that you are building and you have established.

167 00:20:24,900 -> 00:20:28,100 So, let us start with the brand strategy topic.

168 00:20:28,300 -> 00:20:32,500 I know that you're very well versed in experienced in this area.

169 00:20:33,500 -> 00:20:38,500 You have built differentiating brands in Tech yourself, just curious.

170 00:20:38,500 -> 00:20:41,800 But what brands do you admire, and why?

171 00:20:43,900 -> 00:20:46,900 Yeah, I love b2c brands in general.

172 00:20:46,900 -> 00:20:55,100 And so like I am very drawn to, you know, from some really big Brands like Nike to even like the deed is see direct to Consumer space.

173 00:20:55,100 -> 00:21:09,200 Like there's so many unique and interesting things happening there, in terms of how they're using storytelling and data to really connect with the very A very late clear picture of who their customer is.

174 00:21:09,200 -> 00:21:16,400 I think that's what strikes me about some of the brands that I find appealing as like they are speaking.

175 00:21:16,400 -> 00:21:44,700 Such a very clear and direct way to a very clear and direct type of person I think that's really admirable and something that I am always striving to do better at, and so I often look outside of tech for inspiration in that regard but when I do like inside of teca, there're things, you know, endless examples of great Brands and Tech to some of the big ones that I have, as kind of North Stars for me, and my teams are Brands like web flow or figma.

176 00:21:45,500 -> 00:21:58,200 But then there's also like really, you know, early stage startups, a seed stage or series either doing some cool things to, as I am always on product hunt to understand like what is, what is the newest and greatest like tool and Technology.

177 00:21:58,200 -> 00:22:03,000 But also how are these tools and Technologies branding themselves, and how they show up in the market?

178 00:22:03,000 -> 00:22:04,500 So that's may be cheating.

179 00:22:04,500 -> 00:22:06,500 I think I said I Find inspiration everywhere.

180 00:22:06,500 -> 00:22:14,100 Essentially, but I, those are where I start when I am looking for, what makes those Brands differentiating to you?

181 00:22:14,900 -> 00:22:16,500 Why are they iconic?

182 00:22:17,600 -> 00:22:43,900 Yeah, you know, it's I think of brand as a sum of all the experiences that someone has with your company and so what differentiates them are makes them, iconic is It will sound like beating around the bush with my answer, but I think what's true for me is that it's the experience of these brands that resonates most with me and then experience is hard to like, pinpoint in 2000.

183 00:22:43,900 -> 00:22:53,600 It is this exact thing they're doing with their visual identity, like I am over when, when Pitch came out as like this new slide presentation software, like they were using.

184 00:22:53,600 -> 00:22:54,000 What was it?

185 00:22:54,000 -> 00:23:01,800 Like 3D shapes or something, and their visual identity, which is very new and differentiated But that alone wouldn't have really sunk in with me.

186 00:23:01,800 -> 00:23:10,900 Like it had to be grounded in a brand strategy and a brand personality and to permeate everything else that pitch does which they do really well.

187 00:23:11,300 -> 00:23:15,700 So that's what draws me, more to a brand, like pitch, its kind of the sum of all the experiences.

188 00:23:15,700 -> 00:23:28,600 But usually, the entry point is something may be small in particular, like a visual identity, some copy on a website, maybe some user-generated content, or Word of Mouth that people are talking about this.

189 00:23:28,700 -> 00:23:29,700 And or the space.

190 00:23:30,100 -> 00:23:31,200 So that's usually like the hook.

191 00:23:31,200 -> 00:23:36,700 And then to really resonate with me, it needs to be like a full, a fully-realized experience.

192 00:23:37,300 -> 00:23:37,900 Mmm.

193 00:23:38,400 -> 00:23:42,400 And that takes time to be able to get there and resources.

194 00:23:42,400 -> 00:23:46,200 Yes, it's a big Endeavor, you sure?

195 00:23:46,800 -> 00:23:47,400 Yeah.

196 00:23:47,800 -> 00:23:53,700 Because it's not, it's probably not even just marketing building out that experience.

197 00:23:53,700 -> 00:23:54,900 It's with the product.

198 00:23:54,900 -> 00:24:06,800 It's with the sales, cuz it's the whole company being Be able to adopt and fully capture the brand experience from your perspective.

199 00:24:06,800 -> 00:24:14,300 Like, what has that look like with some of the brands that you have built when you have worked with other team members?

200 00:24:14,300 -> 00:24:18,200 And how do you get that established brand strategy?

201 00:24:18,600 -> 00:24:23,800 And then the alignment across from executive leadership to the org?

202 00:24:24,600 -> 00:24:25,700 Yeah, you're exactly right.

203 00:24:25,700 -> 00:24:26,200 It really is.

204 00:24:26,200 -> 00:24:27,000 Those two phases.

205 00:24:27,000 -> 00:24:28,200 Its can we align on?

206 00:24:28,700 -> 00:24:32,500 What our brand is, what we stand for, how we want to show up in the world.

207 00:24:32,500 -> 00:24:37,800 And then it's the second phase of how consistent are we being in actually following through on this and applying it.

208 00:24:37,900 -> 00:24:41,300 So, you know, they're both very difficult phases.

209 00:24:41,300 -> 00:24:43,400 They're different difficult for different reasons.

210 00:24:43,400 -> 00:24:49,000 I think the first phase of defining that brand is needs to be highly collaborative.

211 00:24:49,000 -> 00:24:51,900 It needs to be No, ambitious.

212 00:24:51,900 -> 00:24:57,500 It needs to be grounded in like some very core visceral, feelings, and values.

213 00:24:58,100 -> 00:25:08,400 And those things take time to discuss and to hash out with the, with your internal team with market research, or just a lot of different inputs, you need to go into refining that.

214 00:25:09,100 -> 00:25:15,400 And so, I have done that work at buffer and an oyster and for other companies and kind of advisory capacity.

215 00:25:15,400 -> 00:25:18,000 And it's may be as fast as it could be.

216 00:25:18,000 -> 00:25:24,800 Is a 62 10-week process, that is maybe being a bit ambitious, even in like a six-week timeline.

217 00:25:24,800 -> 00:25:33,700 And so more often, it's a quarters worth of work to really get to the details into that and get something that you can be confident in as well.

218 00:25:33,700 -> 00:25:38,800 If you don't want to rush out a brand that you don't feel fully bought into either.

219 00:25:38,800 -> 00:25:40,900 So that works really important.

220 00:25:40,900 -> 00:25:48,500 I think, for me, it comes down to, you know, starting with the why, why does our company exist and that's often the question that gets answered by the founding team.

221 00:25:49,000 -> 00:25:50,000 Ideally, they had a, why?

222 00:25:50,000 -> 00:25:51,000 When they started out.

223 00:25:51,000 -> 00:25:52,800 And so, hopefully, that why is compelling enough?

224 00:25:52,800 -> 00:26:05,100 Otherwise, I am happy to come up with a different why that makes sense to so, starting with that Y, and then marrying that to a tension that you find out in the culture and the market at large.

225 00:26:05,100 -> 00:26:18,900 And I think that's where a brand can really come to life and resonate in a powerful way when you're connecting this Y, which is often, you know, a personal need or a personal problem that you're solving to this broader.

226 00:26:19,100 -> 00:26:25,000 Cultural tension that applies to many other people and can have like some natural scale and resonance to it.

227 00:26:25,400 -> 00:26:33,300 So that's, you know, not an easy thing to figure out, but it the closer you get to the heart of your brand and like what your Brand's best self is the easier.

228 00:26:33,300 -> 00:26:36,500 It is to start to notice where those overlaps might be.

229 00:26:37,500 -> 00:26:39,500 So that's the first phase and the second phase is.

230 00:26:39,500 -> 00:26:39,700 Yeah.

231 00:26:39,700 -> 00:26:43,500 The once we figure all this out, how do we make sure we're being consistent about it?

232 00:26:44,000 -> 00:26:46,300 That am I mean that is an ongoing process.

233 00:26:46,300 -> 00:26:52,100 I think I have been very lucky that Bufferin at ways to maybe I will share a waster is example.

234 00:26:52,800 -> 00:26:59,200 Oyster, we are very aligned on what type of mission we have as a company and how that relates to our brand.

235 00:26:59,300 -> 00:27:07,900 So it's very clear alignment and obvious alignment for everyone of what we're trying to do as a company in the short medium, and long term, a twister.

236 00:27:07,900 -> 00:27:09,300 And that's a great place to start from.

237 00:27:09,900 -> 00:27:12,600 So then my challenge is a marketing leader as well.

238 00:27:12,600 -> 00:27:22,600 How do I make sure that We are all consistently applying that brand to are our internal experience, our external communication?

239 00:27:22,600 -> 00:27:27,300 Like there's so many different layers of this that permeate every single team within the business.

240 00:27:27,700 -> 00:27:31,100 And if you're not careful about it, as time goes on, you will start to notice.

241 00:27:31,100 -> 00:27:41,300 Some people starting to interpret this brand from a slightly different shade and then all of a sudden, you know, six months later, it is an entirely different narrative that you not, you can hardly recognize from where it started with.

242 00:27:41,300 -> 00:27:43,500 And so, I have to keep reminding myself.

243 00:27:43,500 -> 00:27:47,300 I need to be Overly communicative, I need to share more than I think.

244 00:27:47,300 -> 00:27:49,200 I need to share any to repeat.

245 00:27:49,200 -> 00:27:53,900 What might seem very obvious to me just, you know, I think you have to say something seven times before it sinks in.

246 00:27:53,900 -> 00:28:00,400 So I have to say something seven times every month because I think it you know, you lose it after every month to you, need to keep refreshing.

247 00:28:00,400 -> 00:28:04,700 And so it just becomes a very much an always-on process for us.

248 00:28:04,700 -> 00:28:07,400 And we're kind of working through that toy store at the moment.

249 00:28:08,700 -> 00:28:26,500 Wow, so even after that first quarter of getting the strategy, Get outta line with executive leadership, communicating out launching it out, even thereafter years after you're still continuing to bring alignment communication.

250 00:28:27,000 -> 00:28:30,600 And I am guessing the brand also evolve May evolve.

251 00:28:30,600 -> 00:28:32,800 And how do you handle that?

252 00:28:34,300 -> 00:28:49,400 Yeah, I definitely evolved anywhere in one of those Evolution stages that oyster, at the moment, we're very much about Global Employment today, but we see a path in the future where from More expansive, even Beyond Global Employment into many different aspects of future of work.

253 00:28:49,400 -> 00:28:54,800 And I think it's both a question of how do you, how do you make that transition?

254 00:28:55,600 -> 00:28:57,100 But also, when do you make that transition?

255 00:28:57,100 -> 00:29:01,100 When is the sequencing and timing right to go from A to B?

256 00:29:01,700 -> 00:29:06,400 And I mean, the fortunate thing is there's no, there's no like Playbook to follow.

257 00:29:06,400 -> 00:29:07,500 And so, they're in a sense.

258 00:29:07,500 -> 00:29:09,300 There's no wrong answer to some of this.

259 00:29:09,300 -> 00:29:13,000 I think a lot of it is going into it with eyes wide open and acknowledging.

260 00:29:13,000 -> 00:29:17,500 Like, yes, this is the Trajectory, we need to be on and the steps that need to happen.

261 00:29:17,500 -> 00:29:21,000 And let us I think it's always unique for every company.

262 00:29:21,000 -> 00:29:24,800 And so let us look at the circumstances and understand what makes the most sense for us today.

263 00:29:25,400 -> 00:29:30,100 And so for us, that waster, for instance, we haven't had our employment brand.

264 00:29:30,600 -> 00:29:32,800 I mean, oyster is a two-and-a-half-year-old company in general.

265 00:29:32,800 -> 00:29:36,500 And so the brand hasn't had a lot of time to bake fully yet.

266 00:29:36,500 -> 00:29:43,300 Since I think that reason, like, it makes sense to keep going on the employment side, a bit more before you switch gears to something else.

267 00:29:44,500 -> 00:29:50,200 But then also, I think you want to do it in a way that isn't jarring for the market as well.

268 00:29:50,200 -> 00:29:55,700 Like, there's a total Rebrand, which is almost like a single point in time we were this thing.

269 00:29:55,700 -> 00:30:13,000 And now we're this thing, there's almost like a, like, an ICP, or Persona change where we were about these people and now we're about these people but there's more of like the underlying brand values brand strategy piece, which is maybe not as evident right away to the market.

270 00:30:13,000 -> 00:30:21,900 But over time you start to get at this shift into what people are expecting, sometimes that can happen with, you know, we're going to expand our product line from.

271 00:30:22,000 -> 00:30:24,100 We used to sell this thing to we're going to sell it to other thing.

272 00:30:24,100 -> 00:30:30,700 You see that a lot with like d to C brands that are selling like I think Obama is the socks company.

273 00:30:30,700 -> 00:30:45,800 Like, I know them as a sock company, but they sell t-shirts, and, and underwear and all these different things now, and like, over time, my understanding of that brand is going to evolve, but it wasn't like a single point in time when bomb was like, was like socks from the website.

274 00:30:45,800 -> 00:30:47,700 We're going to go all in on this thing instead.

275 00:30:47,700 -> 00:30:51,300 Like I think is a very natural progression that a lot of brands have to undertake.

276 00:30:51,300 -> 00:30:52,400 And it's not something you want to.

277 00:30:53,200 -> 00:30:56,300 You want to feel like a very abrupt shift if it doesn't have to be in.

278 00:30:56,300 -> 00:30:58,400 So it's an interesting process of.

279 00:30:59,100 -> 00:31:12,500 How do you work through design and that way where you're making tweaks, rather than complete overhauls through copy through voice and tone through the images that you use, like there's just a lot of different components that you can kind of sequence, each of those in and of themselves, too.

280 00:31:13,700 -> 00:31:37,000 So it's almost like I think about change management and kind of take some of those same principles of how you manage change with people and orgs with your brand as well because things can't be too abrupt or, you know, you can't just say like, all right we're going to rear and tomorrow you know, there's a lot of sequencing, a lot of things involved.

281 00:31:37,000 -> 00:31:42,100 So yeah, thank you for walking us through so going into 2023.

282 00:31:43,100 -> 00:31:48,300 I am seeing some folks talk about investing into their brand.

283 00:31:49,100 -> 00:31:50,000 How do you see it?

284 00:31:50,000 -> 00:31:51,900 Because I know budgets are getting tighter.

285 00:31:52,000 -> 00:32:09,900 We have to show, you know, Roi with smaller amounts of spend and you know, hopefully deliver 10x even like 20x out of like less spend is sometimes the pressure that some folks have been communicating.

286 00:32:10,600 -> 00:32:12,700 But what's your sense?

287 00:32:12,800 -> 00:32:17,300 Ahow brand strategy and investing into your brand, can help.

288 00:32:17,300 -> 00:32:20,500 Play into next year's prodigies.

289 00:32:21,300 -> 00:32:22,400 It's an interesting topic.

290 00:32:23,200 -> 00:32:33,800 One of the things I often think about with marketing, is its marketing job to be two to three years ahead of the company and that is something that I hope, I hope pretty dire.

291 00:32:33,800 -> 00:32:48,500 In terms of that long-term thinking, long-term strategy, and that often gets lost in moments like this, where you're so focused on the near term and You know, next quarter's revenue, or next quarter sleeve volume and is very real-time metrics, essentially.

292 00:32:49,000 -> 00:32:57,400 And so, as a market leader, I try to find ways to ensure that I am still including long-term planning into my plans and advocating for that.

293 00:32:57,600 -> 00:33:03,000 And brand is one of those very significant long-term plays for our team and for many marketing teams.

294 00:33:03,000 -> 00:33:07,900 And so that's like the broader lens that I think of it through brand is our greatest.

295 00:33:07,900 -> 00:33:12,600 What's going to help us differentiate and way in a long term and I think it's really important that companies.

296 00:33:12,800 -> 00:33:19,400 These are aware of what their long-term strategy is for this for winning, or for growth, whatever the case may be.

297 00:33:20,400 -> 00:33:28,200 And so that doesn't necessarily help like, when you get your resource and budget number, and it's smaller than what you expected me have to make some really hard trade-offs.

298 00:33:28,200 -> 00:33:36,900 And so, for me, when I am in those conversations, it's become a shift from Brand, being a brand awareness play.

299 00:33:36,900 -> 00:33:54,300 Like, that's get as many people to know about oyster or buffer or welcome as possible and it becomes More about how can our brand, how does our brand influence, the sales funnel or the marketing funnel, or the self-serve funnel, like, whatever funnels, you have, because brand does have an influence on that.

300 00:33:54,800 -> 00:34:06,700 Oftentimes, it's hard, it's harder to measure than like a direct Roi type measure of Performance Marketing or conversions, things like that, but if you take brand out of that, you will see a lot of your numbers change.

301 00:34:06,700 -> 00:34:09,500 And when you put Brandon to it, you will see all of your numbers improve.

302 00:34:09,500 -> 00:34:12,600 And like if you can get more clarity into what those numbers are, what those are.

303 00:34:12,800 -> 00:34:17,000 Facts are I think it makes the case a little bit easier to invest in Grand.

304 00:34:17,600 -> 00:34:31,300 And so that's one of the ways that we have been thinking of it, specifically tying brand to metrics like our LTV or tying it to metrics like our yield on, how much we spend on ads versus how much pipeline we generate or even something like sales velocity.

305 00:34:31,300 -> 00:34:37,199 Like in theory, if someone knows and loves your brand, the first conversation is going to be easier than be more likely to move.

306 00:34:37,199 -> 00:34:39,000 The second conversation closing.

307 00:34:39,000 -> 00:34:44,000 It will be easier because whoever they have to get approval from may already know about you and I feel good about you.

308 00:34:44,600 -> 00:34:46,900 So that's where Branch shows up for me and moments like this.

309 00:34:46,900 -> 00:34:51,600 And this is one of the places where I point others to, when I am advocating on behalf of grand.

310 00:34:52,600 -> 00:34:55,000 Hmm, that's really good.

311 00:34:55,400 -> 00:34:56,500 Thanks for sharing that.

312 00:34:56,500 -> 00:35:05,500 So for you all, when you get into these planning modes for thinking about the next one year to three years.

313 00:35:06,000 -> 00:35:07,000 What's that process?

314 00:35:07,000 -> 00:35:12,600 Like are you first having the conversation with your leadership and then do you have like a team?

315 00:35:12,700 -> 00:35:18,300 Team, what does the team look like on marketing to be able to execute on a brand strategy?

316 00:35:19,500 -> 00:35:20,000 Yeah.

317 00:35:20,000 -> 00:35:29,800 So ideally we have a three to five-year company strategy, which would come from a CEO, or a founding team, or her c-suite leadership team.

318 00:35:30,500 -> 00:35:43,800 And that's really helpful to know, like, where do we want to be as a company in three to five years now, because that obviously will dictate what we want, our brand to be three to five years from now, I think what where it gets really challenging as if no one's thinking, three to five years ahead.

319 00:35:44,700 -> 00:35:56,300 And he was a market leader of the only one thinking, three to five years ahead, then all of a sudden I know, I have been in places like that where I am putting up strategies together and like is anyone actually going to agree with me about this direction?

320 00:35:56,300 -> 00:36:01,400 I am saying we should go in 23 years and so that is a challenge.

321 00:36:01,400 -> 00:36:11,400 I, so I say if you don't have that definitely push for it or ask for it within your team and Company to have that company long-term Vision to ground your brand strategy.

322 00:36:11,400 -> 00:36:18,500 And but then from there is its a lot of going back to that company strategy is doing market research.

323 00:36:18,600 -> 00:36:20,600 And understand like where are the trends today?

324 00:36:20,600 -> 00:36:27,400 And how they evolved over the past two to three years and almost like projecting out where you think they could be two to three years.

325 00:36:27,400 -> 00:36:37,200 Now, it's important to bring as many data in as you can, but there's always going to be a pretty hefty dose of qualitative input into like a three to five-year Vision document for brand.

326 00:36:38,600 -> 00:36:45,900 And then involving your team is really helpful to like, can you get insights from your product marketing team since they know the markets so well, and they know customers.

327 00:36:45,900 -> 00:36:54,400 While can, you get inside some growths team on what channels are I am the best and even how Channel performance has evolved over the past couple of years, and they evolve into the future.

328 00:36:54,700 -> 00:37:02,800 Once you have all those inputs, usually a brand strategy becomes a bit more clear to see Mmm, that's good.

329 00:37:02,900 -> 00:37:03,500 Okay.

330 00:37:03,800 -> 00:37:07,700 And if anybody has any questions, feel free to drop them in the Q&A tab.

331 00:37:08,100 -> 00:37:10,400 I would love to transition our conversation.

332 00:37:10,400 -> 00:37:19,900 Speaking about teams talking about how you are building a pretty awesome, team culture from what I have heard from your teammates.

333 00:37:19,900 -> 00:37:30,200 So, you know, just FYI, you have got that good third-party feedback, coming out your leadership and the team Dynamic that you have built over at oyster.

334 00:37:30,900 -> 00:37:35,400 Currently, how many team members do you have on the marketing team?

335 00:37:35,400 -> 00:37:37,600 What is, what is your org look like?

336 00:37:37,900 -> 00:37:45,200 And yeah, how do you manage them a week to week?

337 00:37:45,200 -> 00:37:48,300 I would love to hear about just your, you know what?

338 00:37:48,300 -> 00:37:51,000 What does workflow look and feel like?

339 00:37:51,800 -> 00:37:52,200 Yeah.

340 00:37:52,200 -> 00:38:00,100 So, we're a 50-person marketing team today 50, and we have, I guess, where you can consider a matrix marketing organs.

341 00:38:00,100 -> 00:38:04,700 So, we have Pillars of brand marketing, product, marketing, and growth marketing.

342 00:38:05,600 -> 00:38:33,700 And then we have to supporting layers of content and design and then as we have kind of scaled to the team size right now, we were able to carve out a group called strategic projects that which works on most like startup within a start-up kind of ideas as well as business operations, which has helped us a lot and of organizing ourselves and our processes, and they're hoping everything runs smoother and so it's been a steep learning curve for me like T people is a lot of wonderful people to get to work with.

343 00:38:33,700 -> 00:38:39,400 So I learned a lot about how to I am still learning a lot about how to manage, all that.

344 00:38:40,400 -> 00:38:42,400 I guess like to get people moving in the same direction.

345 00:38:42,400 -> 00:38:50,000 I think has been a really interesting puzzle to solve, and so we have a number of different rituals that we use to.

346 00:38:50,400 -> 00:38:51,400 I hope a good effect.

347 00:38:51,400 -> 00:39:05,900 I don't know what the word of mouth would be on my team's feelings about the rituals, but I have enjoyed putting them in place, and if I don't know if this complicates it or makes it easier, I often think this makes it a bit easier, but it might not sound that way, but we are a very asynchronous call.

348 00:39:06,000 -> 00:39:16,500 Our oyster and so we don't spend a lot of time in synchronous meetings discussing strategy or checking in like a lot of that happens in a Google Document or in slack or in the ocean.

349 00:39:17,000 -> 00:39:35,800 And so that for me has helped because I am able to document a lot of the thoughts that come out of my head or come out of my chats of the marketing leadership team or come out of different parts of the business document that and then put it in a place where people can access it on their own terms at their own time and kind of on demand.

350 00:39:36,000 -> 00:39:44,100 Moving forward, and so I think that helps when you get to a certain scale where you have information easily accessible for people whenever they need it and want it.

351 00:39:45,000 -> 00:40:01,000 So that's been a help I think as we have scaled, and we have also been very deliberate about putting our strategy down on paper working in a sauna for project management is that we start from strategic planning to move all that into a sauna for project management.

352 00:40:01,000 -> 00:40:05,800 We also use a sign up for goal tracking, then we have a biweekly live stand up.

353 00:40:06,000 -> 00:40:21,200 We all get together to discuss performance to date but also use that time to connect as a team to highlight other voices on the team, so they can share like work in progress or deep dives into their areas and feel like we're again moving in the same direction.

354 00:40:21,400 -> 00:40:28,500 Honestly, I am really grateful for the leaders that I have on my team because so much of managing a 50-person team happens when I am not there.

355 00:40:28,500 -> 00:40:30,400 And when I have no idea what's going on in.

356 00:40:30,400 -> 00:40:33,700 So, like in the individual departs, like sub departments within marketing.

357 00:40:34,100 -> 00:40:34,900 There's so much good work.

358 00:40:34,900 -> 00:40:35,800 That happens with those.

359 00:40:35,900 -> 00:40:41,300 Dividual teams and their cultures in terms of moving in the same direction, communication team building.

360 00:40:41,600 -> 00:40:51,000 And so, it becomes especially important to be a good manager of managers when you get to the scale because you won't have direct contact with the majority of the folks in your organic more.

361 00:40:52,900 -> 00:40:54,000 That's great.

362 00:40:54,500 -> 00:41:03,900 And I am curious like what are some of those challenges that you have run into where you have had to problem solve and figure it out?

363 00:41:04,900 -> 00:41:08,100 Yeah, we have a few, there's always a few.

364 00:41:09,300 -> 00:41:16,000 So one of the ones is I think it's due to this concept that I have called push-and-pull.

365 00:41:16,000 -> 00:41:17,600 So we have a cremation.

366 00:41:17,600 -> 00:41:20,800 We're very, very many documentarians with an oyster.

367 00:41:20,800 -> 00:41:28,500 And so, a lot of information is available for folks to look and see and I will probably incorrectly often come to the assumption that.

368 00:41:28,500 -> 00:41:29,300 Well, it's in the here.

369 00:41:29,300 -> 00:41:34,100 So of course, people know to look here and you know, people probably don't know to look there.

370 00:41:34,100 -> 00:41:40,200 They No, they don't look somewhere but there's so many places to look at so many things to read it just doesn't get read or doesn't get seen.

371 00:41:40,200 -> 00:41:48,200 It doesn't get like fully integrated into their plans and strategies and so that's one of the risks that we have as an asynchronous culture.

372 00:41:48,200 -> 00:42:04,500 And as a team of our size is that we have important things that we are putting in a synchronous document that might not resonate or even be seen by as many people as we think they're being feeling consumed by plus one on one when risk, another thing that's popped up.

373 00:42:04,600 -> 00:42:05,100 Recently.

374 00:42:05,100 -> 00:42:07,700 Is that during the planning phase?

375 00:42:07,700 -> 00:42:14,400 We have a concept of these are, you know, the five to 10, big projects that we want to do as a team over the next quarter.

376 00:42:15,200 -> 00:42:21,100 But, you know, for a 50-person team, you can do 5 to 10 big projects that still have a ton of, you know, either always on work.

377 00:42:21,100 -> 00:42:21,600 That's happening.

378 00:42:21,600 -> 00:42:23,600 Anyway or additional work.

379 00:42:23,600 -> 00:42:26,400 Like there's lots of bandwidths to do some really great stuff.

380 00:42:26,400 -> 00:42:30,600 And so how do you prioritize almost like the second layer priorities?

381 00:42:30,700 -> 00:42:49,000 Beneath the 5210, big things and often times when the It's about is in the production areas, like content or design or marketing operations, or lifecycle or website, like these creative units that are needing to build infrastructure or create assets and things like that.

382 00:42:49,000 -> 00:42:54,200 And so, we felt some crunch there to have, like, it's clear with the big things that we're working on.

383 00:42:54,200 -> 00:43:00,300 What does that mean for everything else that we can work on and want to work on and maybe should be working on as well?

384 00:43:00,300 -> 00:43:03,800 And so, we haven't necessarily solve that puzzle yet, but we're aware.

385 00:43:03,800 -> 00:43:04,500 It is a puzzle.

386 00:43:04,600 -> 00:43:17,200 How to solve at the moment, I think it's huge that your team members can even bring these things up and there's that trust and transparency to.

387 00:43:17,500 -> 00:43:27,600 It sounds like quickly surface any challenges and you know even if it's not resolved ASAP like we're working together to figure it out.

388 00:43:27,800 -> 00:43:38,000 So how have you have established that level of collaboration transparency See, you know, how did you create that kind of culture?

389 00:43:39,500 -> 00:43:40,500 That is a good question.

390 00:43:40,500 -> 00:43:45,000 I think I should ask him my teammates at what they think was successful to get there.

391 00:43:45,000 -> 00:43:55,900 Like I do believe that Like, I always try to build teams with trust respect and affirmation is some of the core values of the teams that I am building.

392 00:43:56,500 -> 00:44:05,900 So the fact that trust is so front and center for me, I think does kind of work through a lot of the different connection points that I have with my team?

393 00:44:05,900 -> 00:44:08,700 Whether it's consciously or subconsciously, as I am doing it.

394 00:44:08,700 -> 00:44:14,800 And so, as an example, the way that I lead and manage people is very, very open.

395 00:44:14,900 -> 00:44:18,400 It's very, I give a lot of autonomy to folks.

396 00:44:18,900 -> 00:44:24,000 I am often asking for feedback or very receptive to feedback when it's shared.

397 00:44:24,000 -> 00:44:33,900 I think that builds a certain amount of safety in sharing your feedback with No, with your boss or manager or team Lee.

398 00:44:33,900 -> 00:44:36,600 Like, I think that psychological safety is really important.

399 00:44:37,100 -> 00:44:41,700 So I do that a lot to the, the way that I manage those, I try to do that through the way that I manage.

400 00:44:42,400 -> 00:44:46,500 We also have regular surveys that we do both at the company level.

401 00:44:46,500 -> 00:45:01,500 But then we're also often asking the team for feedback at like, a stand-up or in stock, and then the important thing is to ask, but then to return the results to people, so they see that, oh, this person asked this saw the results, and this is the action that you're From them.

402 00:45:01,900 -> 00:45:17,400 So we just did our queue for employee engagement survey as the company and marketing's results were sent to me in the market leadership team, and we kind of had a chance to talk about all this, but then we were like, well let us ask the team what they think about these results to, and so we share the results with the team.

403 00:45:17,400 -> 00:45:20,900 And then ask them, these are the themes that we noticed from your feedback.

404 00:45:21,300 -> 00:45:22,400 Did we get it right?

405 00:45:22,700 -> 00:45:27,500 And if not let us know, but if so like what do you think you would like to see happen?

406 00:45:27,500 -> 00:45:31,600 Next, as a result of this and take their thoughts into Duration with that.

407 00:45:31,600 -> 00:45:48,500 And, so I think those I guess those processes and systems really do help to build that psychological safety in the build a culture where it's okay to give feedback you know, up down or horizontal, and so we're lucky that has been the case for us so far, that's awesome.

408 00:45:48,700 -> 00:45:49,600 Thanks for sharing.

409 00:45:49,600 -> 00:45:53,400 All right we have got a couple of questions actually coming through.

410 00:45:53,700 -> 00:45:56,600 So let us go ahead and pull up and question.

411 00:45:57,700 -> 00:46:01,000 What are some marketing tactics you have used too successfully?

412 00:46:01,000 -> 00:46:04,000 Bring awareness to Brand you worked on?

413 00:46:04,400 -> 00:46:07,100 And is there anything you tried?

414 00:46:07,100 -> 00:46:09,400 That didn't work like you thought it would.

415 00:46:10,400 -> 00:46:10,800 Yeah.

416 00:46:10,800 -> 00:46:19,900 So the ones that have worked really well for us at waster, have been our PR and our thought leadership and our social media work.

417 00:46:19,900 -> 00:46:23,200 And we have seen some really impressive scale from those channels.

418 00:46:23,200 -> 00:46:33,000 So specifically, when it comes to getting placements in Tier 1, Yeah, that's four different stories that we want to tell and then using our either our own profile.

419 00:46:33,000 -> 00:46:48,300 So like our oyster LinkedIn profile or using the profiles of some of our most influential people within the company, like our CEO or a founding team or some of our leaders and thinking of them, almost as brand ambassadors and putting together content strategy and thought leadership behind them.

420 00:46:48,300 -> 00:46:53,200 We have seen some really powerful scale for the brand to that one of the next steps.

421 00:46:53,200 -> 00:46:57,300 There's then to tie that into like a full, I guess you could think of it as an employee.

422 00:46:57,400 -> 00:46:58,500 Agassi the strategy.

423 00:46:58,500 -> 00:47:01,800 And so, how do you get the hundreds of people who work at oyster?

424 00:47:01,800 -> 00:47:08,700 Also, sharing on LinkedIn or Twitter or Tick, Tock, or whatever the case may be on behalf of your brand and the things in the stories that are important to you.

425 00:47:08,700 -> 00:47:15,800 And so, that's, that's kind of really large scale, sustainable way to move the brand.

426 00:47:16,400 -> 00:47:29,400 We have also spent money on the brand and so events is a really big lever for us to being very targeted to which events resonate most with your target audience, or which events resonate with Because the way you want to be perceived in the market.

427 00:47:29,400 -> 00:47:36,100 And so the difference for us in that case is we want to show up at HR events because we are an HR Tech platform.

428 00:47:36,200 -> 00:47:41,100 I always stir, and so we have a presence there, but then we also want to be known as Innovative.

429 00:47:41,100 -> 00:47:43,600 We want to make kind of splash in the Silicon Valley seems.

430 00:47:43,600 -> 00:47:51,600 So we're showing up at Tech events, likes a stir or web Summit as well because it connects our brand with kind of has this bigger Zeitgeist around Tech.

431 00:47:52,400 -> 00:47:56,600 So those have been helpful for us, I would say on the side that hasn't worked as well.

432 00:47:58,500 -> 00:48:03,300 We have done some, some very initial testing and out-of-home advertising which I think can work.

433 00:48:03,300 -> 00:48:25,900 Well if you get the strategy right but it requires a certain amount of investment to really an investment and belief and time like to really let that sink in and to get it to work the way you want to, when we did it, we advertised on some Billboards in San Francisco and the primary benefit of that for us is we could take a picture of it and share it on LinkedIn.

434 00:48:25,900 -> 00:48:32,100 It was almost like a social proof thing more so than an actual brand Impressions or brain consideration kind of play.

435 00:48:32,800 -> 00:48:33,400 So that would be.

436 00:48:33,400 -> 00:48:35,100 I would be somewhat careful about that.

437 00:48:36,300 -> 00:48:41,600 But otherwise, it's, you know, I think for us it's a lot of, it depends on what is the goal of your brand?

438 00:48:41,600 -> 00:48:47,800 Like, if you're going after brand impression doesn't number, then yes, channels like PR social media.

439 00:48:47,800 -> 00:49:00,100 Make a lot of sense because of the scale, if you After more of like a brand consideration aspects that may be something like a podcast, which is a bit more intimate than maybe doesn't scale, to as many eyes or ears in that case.

440 00:49:00,100 -> 00:49:06,100 I think you can be very, very specific and targeted based on what outcome you want to drive for your brand.

441 00:49:08,700 -> 00:49:09,200 It's great.

442 00:49:09,200 -> 00:49:17,400 We have got another question from Spencer in this time of justifying marketing, spend improving Roi.

443 00:49:17,600 -> 00:49:20,400 How do you show the value of brand marketing?

444 00:49:22,600 -> 00:49:23,400 Great question.

445 00:49:24,400 -> 00:49:29,300 It's it gets tricky and I think a lot of it depends on what is most important to.

446 00:49:30,700 -> 00:49:34,100 What is most important to the people who are most important that your company is?

447 00:49:34,100 -> 00:49:46,200 So that's probably the CEO but in some cases it might be like a Chief Financial Officer clo or just whatever the hierarchy looks like it company like what are the things that matter the most to those folks and how do you connect brand to them?

448 00:49:46,200 -> 00:49:48,300 And so it has a general rule.

449 00:49:48,300 -> 00:49:53,700 I would say connecting Brands to any sort of efficiency metric today is going to be really helpful.

450 00:49:54,600 -> 00:50:00,300 Like I mentioned earlier, that could be something like LTV or yield sale.

451 00:50:00,500 -> 00:50:01,900 Lost city is another example.

452 00:50:01,900 -> 00:50:08,000 So connecting it back to these metrics that help you get more efficient with your spend, with your acquisition.

453 00:50:08,900 -> 00:50:09,900 That's one way that I have seen it.

454 00:50:09,900 -> 00:50:15,700 Be really effective, but I have also seen it be effective with kind of broader company's strategic decisions.

455 00:50:15,700 -> 00:50:21,400 Like if you want to go after category, creation is like your one long-term strategy that you have a high belief in.

456 00:50:21,400 -> 00:50:25,500 Then how do you connect your brand work to category creation that case?

457 00:50:25,500 -> 00:50:30,300 Maybe it is the organic search volume for a particular keyword.

458 00:50:30,400 -> 00:50:37,200 Word or maybe it is the number of reviews you get in this certain review website on this certain category term.

459 00:50:37,200 -> 00:50:43,900 And so, I think you can marry it to whatever the company strategy is or whatever is most important to the company.

460 00:50:43,900 -> 00:50:47,500 At a time, when I would probably default to an efficiency metric in the meantime.

461 00:50:47,500 -> 00:50:54,700 Some of the, like, always on brand goals that we have for, for us, a twister is, what is are aided recall?

462 00:50:54,700 -> 00:50:58,100 So running an aided recall survey on brand awareness out the market.

463 00:50:58,100 -> 00:51:00,900 What is the free traffic to our Website?

464 00:51:00,900 -> 00:51:03,400 And so how many people are coming direct to our website?

465 00:51:03,500 -> 00:51:05,800 How many people are being referred to our website?

466 00:51:05,800 -> 00:51:11,100 So clicking on a link that someone else said about Western coming here or what is like or organic.

467 00:51:11,100 -> 00:51:20,200 Search volume both for like any relevant search term, but it's even more specifically for Brandon Search terms like how many people are typing oyster?

468 00:51:20,200 -> 00:51:25,400 Oyster HR oyster Global Employment into a search engine and finding us that way.

469 00:51:25,400 -> 00:51:27,900 So those are kind of like the always on one side.

470 00:51:27,900 -> 00:51:33,400 We look at as well as share a voice which is more of a market, share kpi.

471 00:51:33,800 -> 00:51:35,000 Those arms are kind of always on.

472 00:51:35,800 -> 00:51:36,400 There we go.

473 00:51:37,600 -> 00:51:38,700 For the next one.

474 00:51:39,900 -> 00:51:41,300 Yeah, it's a tricky one.

475 00:51:42,700 -> 00:51:45,500 We use Blended share of voice for the market, share one.

476 00:51:45,700 -> 00:51:51,000 And so we're measuring across paid search, social PR in organic search.

477 00:51:51,100 -> 00:51:57,300 And this shirt like the specific percentage of she avoids, very some differently, across all four of them.

478 00:51:57,300 -> 00:51:59,600 So we're trying to find a way to blend them into like one metric.

479 00:51:59,600 -> 00:52:04,400 But in general, we usually based it on how many competitors we have their space.

480 00:52:04,400 -> 00:52:10,200 And so we have two main competitors in our space and so if you think of if All equal.

481 00:52:10,200 -> 00:52:13,100 We should all have 33 percent share of the market.

482 00:52:13,100 -> 00:52:17,100 So we want more than 33 percent is the way we would goal ourselves in that case.

483 00:52:18,700 -> 00:52:19,500 That's great.

484 00:52:20,600 -> 00:52:23,400 Alright wow, like I need to play back.

485 00:52:23,500 -> 00:52:29,400 This recording is there so much that you shared with us and believe or not.

486 00:52:29,400 -> 00:52:35,700 We only have like five minutes left before we wrap up, Kevin.

487 00:52:36,300 -> 00:52:40,600 I know that you have got a job board and you have got resources.

488 00:52:40,800 -> 00:52:44,700 And so we have got some links here.

489 00:52:45,400 -> 00:52:48,300 Your palate.com or can I go ahead and share?

490 00:52:48,400 -> 00:52:48,500 Sure.

491 00:52:48,500 -> 00:52:49,100 That it is there.

492 00:52:49,100 -> 00:52:56,700 Anything else that as a marketing Community we could learn benefit from with the resources you currently have.

493 00:52:57,900 -> 00:52:59,300 Yeah, that's a great one.

494 00:52:59,300 -> 00:53:00,600 Yeah, you're welcome to share that link.

495 00:53:00,600 -> 00:53:03,500 So this is a jobs board for remote.

496 00:53:03,500 -> 00:53:05,500 Jobs in particular, remote marketing jobs.

497 00:53:06,300 -> 00:53:13,400 You're welcome to just check out the link there and look at the jobs and hopefully it's helpful for you or someone in your network if they're looking for work.

498 00:53:14,200 -> 00:53:23,900 But also, if you want to apply to be part of what's called a Within that transport, it just helps me make introductions or connections to hiring companies as well.

499 00:53:23,900 -> 00:53:28,000 If you're currently in the job market or looking for your next opportunity.

500 00:53:28,000 -> 00:53:30,200 So would love to support you in that way.

501 00:53:30,200 -> 00:53:36,900 If that's helpful for you, if you do, subscribe to the newsletter, you will get to hear from me once a week.

502 00:53:37,300 -> 00:53:38,300 You can unsubscribe anytime.

503 00:53:38,300 -> 00:53:42,100 If you get tired of hearing from me once a week, but you can get some resources there.

504 00:53:42,100 -> 00:53:55,200 I am often sharing their stories from oyster or buffer, sharing resources that were using sharing Ideas that are on my head and

so, it's very much like a real time look into the stuff that matters to me at the moment.

505 00:53:55,500 -> 00:54:04,000 And then there is a paid app head section of that newsletter, which gives you access to my personal notion workspace, which has a bunch of different templates and play books and things.

506 00:54:04,000 -> 00:54:13,500 They're all the proceeds from that newsletter, go to a non-profit that's helping to bring more or folks of underrepresented groups into Tech.

507 00:54:13,600 -> 00:54:19,500 So, if you're welcome to subscribe there and get access to notion as well, That's amazing.

508 00:54:20,300 -> 00:54:20,600 All right.

509 00:54:20,600 -> 00:54:36,100 Kevin with the wrap up, is there one word of encouragement or advice that you could leave the B2B a community with Yeah, I probably tie it back to where we started, which is, I came from a very non-traditional background into Tech.

510 00:54:36,100 -> 00:54:44,600 And I think that non-traditional background is something that can resonate very deeply in a very crowded and noisy B2B marketing space.

511 00:54:44,600 -> 00:54:51,200 And so embrace the non-traditional, think outside the box, go big, go wild.

512 00:54:51,200 -> 00:54:55,900 Like we have a saying, like, we celebrate moonshots and roof shots.

513 00:54:55,900 -> 00:55:01,400 So, as long as you have some moonshots in addition to all the Roof shots the validating the stuff that you're doing.

514 00:55:01,400 -> 00:55:06,700 Like, I think that is that makes for a really good mix and then just feel free to be bold with it.

515 00:55:06,700 -> 00:55:10,400 I think that's where a lot of great performance comes from, a might be harder to measure.

516 00:55:10,400 -> 00:55:18,700 Might be harder to tie directly back to some sort of Roi, but it's worth it to get your brand and your product heard out in the market today.

517 00:55:20,200 -> 00:55:21,100 Love that.

518 00:55:21,200 -> 00:55:22,200 Thank you so much.

519 00:55:22,200 -> 00:55:24,300 Kevin, we appreciate you.

520 00:55:24,300 -> 00:55:31,400 We're so grateful for everything you're investing into the community and so all the best to you and your team your endeavors.

521 00:55:31,800 -> 00:55:32,900 Wonderful, thank you, Gina.

522 00:55:32,900 -> 00:55:33,200 Thank you.

523 00:55:33,200 -> 00:55:34,600 Everyone was great to be here today.

524 00:55:35,900 -> 00:55:36,500 Awesome.

525 00:55:36,500 -> 00:55:37,000 All right.

526 00:55:37,000 -> 00:55:46,500 Well with that, our next event is taking place next week, so we are going to be interviewing Alex from Saros.

527 00:55:46,500 -> 00:55:56,700 He is the director of digital marketing, and it's going to be a great conversation on really looking at content and figuring out.

528 00:55:56,700 -> 00:56:01,700 What is that attention-grabbing Marketing in a noisy market?

529 00:56:01,700 -> 00:56:08,300 And he's going to talk, especially about the collaboration with design, And so, definitely check it out.

530 00:56:08,500 -> 00:56:09,500 Come on down.

531 00:56:09,800 -> 00:56:13,400 Have a wonderful rest of your week and week-end until then.

532 00:56:13,700 -> 00:56:14,400 Take care.

533 00:56:15,000 -> 00:56:15,500 Bye.

534 00:56:47,300 -> 00:57:10,200 Again, is the greatest thing?

535 00:57:10,200 -> 00:57:11,300 No, debating on.

536 00:57:11,400 -> 00:57:15,800 I am still levitated, I am Evelyn medicated ironic, I gave him love, and they in the painting on me.

537 00:57:16,100 -> 00:57:17,000 She told me she loved me.

538 00:57:17,000 -> 00:57:20,300 And She'd been waiting fight hard for your love, and I am running thin on my patients.

539 00:57:20,300 -> 00:57:23,600 Need someone to hug, even took it back to the bank and see what you got me out here.

540 00:57:23,600 -> 00:57:31,900 Doing my tattoo me up but can't nobody, stop the movement, let us go Left Foot Right Foot levitate pop stars Duality between the baby.

541 00:57:31,900 -> 00:57:33,400 I had to let my shoes father blessed.

542 00:57:33,400 -> 00:57:43,300 As I was saying, if they ever slip and fall into a better situation, so catch up, go put some cheese on it, get out and get your bread up, they always leave you father you run together, weight of the world on my shoulders.

543 00:57:43,300 -> 00:57:48,400 I kept my head up now baby stand up because girl you Don't you baby?

544 00:58:53,000 -> 00:58:54,500 I want you baby sugar.

545 00:58:54,500 -> 00:58:54,900 Boo.

546 00:59:00,200 -> 00:59:04,500 I got you more like your mama saw.

547 00:59:04,500 -> 00:59:07,500 Like I need you all night.

1 00:00:29,000 -> 00:00:30,800 These gifts, we bring back.

2 00:02:06,600 -> 00:02:15,900 I played my drum for him but I played my best for him.

3 00:02:38,200 -> 00:02:43,000 Testing, this is the recording.

4 00:02:47,100 -> 00:02:47,900 Pull.

5 00:02:50,900 -> 00:02:51,700 Okay.

6 00:02:54,000 -> 00:02:54,500 Comfort.

7 00:02:54,500 -> 00:02:55,400 It's time.

8 00:02:58,600 -> 00:03:01,300 We myself onto stage for the rest of this.

9 00:03:08,400 -> 00:03:30,500 Homie tiger, and Get your people and State.

10 00:03:37,600 -> 00:03:39,300 Okay, cool.

11 00:05:20,900 -> 00:05:21,800 Okay.

12 00:05:23,400 -> 00:05:24,300 Screen share.

1 00:01:35,900 -> 00:01:40,500 Did a full 180 crazy?

2 00:03:09,500 -> 00:03:10,700 Don't show up.

3 00:04:30,700 -> 00:04:32,700 Anything could stop me.

4 00:05:28,300 -> 00:05:32,200 Hello everyone and welcome.

5 00:05:34,500 -> 00:05:39,300 I am seeing people are tuning in from not so sunny places from sunny places.

6 00:05:39,300 -> 00:05:47,100 It don't matter, you're tuned in, you are here with us today, and that makes us so happy and Overjoyed to have you.

7 00:05:47,100 -> 00:05:51,700 As today's panel discussion, is going to be really hot.

8 00:05:51,700 -> 00:05:53,600 We have got John Miller.

9 00:05:53,600 -> 00:05:55,300 Who is the CMO demand base?

10 00:05:55,300 -> 00:05:56,500 Nate Dame.

11 00:05:56,500 -> 00:05:57,900 The CEO profound.

12 00:05:58,300 -> 00:06:07,400 G + MK, the CMO of Loop and tie to talk about the expertise of the joint synergies of ABM and SEO.

13 00:06:07,500 -> 00:06:11,400 So this is going to be a really great discussion with these experts.

14 00:06:11,600 -> 00:06:16,800 You know, B2B buyers we know this 2023.

15 00:06:17,200 -> 00:06:28,200 They want personalized self guided experiences, according to this recent stat by trust radius, 87 percent of buyers want the ability to self serve.

16 00:06:28,400 -> 00:06:30,300 Or all of their buying Journey.

17 00:06:30,600 -> 00:06:33,100 87%, okay.

18 00:06:33,200 -> 00:06:40,600 Buyers, love it because then they can take their own time and Pace to explore research and purchase on their own terms.

19 00:06:40,900 -> 00:06:46,600 We're seeing those touch points prior to conversion, go up, especially over the last couple of years.

20 00:06:46,900 -> 00:06:57,600 And so if SEO and ABM are created in silos and isolated from another, which can happen often times, then these important parts of the buyers process.

21 00:06:58,300 -> 00:07:01,700 It doesn't get the feedback that you need from sales.

22 00:07:01,700 -> 00:07:03,900 There's a lot of other things, I am not the expert on this.

23 00:07:03,900 -> 00:07:09,200 So this is what I want to unpack with our panel today.

24 00:07:09,800 -> 00:07:14,800 So before that, we're going to take a quick poll and let us pull that up it.

25 00:07:16,200 -> 00:07:17,700 I just want to get a check here.

26 00:07:18,600 -> 00:07:26,700 How many of you are currently leveraging your SEO and ABM in conjunction with one another?

27 00:07:27,200 -> 00:07:29,300 Go ahead and just drop your votes there.

28 00:07:31,400 -> 00:07:32,200 All right.

29 00:07:32,200 -> 00:07:37,600 Okay, so we see a much greater percentage oh kind of sort.

30 00:07:37,600 -> 00:07:42,600 As we got some maybes and some nose and not as much of the yeses.

31 00:07:42,600 -> 00:07:50,200 Okay, all right, all right, well with that, I would love to introduce our wonderful speakers to the stage.

32 00:07:52,500 -> 00:07:53,500 Come enjoy a beer.

33 00:07:53,500 -> 00:07:56,500 Hello, hello.

34 00:07:56,600 -> 00:07:57,200 Hi there.

35 00:07:57,700 -> 00:07:58,900 How's it going?

36 00:07:58,900 -> 00:08:00,500 John 8 MK.

37 00:08:00,700 -> 00:08:04,300 So, great to see where each of you tuning in from.

38 00:08:04,300 -> 00:08:06,400 And could you give us a little introduction?

39 00:08:06,400 -> 00:08:07,600 I will start with you, John?

40 00:08:08,100 -> 00:08:08,300 Yeah.

41 00:08:08,300 -> 00:08:10,300 Hey folks, glad to talk to you.

42 00:08:10,300 -> 00:08:13,800 I am in Burlingame, California, a little South of San Francisco.

43 00:08:15,400 -> 00:08:18,400 I have been in the Mart tech industry for years and years.

44 00:08:18,400 -> 00:08:28,800 I was a co-founder of Marketo I was the CEO and founder of a company called engage you in about two and a half years ago, we merge engage you and demand base to create the leading ABM platform.

45 00:08:28,800 -> 00:08:30,900 And now everyone is the CMO there.

46 00:08:31,900 -> 00:08:37,299 I worked with at least one of our other panelists met Fred Marketo and engage you.

47 00:08:37,299 -> 00:08:41,000 Oh, so it's really great to have the opportunity to chat with him on this panel, as well.

48 00:08:43,200 -> 00:08:44,200 And where are you tuning in?

49 00:08:44,200 -> 00:08:46,000 From what city Burlingame.

50 00:08:46,000 -> 00:08:47,700 California, a little South of San Francisco.

51 00:08:48,000 -> 00:08:49,000 Nice.

52 00:08:49,000 -> 00:08:50,200 All right, I will hand it over to you.

53 00:08:50,200 -> 00:08:50,700 Nate.

54 00:08:51,500 -> 00:08:52,100 Sure.

55 00:08:52,300 -> 00:08:53,100 I am in Lake Geneva.

56 00:08:53,100 -> 00:08:53,700 Wisconsin.
57 00:08:53,700 -> 00:08:55,000 Southeast Wisconsin.
58 00:08:55,000 -> 00:08:56,200 Just above Chicago.
59 00:08:57,100 -> 00:08:58,000 Someone already chatted.
60 00:08:58,000 -> 00:08:59,200 I am not a Packer fan.
61 00:08:59,200 -> 00:09:00,800 I am a Chicago transplant.
62 00:09:00,800 -> 00:09:01,500 Wisconsin.
63 00:09:01,500 -> 00:09:05,000 So I am a die-hard Bears fan.
64 00:09:05,800 -> 00:09:08,500 Although my kids have been stolen over the Packer side.
65 00:09:08,500 -> 00:09:09,600 It's a sad story.
66 00:09:09,800 -> 00:09:12,300 Yeah, John and I worked together years and years.
67 00:09:12,500 -> 00:09:13,100 For quite a while.
68 00:09:13,100 -> 00:09:22,100 Marketo, I run an agency called profound strategy or an SEO results partner, we go high-growth scalable predictable, SEO campaigns for technology companies.
69 00:09:23,900 -> 00:09:24,800 Amazing.
70 00:09:25,100 -> 00:09:27,000 It looks like we just lost MK.
71 00:09:27,000 -> 00:09:31,300 So whenever she jumps back on, well, there you are.
72 00:09:33,300 -> 00:09:35,300 Presto change-o, seems you said money.
73 00:09:35,300 -> 00:09:35,600 Yes.
74 00:09:35,600 -> 00:09:37,800 83 times usually for me to appear but I gave you two.
75 00:09:38,500 -> 00:09:39,300 Gotcha.
76 00:09:39,800 -> 00:09:44,000 Hey, okay, so where are you tuning in from and could you give us a little intro?
77 00:09:45,000 -> 00:09:46,800 I am not tuning in from anywhere.
78 00:09:46,800 -> 00:09:48,400 Nearly as cool as California.
79 00:09:48,400 -> 00:09:54,700 But I am dialing in from Rhode Island today, where we are expecting some snow in a tiny estate.
80 00:09:54,700 -> 00:10:00,900 Here in the US, I am the CM 0 here at loop antenna, and I am thrilled to be able to talk to you about Pat top.

81 00:10:00,900 -> 00:10:05,100 I said I am particularly passionate About in a, a VM and SEO.

82 00:10:06,700 -> 00:10:08,100 Awesome, thank you.

83 00:10:08,500 -> 00:10:13,000 All right, well, we're going to jump right into some of our questions here.

84 00:10:13,300 -> 00:10:25,000 You know, it was interesting to see those results from that poll where majority of us are probably kinda sorta or not at all, using ABM and SEO in conjunction.

85 00:10:25,200 -> 00:10:35,300 So one of my first questions is, where do you start with even thinking about bringing a BM strategy and SEO strategy in alignment?

86 00:10:35,400 -> 00:10:36,400 And I am going to hand this over.

87 00:10:36,500 -> 00:10:38,200 Huge on initially to kick it off.

88 00:10:39,200 -> 00:10:50,200 Yeah, you know, I mean back when I was starting engage, you know, I used to use this analogy to describe a VM, you know, I talked about the sort of inbound manj and kind of marketing.

89 00:10:50,200 -> 00:11:08,800 We did, it Marketo is fishing with Nets where we'd run our campaigns, and we didn't really care which fish, we caught we just cared if we caught enough fish, whereas ebm is what I like fishing with the spear, where would go identify the big fish that we really wanted, and we would reach out to them kind of proactively.

90 00:11:08,900 -> 00:11:18,800 Yeah, and in those early days, you know whether I was intending to are not, I think I was purposely setting up sort of either-or dichotomy, right?

91 00:11:18,800 -> 00:11:25,400 You're either fishing with Nets or you're fishing with Spears, you know, and I think a lot of people struggled with that a little bit.

92 00:11:26,300 -> 00:11:28,300 However, fast-forward.

93 00:11:29,000 -> 00:11:30,900 Gosh, seven plus years later.

94 00:11:31,900 -> 00:11:33,000 I have come to learn that.

95 00:11:33,000 -> 00:11:35,700 That's its more nuanced than that.

96 00:11:35,900 -> 00:11:47,400 And what you actually have is something that looks more, like a spectrum of different go-to-market styles, you know, ranging from truly bespoke 1, to 1 atm.

97 00:11:48,300 -> 00:11:53,200 You know, for deals that might be worth 2 million, 10 million, 500 million dollars a year.

98 00:11:54,000 -> 00:12:01,500 You know, or if they talk about 12 few, which is good for deals, maybe half a million a year or so.

99 00:12:01,700 -> 00:12:22,000 Um and then one too many ABMs which is appropriate for say a hundred fifty thousand or two hundred fifty thousand dollar deals and then you even have you know, just targeted demand gen where maybe you 50,000 Dollar Deals where, you know, you have a pretty wide universe of companies you're going after but you still want to be a little relevant targeted.

100 00:12:22,800 -> 00:12:26,400 And a lot of companies span across these different deal points.

101 00:12:27,000 -> 00:12:32,300 And so, I think, rather than thinking about it is an ATM strategy or demand gen strategy.

102 00:12:32,700 -> 00:12:37,500 I think the beginning, your to answer your question, specifically about, how do you start by building an AVM strategy?

103 00:12:37,500 -> 00:12:41,100 Aligns with your SEO strategy is to realize they aren't in Conflict.

104 00:12:41,300 -> 00:12:52,100 You know, you have one go-to-market strategy, which happens to span different styles and which you just got, you're going to use different tactics for different kinds of deals.

105 00:12:52,600 -> 00:13:01,900 And as we will talk about more, you know, some of the tactics and to being very complimentary that's great.

106 00:13:04,200 -> 00:13:04,900 I think it's great.

107 00:13:04,900 -> 00:13:05,900 I think it's spot on.

108 00:13:05,900 -> 00:13:11,600 And to be honest John has built a framework for thinking about a VM that's still so relevant.

109 00:13:11,600 -> 00:13:14,900 In fact, I saved his engage eoe book and pull it up again.

110 00:13:14,900 -> 00:13:25,500 Yesterday, talking to my team about our own AVM programs, our doing scale campaigns to micro segment today, and we're talking about a strategic level Campaign, straight out of John's ebook.

111 00:13:25,500 -> 00:13:29,900 So anything this guy says about a VM is tends to be pure gold.

112 00:13:30,000 -> 00:13:32,700 What's interesting is thinking about, sorry to be over the top.

113 00:13:32,800 -> 00:13:40,400 Top John but what's interesting about SEO, and we want SEO to sit next to a BM SEO.

114 00:13:40,700 -> 00:13:45,300 Could be seen as a huge net and ABM could be seen as a spear.

115 00:13:46,300 -> 00:13:59,600 And, so I think it's also important to think that these two things should coordinate, but they don't necessarily serve each other exclusively, SEO, conserve, a lot of broad purposes that might tie closer to brand or tie into other objectives.

116 00:13:59,600 -> 00:14:06,200 To just be present when your buyers ask questions, May even be a strategy to plug leaks in a high scale.

117 00:14:06,500 -> 00:14:09,500 ABM program, where you still have a leaky bucket.

118 00:14:09,800 -> 00:14:18,000 I just be because people are searching questions as we do on Google, and they find answers that your competitors have answered.

119 00:14:18,200 -> 00:14:19,400 And you got to be there too.

120 00:14:20,000 -> 00:14:26,900 So they can tie together, but they're also quite distinct in the end the spectrum of how you might design your programs.

121 00:14:28,500 -> 00:14:29,300 I love that.

122 00:14:29,300 -> 00:14:33,300 I think when you also meet you're using SEO as I have wide.

123 00:14:33,300 -> 00:14:40,600 Expansive, net SEO, coupled with the right engagement tactics through your avian strategy can also be the bait.

124 00:14:41,000 -> 00:14:46,400 So not only your dredging, the ocean floor with some of your SEO strategy, at the highest level of intent.

125 00:14:46,400 -> 00:14:51,300 In your keyword search, you can also be getting a lot more granular with that keyword searching.

126 00:14:51,300 -> 00:14:57,500 How you start optimizing site pages to be hunting down certain fish, so that you can have them in close range?

127 00:14:57,700 -> 00:15:05,200 To shoot with your sphere with a BMI think we teased our, the oceanic and fishing and metaphor to its fullest extent.

128 00:15:05,200 -> 00:15:07,800 Right, that's good.

129 00:15:08,800 -> 00:15:32,900 I definitely see that complement complementary nature in the way, each of you are describing a VM and SEO and how they can work together, you know, I think about the buyers journey, and from here's my qualified opportunity and then all the way through to conversion and Even post sale, could we get a little bit Technical and that flow?

130 00:15:33,300 -> 00:15:40,300 How do you see ABM and SEO working together from even before qualify table?

131 00:15:40,300 -> 00:15:48,300 Like what's that whole experience from awareness all the way through Yeah, I mean I mainly that off.

132 00:15:48,300 -> 00:15:49,000 That's okay.

133 00:15:49,700 -> 00:15:50,000 Sorry.

134 00:15:50,000 -> 00:15:52,500 If MK4 about to speak there, you know?

135 00:15:52,500 -> 00:15:59,700 I mean I sort of think I mentioned tactics that were complimentary you know, so I think the first one is there's this concept of.

136 00:15:59,700 -> 00:16:05,700 What's people talk about his intent data, which is a really key part of ABM intent?

137 00:16:05,700 -> 00:16:07,900 Data is your.

138 00:16:08,200 -> 00:16:15,800 When you can sort of see what topics your target accounts are researching and reading about.

139 00:16:15,900 -> 00:16:20,600 Out on the open web, I can get into more about how that data is figured out.

140 00:16:20,600 -> 00:16:36,300 But, so I think Step 1, Campari tactic is when you have identified your target accounts, using 10 data, to see what topics that read about what keywords they talked about and then that's a pretty good Kion, kind of what you should be focusing, your SEO strategies on.

141 00:16:37,400 -> 00:16:45,700 I think second when you, when company comes like a little further down the funnel, a company comes to your website.

142 00:16:46,400 -> 00:16:49,200 You know, 98% of the time, they're going to be anonymous, right?

143 00:16:49,200 -> 00:16:53,400 They just Googled something and they found you another F.

144 00:16:53,800 -> 00:16:58,000 ABM tactic is to DN optimize that web traffic.

145 00:16:58,000 -> 00:17:04,500 You don't, you're not going to hear who the person is, but you can figure out what company they work for based on their IP address and their cookie.

146 00:17:05,099 -> 00:17:11,000 And if you see that this is coming to your site and it is a target account, you know.

147 00:17:11,099 -> 00:17:15,300 Now you can actually personalize that webpage to recognize them.

148 00:17:15,500 -> 00:17:20,400 Maybe you just the content based on their industry or other things, you know about them.

149 00:17:20,400 -> 00:17:31,700 So you're being more relevant and more personalized for that kind of organic traffic and then last, you know, late in the sales cycle, to me that's all about validation and consensus.

150 00:17:32,000 -> 00:17:34,900 Making the hiring committee feel safe with this purchase.

151 00:17:37,000 -> 00:17:53,700 You know, and I think you can often times you're going to have some buyers like an executive who hasn't really been involved with the buying committee whose like, hey, what's this demand-based thing that were purchasing, you know, and they're going to answer that by typing something into Google and see what comes up.

152 00:17:53,900 -> 00:18:01,200 So making sure that your SEO strategies also include late-stage validation, I think would be a third tactic.

153 00:18:01,200 -> 00:18:05,000 I talk about okay.

154 00:18:05,000 -> 00:18:05,900 Looked like you were going to speak right?

155 00:18:05,900 -> 00:18:18,100 When I started talking there, I mean you, you summarize it so beautifully, the only, yes, and they have to the framework that you put out there for folks, to look at is also bifurcating.

156 00:18:18,100 -> 00:18:22,700 Some of the data points you have with folks who have boots on the ground talking with your customers.

157 00:18:23,400 -> 00:18:34,000 Obviously, I think one of the most important stakeholders in any of your ABM, or ABX strategies, or your sales team that you get to work alongside with, but I actually find it really interesting to spend time.

158 00:18:34,200 -> 00:18:42,000 Working with your customer basing teams post-sale to understand a lot more about what is really compelling and helpful for them post.

159 00:18:42,000 -> 00:18:48,500 So where they get hung up, where they get stuck on either product adoption, where they start to gain traction.

160 00:18:48,500 -> 00:18:50,700 That time to Value multiplier.

161 00:18:50,700 -> 00:19:04,000 To post sale is a really interesting way to build a top-down SEO strategy, starting all the way from awareness coming all the way down to decision to understand how to maximize that time to Value quotient.

162 00:19:04,100 -> 00:19:05,400 For your customers.

163 00:19:05,400 -> 00:19:06,300 Success teams?

164 00:19:07,700 -> 00:19:10,200 Yeah, good point points.

165 00:19:11,700 -> 00:19:12,400 It's interesting.

166 00:19:12,400 -> 00:19:23,200 I think the intent data is one of the most valuable B, I know, and we're working with clients for kind of sometimes, looking over the fence like, oh, well, your will your ABM, your marketing team over there.

167 00:19:23,200 -> 00:19:25,000 Give us that intent data as well.

168 00:19:25,000 -> 00:19:28,900 We want to just tap into that pipe, it transfers to SEO.

169 00:19:28,900 -> 00:19:30,400 You can think about intent data.

170 00:19:30,400 -> 00:19:46,400 When you look at keywords, we think it's important to level that up a bit when you're doing your then getting tactical that Co so you know exactly what you're targeting exactly what you're getting and that Actually tie really well, even to last-minute, validation, with Executives.

171 00:19:47,400 -> 00:19:57,500 There's this interesting Trend where many tech companies seem to have this user need at that, we call an SEO, this user need like, what is a BM for Adam and base?

172 00:19:57,700 -> 00:20:00,000 What is what our webinars are?

173 00:20:00,000 -> 00:20:01,600 What is a webinar platform?

174 00:20:01,600 -> 00:20:03,500 Maybe for something like, welcome, what do they be?

175 00:20:03,500 -> 00:20:05,500 I am gifting for something like Loop and tie.

176 00:20:06,000 -> 00:20:11,200 What is the name of your category and there's an intent, or we call it a user need far more?

177 00:20:11,400 -> 00:20:19,700 Avec than the intent and a modern SEO program will can hone in on the user needs that matter and sometimes he's this Wild Thing Happened.

178 00:20:19,700 -> 00:20:26,200 So for many B2B tech companies that we worked with these highly generic user needs their specifically.

179 00:20:26,200 -> 00:20:47,000 What is the topic, their core vertical will find that, you know, no one wants a Target that because it's generic a high level, but we often advocate for it and because time and again, we find the highest Revenue attribution to those pages when they gain traffic and earn traffic and keep it.

180 00:20:47,100 -> 00:21:11,200 We see the highest revenue attribution to those pages and our best consensus it from that is we don't find those pages generating leads predominantly early in the process, but I seem to be gaining that attribution late in the stage, or when our best assumption here, the data is hard to always specify, it's a it gets messy, right?

181 00:21:11,300 -> 00:21:11,800 Right?

182 00:21:11,800 -> 00:21:14,800 But it's that it really seems like executives are doing exactly.

183 00:21:14,800 -> 00:21:16,000 Like, John, described.

184 00:21:16,600 -> 00:21:17,600 What's ABM again?

185 00:21:17,700 -> 00:21:19,500 Oh, let me, let me Google it.

186 00:21:19,800 -> 00:21:23,300 Oh, and I got a great answer and by that answer, by the way that answer came from demand base.

187 00:21:23,300 -> 00:21:25,500 So yeah, let us move forward done with that.

188 00:21:25,500 -> 00:21:26,500 What's my next decision?

189 00:21:29,300 -> 00:21:30,300 So good.

190 00:21:30,300 -> 00:21:38,900 Wow, just a Sal had said if there're any questions that, any of you have, feel free to drop them in the Q&A tab, as we're rolling here.

191 00:21:39,600 -> 00:21:51,300 So what it comes to optimization throughout that occur throughout the entire funnel, how do you see ABM and SEO working in compliment?

192 00:21:51,300 -> 00:21:57,800 I assume that there's going to be feedback loops and how does that happen on a week-to-week monthly?

193 00:21:58,800 -> 00:22:09,200 With, but the teams Yeah, I mean they saw you got this one.

194 00:22:10,200 -> 00:22:10,800 Sure.

195 00:22:10,800 -> 00:22:14,700 I think that the right mechanisms are important to the right feedback.

196 00:22:14,700 -> 00:22:16,000 Loops are important rate schedule.

197 00:22:16,000 -> 00:22:16,900 The right, Cadence.

198 00:22:17,500 -> 00:22:25,500 Most importantly, I would say that each program needs to have its own established goals and objectives which are probably not the same.

199 00:22:26,100 -> 00:22:37,800 And then we're asking the question to say, how can, you know, now that we're say it's two people running each program, how can we help each other reach your Everett goals by collaborating, right?

200 00:22:37,800 -> 00:22:43,100 I think it's a mistake to say, well, we got these two programs, they should work together and Magic will happen.

201 00:22:43,300 -> 00:22:44,400 We used to hear that all the time.

202 00:22:44,400 -> 00:22:45,500 And sometimes we still do.

203 00:22:45,700 -> 00:22:51,600 If you do SEO and you do paid search and like you coordinate them, it's the silver bullet and often.

204 00:22:51,600 -> 00:22:55,400 It's not, I mean, you can do a lot of work that we don't fight.

205 00:22:55,400 -> 00:23:02,900 We haven't found a way as or it's like this Silver Bullet of just magical explosion of leads or Revenue, anything, you know that you can coordinate.

206 00:23:02,900 -> 00:23:04,600 So I think maybe I am an SEO.

207 00:23:05,200 -> 00:23:11,800 Aim separate objectives to contribute to higher level company, objectives, and the question for the teams.

208 00:23:11,900 -> 00:23:28,000 And for leaders, helping those teams collaborate is, how can these two programs help there, you know, coordinate to help their individual goals being achieved better and that should be the question that drives collaboration and should drive the Cadence should drive how, you know, obviously to share all the data.

209 00:23:28,000 -> 00:23:35,000 You can, you know, make decisions via the written word publish your conversations, you know, don't just have a rambling meeting.

210 00:23:35,100 -> 00:23:43,800 Things but use the written material and use document of material so that it's much easier for others to see what's happening and jump in and jump out of different context.

211 00:23:43,800 -> 00:23:47,100 But ultimately the, the goal of collaboration should be.

212 00:23:47,300 -> 00:23:52,200 Hey, can you share something so that each team's goals can be reached faster and better?

213 00:23:54,600 -> 00:23:56,000 Yeah, plus a million to that.

214 00:23:56,800 -> 00:24:00,800 I love to think about to what could see be seemingly.

215 00:24:00,800 -> 00:24:07,700 Disparate tactics like SEO and sem or sorry, an ABM have mutually shared kpi's.

216 00:24:08,100 -> 00:24:17,100 So you have your discrete performance metrics that really, are you roll up metrics the overarching company successes Nate said but there should be mutually own kpi's.

217 00:24:17,100 -> 00:24:27,500 I think one really important one is conversion rate, optimization metrics and understanding more about the Enter the audience, that's coming and then how that intent is actually yielding conversions.

218 00:24:28,000 -> 00:24:35,800 And ABM obviously spending a lot of time thinking about conversions and how to get high quality High intent, folks over and into the hand of the sales team.

219 00:24:36,500 -> 00:24:50,100 So, by appointing, some of those mutually shared kpis, there's a lot of really good Synergy and how the teams come together to collaborate and share this, Mutual goal to drive forward and actually start to orient themselves around.

220 00:24:50,100 -> 00:24:51,200 One another's discipline.

221 00:24:53,400 -> 00:24:54,300 Sookie.

222 00:24:54,500 -> 00:24:55,200 Right there.

223 00:24:55,200 -> 00:24:58,100 The, the alignment of those objectives.

224 00:24:58,100 -> 00:25:00,400 John did, you have something to add to that?

225 00:25:01,100 -> 00:25:02,400 I have talked a lot already.

226 00:25:04,600 -> 00:25:04,900 All right.

227 00:25:04,900 -> 00:25:08,600 Well, we have got a question that came through that I think is also relevant from Jose.

228 00:25:09,500 -> 00:25:11,500 Do you have a framework or template?

229 00:25:11,500 -> 00:25:16,500 That you can share to map, SEO, content, efforts to the ABM Journey.

230 00:25:21,200 -> 00:25:42,900 I am going to I mean to me that does start back to the intent keywords and I mean if you get one, you get really sophisticated, you could look at the keywords that the accounts in your kind of early stages, what I would call a qualified or awareness stages.

231 00:25:43,800 -> 00:25:48,200 Are using and are those keywords different from an account?

232 00:25:48,200 -> 00:25:50,700 That's deeper like consideration.

233 00:25:51,000 -> 00:26:00,100 What I might call marketing qualified account, you know, and those might be different keywords that the ones late in the stage or using.

234 00:26:01,300 -> 00:26:03,200 And again, this is sort of the magic of intent data.

235 00:26:03,200 -> 00:26:07,600 Are you can actually see what kinds of topics and articles your accounts are reading about?

236 00:26:08,200 -> 00:26:11,100 Out that's how I might think about that.

237 00:26:11,400 -> 00:26:13,800 John could you dive into that a little bit more?

238 00:26:13,800 -> 00:26:15,900 How do you see that with demand Base today?

239 00:26:16,000 -> 00:26:24,000 Like if you were too just to give us some examples of your buyers and what their intent search looks like order?

240 00:26:24,500 -> 00:26:27,300 What does that experience look like?

241 00:26:28,700 -> 00:26:34,800 I want to show me answer the question properly here soon every company that provides intend data follows.

242 00:26:34,800 -> 00:26:46,500 The same basic algorithm, you know, it's basically you have got a person on a webpage and step one is UD, anonymize that person's company you know.

243 00:26:46,500 -> 00:26:55,900 And again you don't know who that individual is because that would be not part, you know, breaking privacy, you know, ethics if you will but it's okay to figure out what company they work for.

244 00:26:56,900 -> 00:26:59,800 And then you can do some natural language processing on the page.

245 00:27:00,700 -> 00:27:01,700 And lo and behold.

246 00:27:01,700 -> 00:27:02,700 You see, huh?

247 00:27:02,900 -> 00:27:06,400 This person from Dell is researching event Solutions.

248 00:27:08,000 -> 00:27:12,600 And if you saw just one signal of that, it's probably not that interesting.

249 00:27:13,300 -> 00:27:15,700 All right, but when you start seeing, whoa.

250 00:27:15,700 -> 00:27:16,000 Okay.

251 00:27:16,000 -> 00:27:21,800 There are 7 people researching this a lot and that's three times the amount of activity last week.

252 00:27:22,900 -> 00:27:32,700 Now sudden you like maybe something's happening, you know, and I want to kind of focus a little bit more time and attention there and so you get kind of two kinds of intent data.

253 00:27:32,700 -> 00:27:35,200 You get kind of just Baseline levels.

254 00:27:35,400 -> 00:27:42,900 These accounts are generally reading about these topics and then you get these surges like wow there's a lot more going on.

255 00:27:42,900 -> 00:27:46,800 Something I might want to pay attention to something demand-based.

256 00:27:46,800 -> 00:27:50,000 We get our intent data by mining, the advertising, Midstream.

257 00:27:50,700 -> 00:27:52,500 So we basically are seeing everywhere.

258 00:27:52,600 -> 00:27:56,700 Web page that has a display out of it, you know?

259 00:27:56,700 -> 00:28:06,900 So, every article, every news publication, you know, all that kind of stuff, other content providers like G2, or trust radius, their mining, their own review sites.

260 00:28:08,300 -> 00:28:15,100 And so we all get intent data using the same basic algorithm, but by mining different data streams.

261 00:28:16,500 -> 00:28:16,700 Yeah.

262 00:28:17,100 -> 00:28:18,900 Hopefully that answered your question very helpful.

263 00:28:18,900 -> 00:28:19,700 Yes, thank you.

264 00:28:20,200 -> 00:28:42,200 Yeah, I think Jose another option to depending on where you are in your journey with this is having a centralized document to that looks at, you know your ICP and it could be different types of icps and kind of laying out a matrix of sorts of your SEO and the keywords that you're targeting based on a tent based on the customer journey.

265 00:28:42,600 -> 00:29:07,000 And then also layering right next to it Nea be IM strategies that compliment where that person is in that strategy and ideally, with that Matrix, you will be able to look at your SEO and ABM strategies and find complementary areas for your SEO to do some of the dredging that we talked about earlier in the call and your ABM to really get in there and start spearfishing to capitalize on the intent.

266 00:29:07,000 -> 00:29:20,100 When folks actually hit your area, the pond, You know, I have a lot of opinions and a very love-hate relationship with keywords.

267 00:29:20,200 -> 00:29:23,800 I think that they are an excellent start and can take you very far.

268 00:29:24,100 -> 00:29:29,500 I also think that if we can take our keywords one step further, we go to be a lot.

269 00:29:29,500 -> 00:29:34,600 We can I think that's what's needed to compete in SEO, and to get heat in SEO today.

270 00:29:34,600 -> 00:29:39,200 A modern SEO versus traditional, kind of throw on the wall SEO.

271 00:29:39,200 -> 00:29:40,400 It will throw spaghetti on the wall.

272 00:29:40,600 -> 00:29:45,400 See What sticks, you know, publish 100 blogs, maybe one of them, kind of ranks.

273 00:29:45,400 -> 00:29:49,500 The rest of them, don't you actually just lost a lot of money and are not ordinary engineer.

274 00:29:49,500 -> 00:29:51,100 Any traffic to show for it?

275 00:29:51,900 -> 00:30:05,000 We use this, we use a model and methodology to hone in, on the user need, which is the, the exact need and exactly how by John described it where, what is the need of page meets?

276 00:30:05,400 -> 00:30:08,300 Not just a keyword but also the need that paid me to.

277 00:30:08,300 -> 00:30:12,600 My, my comparing Solutions am I learning about High level of the solution.

278 00:30:12,600 -> 00:30:15,100 Am I comparing this solution versus another solution category?

279 00:30:15,100 -> 00:30:22,000 I am asking specific questions about that solution and so that's we call the user need, which can be of a more specific intent.

280 00:30:22,600 -> 00:30:26,500 Try to we're building software, you tried a lot of NLP.

281 00:30:26,500 -> 00:30:29,500 Algorithms can't find a tool that automates that yet.

282 00:30:29,500 -> 00:30:30,300 It's human.

283 00:30:30,300 -> 00:30:39,400 Editors human marketers that are deciphering user need and but once you know, the user need and the SEO world, you know, exactly who's waiting for that need.

284 00:30:39,400 -> 00:30:40,700 It's usually three to five pages.

285 00:30:40,900 -> 00:30:41,000 Has.

286 00:30:41,300 -> 00:30:48,500 And then from an SEO standpoint, beating them isn't is not creating just another page with a keyword on it.

287 00:30:48,600 -> 00:30:51,500 But actually a page that is does as good as these guys.

288 00:30:51,500 -> 00:30:54,300 And even better than meeting that need.

289 00:30:54,300 -> 00:31:04,300 Because there're thousands of pages that have met that need and you have to be the very best, you know, because Google is going to see that the people engage with that page even more than the others you have to be better than.

290 00:31:04,700 -> 00:31:12,900 And it's just a far cry from traditional approach to SEO that, you know, I would be published a lot of blogs, but the keyword in it, Open pray and you know, you end up losing money.

291 00:31:13,200 -> 00:31:19,200 So if you can transform and align your content strategy is so concentrated.

292 00:31:19,200 -> 00:31:20,100 Use your needs.

293 00:31:20,300 -> 00:31:21,000 You know what pages?

294 00:31:21,000 -> 00:31:29,300 You need or Pages you have that, you need to increase and you can map your intent data to those user needs as well.

295 00:31:29,700 -> 00:31:39,100 So that when people are on search with that intent, they're getting, they're getting you as the goal and Jose, you probably know, you know, we're going to be could talk all day long about user needs.

296 00:31:39,100 -> 00:31:43,000 But when, you know, those user needs and can Catalog them and prioritize them.

297 00:31:43,400 -> 00:31:53,600 That's the foundation to then winning that traffic and SEO actually winning and then incredibly competitive, you know, world or landscape of search results today.

298 00:31:57,600 -> 00:31:58,800 Such good points.

299 00:31:58,800 -> 00:31:59,300 Wow.

300 00:31:59,400 -> 00:31:59,700 Okay.

301 00:31:59,700 -> 00:32:05,100 My wheels are turning right now, and I am just thinking even about what you just said made about you.

302 00:32:05,100 -> 00:32:07,200 Each of you mentioned user needs.

303 00:32:08,000 -> 00:32:13,000 Is there a good number of needs that we should be identifying?

304 00:32:13,000 -> 00:32:32,600 Or is it just based on like okay this is really spiking John like you said, and should we map those needs out then according to each part of the funnel How do you recommend to strategically hone in, as you said on those user needs across each stage?

305 00:32:33,700 -> 00:32:37,100 I would argue that is the sort of most fundamental strategy.

306 00:32:37,100 -> 00:33:02,400 Well, there's two, what are the top two most fundamental strategies behind ABM, you know is understanding where each account isn't as journey and then customizing you know segmenting and customizing your message accordingly you know and therefore Knowing, you know, that an account that you might be interested in, but is not even aware of the pain, right?

307 00:33:02,400 -> 00:33:04,000 That you need to message that company.

308 00:33:04,000 -> 00:33:08,200 Very, very differently from one that's spiking intent for your category.

309 00:33:09,900 -> 00:33:21,800 So that's the first core fundamental as the other one is you can't focus your resources equally on the every account so you should know really prioritize interior accounts to put more resources on the more valuable accounts.

310 00:33:23,000 -> 00:33:24,900 Those two things are probably a VM in a nutshell.

311 00:33:26,800 -> 00:33:27,200 Yeah.

312 00:33:27,200 -> 00:33:33,300 And to borrow the analogy of a BM is that spear, you know again, SEO can play with nicely with that.

313 00:33:33,300 -> 00:33:43,300 But it is the net next to it where when anyone has a certain user need if you will when anyone has that need and if you win in the search landscape you're going to capture that.

314 00:33:43,300 -> 00:33:53,700 So you want to know as again as I was alluding to earlier when people that are Target account land on your site because I went through that need.

315 00:33:53,900 -> 00:33:56,100 You want to be sure you're a VM team.

316 00:33:56,600 -> 00:34:02,700 Knows that and can respond to that even if they're brand-new visitor to your site there otherwise Anonymous, what do we will identify them?

317 00:34:02,700 -> 00:34:07,300 And potentially, take action, SEO, cast that wide net.

318 00:34:07,300 -> 00:34:14,199 If you have a good program that can compete in at the, you know, tightly competitive landscape of search today, and be present for that.

319 00:34:14,199 -> 00:34:17,800 Need your hopefully going to capture anyone that's there all the time, right?

320 00:34:17,800 -> 00:34:22,000 You got your booth in the trade show of search results, right?

321 00:34:22,000 -> 00:34:26,300 And you're at the top and you're the biggest Booth, well, your ABM your target accounts.

322 00:34:26,500 -> 00:34:28,800 They only represent 2% 5%.

323 00:34:28,800 -> 00:34:38,600 20% of the people that are doing the search which the searching SEO wants to capture all those that are valuable and convert them to Pipeline and opportunity.

324 00:34:39,600 -> 00:34:46,300 ABM you want to be sure that your VM team knows that leads to someone that they can should throw a spear at.

325 00:34:48,500 -> 00:34:52,699 I also think the needs are really important way to align your team.

326 00:34:52,699 -> 00:34:54,000 There's intent.

327 00:34:54,000 -> 00:35:15,700 There's also the marketing teams, way to harness that intent, but your team's ability to actually action against that intent and use the context of understanding the need fundamentally understanding, the need to match the reaction towards intent is a really important except there's nothing worse than coming into an ABM strategy.

328 00:35:15,700 -> 00:35:16,900 That was so thoughtful.

329 00:35:17,000 -> 00:35:19,600 All men, all of my needs address everything.

330 00:35:19,600 -> 00:35:31,400 I needed only to be met with that next human-to-human interaction, that feels so disconnected from the holistic approach, starting all the way from the very beginning until the point that you talk to a person.

331 00:35:31,600 -> 00:35:39,800 So don't underestimate how important needs are in need alignment, internally is to create continuity in that customer Journey from dark funnel.

332 00:35:39,800 -> 00:35:43,500 All the way to meeting the first real life human at your organization.

333 00:35:44,300 -> 00:35:45,500 That's huge.

334 00:35:45,800 -> 00:35:46,700 All these points.

335 00:35:46,700 -> 00:35:47,400 Thank Q.

336 00:35:47,700 -> 00:35:58,400 When talking about that alignment, how do you see that actually happening across teams just tactically week-to-week like, how, how does that happen?

337 00:36:01,400 -> 00:36:02,900 Meet just to clarify your question a little bit.

338 00:36:02,900 -> 00:36:08,500 Like, how do you align your teams around needs and your ideal customers needs?

339 00:36:08,900 -> 00:36:14,900 And making sure we don't, we don't miss, you know, to your point like making sure we don't miss those opportunities.

340 00:36:16,200 -> 00:36:21,900 Yeah, I mean Tales always time it's marketing and being able to align your team's.

341 00:36:21,900 -> 00:36:24,800 That's one of the most foundational things.

342 00:36:24,800 -> 00:36:43,100 I think when it comes to a VM or ABX holistically understanding how to really get your team communicating effectively with one another around those needs and understanding their role in shepherding, someone through they need diagnostic problem of the self-diagnostic problem.

343 00:36:43,100 -> 00:36:46,000 I think it's really important, secondary.

344 00:36:46,200 -> 00:36:49,900 Really, I think also too, just it's cannot be understated.

345 00:36:49,900 -> 00:37:01,100 How important documenting the needs are and then documenting every person's role and responsibilities around those needs, are we talked a lot about documenting, SEO ABM?

346 00:37:01,100 -> 00:37:06,900 But if you're not sharing those resources, if you are not providing that transparency for alignment around those needs.

347 00:37:07,000 -> 00:37:16,100 It's hard for other folks to know how to get involved with the skill sets that are in their repertoire to carry that journey and make that customers experience a seamless and smooth as possible.

348 00:37:16,300 -> 00:37:16,400 School.

349 00:37:18,400 -> 00:37:20,100 I think this is, this is huge.

350 00:37:20,200 -> 00:37:26,400 I feel like a lot of the misalignment internally can happen just because of the lack of some of these things.

351 00:37:26,400 -> 00:37:29,800 You're mentioning the lack of documentation, the lack of communicating.

352 00:37:29,800 -> 00:37:39,600 And, you know, asynchronously and synchronously aligning from objectives, kpi is all the way through to feedback and optimization.

353 00:37:39,900 -> 00:37:42,300 So I think that's a huge Point.

354 00:37:42,900 -> 00:37:46,200 As a lot of us are probably working remote or hybrid.

355 00:37:46,300 -> 00:37:49,300 So This is, this is good.

356 00:37:50,700 -> 00:38:01,400 You know, one of the questions that I have is around, identifying your perfect buyer Persona and leveraging, both SEO and ABM to do.

357 00:38:01,400 -> 00:38:11,700 So, how are you seeing it with your own company and your own Persona is like, how have you seen that honing in process take place?

358 00:38:11,700 -> 00:38:12,900 And what does that look like?

359 00:38:17,500 -> 00:38:26,100 I have been lucky to go to worry about ideal account, ideal person ideal account and person.

360 00:38:30,100 -> 00:38:36,500 I guess I will tackle the ideal account one first, you know?

361 00:38:36,500 -> 00:38:38,400 So the framework.

362 00:38:38,400 -> 00:38:43,400 I like to use for that is called fire fire1.

363 00:38:44,100 -> 00:38:57,000 So the effing fire stands for fit and, you know, this is really if you look at the, just the information about that company, are they a good fit with your other customers?

364 00:38:57,000 -> 00:38:59,800 Their industry, their size, their Station.

365 00:39:00,300 -> 00:39:06,100 If you're a technology company turns out, one of the most important factors for fit is what other Technologies do.

366 00:39:06,100 -> 00:39:13,800 They already own complementary Technologies, competitive Technologies, one of those Technologies up for Renewal, all those types of good things.

367 00:39:14,900 -> 00:39:19,200 The I stand for intent, which we have talked about, you know, really like where are they?

368 00:39:19,300 -> 00:39:21,500 In their Journey, you know, do they have?

369 00:39:21,500 -> 00:39:25,200 They never heard of this category or they actively research.

370 00:39:26,600 -> 00:39:29,200 The r stands for relationship, you know?

371 00:39:29,200 -> 00:39:33,000 And this is really, you know, do you have contacts in history with this account?

372 00:39:33,000 -> 00:39:33,800 I mean, maybe you.

373 00:39:34,100 -> 00:39:38,000 Maybe they just hired somebody who wasn't your customer at a prior company.

374 00:39:39,200 -> 00:39:44,800 You know, maybe you did a close loss deal because they weren't ready to buy six months ago.

375 00:39:44,800 -> 00:39:53,200 But now they might be, you know, all that context and relationship and then the he's engagement and this is really representing.

376 00:39:53,200 -> 00:39:55,500 Are they engaging with you and your company?

377 00:39:55,500 -> 00:40:00,800 Are they coming to Website, are they attending your events, do they open your emails?

378 00:40:01,500 -> 00:40:02,800 You know, that kind of thing.

379 00:40:04,200 -> 00:40:22,700 Each of these, I think are interesting ingredients to use when your sort of tried to identify that ideal account because all things, you know, obviously want the good fit, but all things being equal, you know, knowing where they are in their journey and what context and how engaged they are also matters as well.

380 00:40:24,500 -> 00:40:27,900 So I will take that on the company one and leave.

381 00:40:27,900 -> 00:40:29,200 The person one may be for others.

382 00:40:31,000 -> 00:40:32,300 That acronym is really strong.

383 00:40:32,300 -> 00:40:34,700 So that's fire stands for fit.

384 00:40:34,800 -> 00:40:38,800 Intent, relationship and engagement correct.

385 00:40:40,000 -> 00:40:40,600 Thank you.

386 00:40:43,100 -> 00:40:45,800 You do on the ABM side, running our own programs.

387 00:40:45,800 -> 00:40:48,300 I only have two small items to throw into that.

388 00:40:48,300 -> 00:41:12,500 Number one is if there are any defacto and I will say automatable if you're trying to scale an ABM program and there're certain aspects of a company's technos technology stack that can be that is existed in your CRM and you can process hundreds or even thousands accounts just to churn out the probable.

389 00:41:12,700 -> 00:41:15,200 That's before you do a manual review.

390 00:41:15,700 -> 00:41:16,800 It's incredibly powerful.

391 00:41:16,800 -> 00:41:29,500 So always look to automate as much depth Z as many steps as you can to get down to the right fit accounts and then and frankly leave room for even two for higher scale, ABM programs.

392 00:41:29,500 -> 00:41:35,800 You're trying to reach many hundreds, even thousands of accounts leave room for reasonable room for human review.

393 00:41:36,300 -> 00:41:39,300 Don't just grab a proposed list.

394 00:41:39,500 -> 00:41:42,500 That's a team member found, and we're excited about our first.

395 00:41:42,600 -> 00:42:03,300 I am at it but allow yourself and engage and encourage your team to spend time in human review and to those doubts concerns or what about that come up, it's far easier to Target the right accounts and even a smaller list of the right accounts, then a bigger list of mixed accounts.

396 00:42:07,100 -> 00:42:07,900 That's great.

397 00:42:09,100 -> 00:42:09,800 Thank you MK.

398 00:42:09,800 -> 00:42:16,100 Did you have anything there about the buyer in particular narrowing in?

399 00:42:16,300 -> 00:42:20,800 Yeah, I am plus ones and Nate suggestion about getting some folks to partner with you.

400 00:42:20,800 -> 00:42:32,300 For some real time, testing the Persona that you're using on top of the company fit for your business, I would be remiss if I didn't say that, that fire acronym was fire.

401 00:42:32,300 -> 00:42:38,700 John's, I appreciate you sharing that with us, but there is something to be said about some of the feedback loop that you get.

402 00:42:38,800 -> 00:42:44,200 Partnering with your business development teams, if your team has won, I have been lucky.

403 00:42:44,200 -> 00:42:51,700 I have worked with a couple of different companies that have been at different stages of implementing a VM, and complementary to their SEO.

404 00:42:53,200 -> 00:43:04,800 And some of the need suggestions about great creating smaller list and testing against Persona types of testing, the needs framework testing your messaging framework against certain job types.

405 00:43:04,800 -> 00:43:12,900 And job titles has been a really fast feedback loop from marketing to In up additional testing for ebm strategies as well.

406 00:43:16,400 -> 00:43:17,400 Thanks MK.

407 00:43:17,700 -> 00:43:28,200 I am going to jump to this question on SEO analytics and how that can provide insights to the ABM campaigns.

408 00:43:28,400 -> 00:43:34,500 As they're progressing, Nate I am going to hand it over to you sure.

409 00:43:36,100 -> 00:43:46,800 You know, I think the reality and forgive me for repeating myself, but the reality of the competitive nature of SEO today, modern SEO is about competing with Was it ends, right?

410 00:43:46,800 -> 00:43:48,200 You're trying to win the gold medal.

411 00:43:48,400 -> 00:43:52,400 You're not just trying to go down to the local gym and swim for some exercise.

412 00:43:52,400 -> 00:43:57,400 Like and if that's how you treat SEO, like I am just going down to the gym couple times a week.

413 00:43:58,100 -> 00:44:07,700 The reality is that you win and you learn traffic, your SEO campaign delivers Roi when you win the gold medal or the silver or the bronze.

414 00:44:08,900 -> 00:44:10,200 That doesn't mean it's impossible.

415 00:44:10,600 -> 00:44:16,000 It means do the right things and really see who's winning and figure out how I can strategically beat them.

416 00:44:16,200 -> 00:44:19,000 And it's very doable and it's a scalable approach.

417 00:44:19,400 -> 00:44:25,300 And if you're doing that and you're getting traffic, I think you want to understand what traffic.

418 00:44:26,000 -> 00:44:29,600 What are the what portion that traffic are inside of your target accounts?

419 00:44:30,300 -> 00:44:34,200 What portion that traffic are part of your target account?

420 00:44:34,200 -> 00:44:34,700 Set?

421 00:44:34,800 -> 00:44:42,000 What portion are not, I consider it successful, no matter how much traffic were getting.

422 00:44:42,800 -> 00:44:46,000 If we're moving the needle, I am tired accounts and pipeline generated.

423 00:44:47,000 -> 00:45:00,500 I think the biggest mistake that's made in a SEO campaign that begins to take off is some level of leadership will say, you know, only 5% or 1% of this traffic converts.

424 00:45:01,500 -> 00:45:03,300 Well, let us not look at direct conversion.

425 00:45:03,300 -> 00:45:09,100 Let us look at Revenue attribution and broader metrics with a water time scale.

426 00:45:09,800 -> 00:45:11,800 Regardless, the question isn't.

427 00:45:11,800 -> 00:45:15,900 Just, what percent of traffic, converts, what's the ROI on the traffic?

428 00:45:16,300 -> 00:45:21,200 How much is attributing to Pipeline and impacting pipeline directly or indirectly?

429 00:45:21,600 -> 00:45:25,200 And if we're seeing a good impact on Pipeline SEO is a wide net.

430 00:45:25,300 -> 00:45:26,500 You're going to see a lot of traffic.

431 00:45:26,500 -> 00:45:29,100 You're going to see a lot of students researching.

432 00:45:29,700 -> 00:45:33,100 You're going to see, maybe there are nonprofits, that's not a Target account.

433 00:45:33,100 -> 00:45:35,200 Just companies that aren't a Target account.

434 00:45:35,600 -> 00:45:41,300 You're going to see a lot of trap people with that need only a small percentage of might be those that are Target account.

435 00:45:41,300 -> 00:45:46,800 So the question is in what percent is really driving in a VM programmer, Having leads.

436 00:45:46,800 -> 00:46:00,600 But rather how much revenue or pipeline can we find that since that's measuredly associated with RSU initiatives and the co-worker That's huge distinction?

437 00:46:02,300 -> 00:46:03,000 Thanks name.

438 00:46:03,200 -> 00:46:12,500 We are sorry, if we in our customers generally, find that it's pretty useful to look at all your web analytics with that kind of account overlay.

439 00:46:12,500 -> 00:46:17,300 On top of it, it's kind of what Nate's needs getting at, you know, you know.

440 00:46:17,300 -> 00:46:19,600 So it's not just, hey, what am I traffic sources?

441 00:46:20,000 -> 00:46:21,200 But you know what?

442 00:46:21,200 -> 00:46:23,800 Am I traffic sources for the Target accounts?

443 00:46:25,500 -> 00:46:26,100 You know what?

444 00:46:26,100 -> 00:46:28,200 Not, just what page is convert the best.

445 00:46:28,300 -> 00:46:45,800 What pages, convert the best for the Target accounts and to do all that you obviously need to build a connect, your DNA on immunization to your Analytics, And if I may just because it's free, I don't mind promoting a little bit.

446 00:46:45,800 -> 00:46:53,900 Demand-based does have something called account ID, free where any company can just go and install our tag on your site and connect it to your Google analytics.

447 00:46:53,900 -> 00:46:54,900 And we will do this for you.

448 00:46:55,500 -> 00:46:56,800 Oh sweet.

449 00:46:57,900 -> 00:47:01,500 So just you can search, you know, account ID free on our site and get it.

450 00:47:03,100 -> 00:47:03,700 Good to know.

451 00:47:06,400 -> 00:47:07,100 Awesome.

452 00:47:09,200 -> 00:47:12,000 Alright, so here's another more tactical question.

453 00:47:12,100 -> 00:47:17,500 How do you leverage SEO and ABM to build clean retargeting audiences?

454 00:47:21,700 -> 00:47:22,800 Anyone else want to go first?

455 00:47:25,300 -> 00:47:27,600 I do know that you're done, we want to learn from you.

456 00:47:28,000 -> 00:47:32,400 Yeah, I think you have got the most to say John, but I do know that SEO.

457 00:47:32,400 -> 00:47:37,200 Can, if you're getting a lots of high-value non-branded SEO.

458 00:47:37,200 -> 00:47:40,800 Traffic retargeting is a must for sure.

459 00:47:41,300 -> 00:47:49,400 Retargeting is generally how you drive the most conversion possible from the visitors that came to you from SEO in total.

460 00:47:49,400 -> 00:47:59,700 Its I would call it a must But yeah I know John what were your thoughts the way I like to think about it.

461 00:47:59,700 -> 00:48:10,100 You know is if you're only retargeting the target accounts then you're going to minimize your wasted money.

462 00:48:11,500 -> 00:48:30,300 You know, typically, you know if you're just doing a regular retargeting campaign, you know, you very well may be retargeting that student or that you know, who was never going to be a customer, but when you take that account ID lens to it and say, all right well these are the companies that I can actually sell to.

463 00:48:31,000 -> 00:48:37,900 They're the ones getting retargeting, you know, typically I think you're going to get better results and this matters.

464 00:48:37,900 -> 00:48:41,100 I mean we did a study across.

465 00:48:41,500 -> 00:48:44,300 Every company of ours that has our tag on the site.

466 00:48:44,300 -> 00:48:56,800 So, all of our paid and free customers and across that whole universe, only 37 percent of the traffic coming from search to company sites.

467 00:48:57,400 -> 00:49:00,800 We're we even able to identify it as coming from a business.

468 00:49:02,400 -> 00:49:05,100 Let alone a Target account, you know?

469 00:49:05,100 -> 00:49:11,300 And so there is, I think a fair amount of waste on this but, you know, it's even broader.

470 00:49:11,300 -> 00:49:13,600 I think you goes back to that Journey.

471 00:49:14,600 -> 00:49:23,100 You know where you have got that qualified account, you know, which is not even like be what you're interested in them, but they don't even know.

472 00:49:23,100 -> 00:49:32,700 There's a problem, you know, and you know, you should know how do you reach out to them using something like display advertising, but it's not retargeting.

473 00:49:34,000 -> 00:49:39,800 It's account focused advertising distant, try to build some awareness of the problem and Trust in your brand.

474 00:49:40,600 -> 00:49:44,300 Then if they start showing some intent, now, you want to kind of catch their attention.

475 00:49:44,400 -> 00:49:45,900 Tension to bring them to you.

476 00:49:46,900 -> 00:49:49,200 And you thought leadership can work really well.

477 00:49:50,900 -> 00:49:55,600 And now once you have got them to your site, that's when the retargeting can kick in, you know?

478 00:49:55,600 -> 00:49:57,800 So I also like a theme.

479 00:49:57,800 -> 00:50:00,100 We have had this whole, this whole conversation.

480 00:50:00,100 -> 00:50:03,100 It's a line into the journey as well, hmm.

481 00:50:05,200 -> 00:50:06,800 So good inside as well.

482 00:50:07,300 -> 00:50:16,300 Bridging, the Divide between our last question and this question and making sure we're going really far down the funnel to understand where were generating revenue.

483 00:50:16,500 -> 00:50:21,300 And also how we're generating Revenue that is not only retained the potentially expands.

484 00:50:21,400 -> 00:50:26,500 I think that becomes a really interesting lens to layer on top of your retargeting efforts.

485 00:50:26,600 -> 00:50:34,000 And it can't be understated to how important it is a knowing, how your business, like, what your business is and how it converts.

486 00:50:34,400 -> 00:50:44,900 Just About this free traffic tracking tool as a great lead generation strategy of freemium strategy, product LED growth strategies.

487 00:50:45,200 -> 00:50:57,000 Those strategies do need to be laid over top your retargeting strategy, to make sure you are not wasting the efficiencies, in your spend, you're gaining efficiencies and you're spending your retargeting campaigns as well.

488 00:51:00,100 -> 00:51:04,100 Efficiency is the key for this year to name of the game.

489 00:51:04,100 -> 00:51:08,300 So that's these are really insightful points.

490 00:51:08,300 -> 00:51:10,300 Thank you so much for sharing.

491 00:51:11,900 -> 00:51:19,800 So let us say we identify and narrow in on those that are Target's, even in the, in the retargeting.

492 00:51:20,200 -> 00:51:22,200 How do we drive the engagement up?

493 00:51:22,200 -> 00:51:29,000 John, you mentioned a few things about thought leadership and different things, you know, across that entire funnel MK.

494 00:51:29,000 -> 00:51:29,700 I am gonna throw this one out.

495 00:51:29,900 -> 00:51:38,800 Do you like what are some things that we can do to really double down on the engagement with high intent buyers?

496 00:51:38,800 -> 00:51:45,200 And at what point should we be pulling those levers and tripling down?

497 00:51:47,500 -> 00:52:04,000 Yeah I mean I would be remiss if I didn't talk about gifting somewhere in the answer of boosting engagement with your high, in 10, high value accounts, but I will copy it that by saying that Gifting just by sending someone to give cars by throwing something like that.

498 00:52:04,000 -> 00:52:08,900 To someone to try to get them to convert, or spend time with you is actually winning in efficacy.

499 00:52:09,600 -> 00:52:20,900 So making sure that the tactic that you're using to boost engagement matches the authenticity of the need of the moment and of the audience that you are targeting.

500 00:52:22,100 -> 00:52:29,600 I think there's a lot of really fun and interesting ways to engage with folks and capitalizing on their need first.

501 00:52:29,600 -> 00:52:38,100 And I am working outwards is a really valuable way to examine your options and the exploration of Engagement with folks.

502 00:52:38,500 -> 00:52:44,800 For example, if their need is I need to see more Intel on who's coming to my website.

503 00:52:44,800 -> 00:52:47,700 Then creating an amazing free tool.

504 00:52:47,700 -> 00:52:54,400 Like demand base has is an awesome way to engage with your community creating a webinar.

505 00:52:54,400 -> 00:52:59,700 Like this to help folks, who are maybe just starting off with SEO and a VM and trying to find complementary.

506 00:52:59,900 -> 00:53:01,300 Geez to boost efficiency.

507 00:53:01,300 -> 00:53:05,900 He's there in, is a really great way to engage with folks.

508 00:53:06,400 -> 00:53:22,400 The rule of thumb that I advise folks out on finding the right engagement tactic is to understand what's going to help someone authentically connect with your brand and learn about your domain, expertise, through that experience.

509 00:53:22,900 -> 00:53:32,800 And when you layer that lens on top of the engagement tactics that you have available to you, you start ruling out things that feel a little Official, you start ruling out some of those engagement tactics.

510 00:53:32,800 -> 00:53:41,000 That feels a diamond doesn't from everybody else's playbooks and ABF, but I will say coming all the way full circle back to gifting.

511 00:53:41,000 -> 00:53:47,500 I do think gifting has a vital role to play in account-based execution and I love seeing it.

512 00:53:47,500 -> 00:53:49,700 Be used as mid-cycle accelerators.

513 00:53:49,700 -> 00:53:58,200 I love it, being the relationship accelerant in a sales cycle, it's not the best door opener.

514 00:53:58,200 -> 00:54:01,800 I think it's like I said, waiting and See there but it's a great way to show.

515 00:54:01,800 -> 00:54:03,000 Hey I am a real human.

516 00:54:03,300 -> 00:54:11,700 I know you're a real human and it's a really fun time and a place for us to partner to help one another in are mutually shared objectives moving forward.

517 00:54:12,400 -> 00:54:17,900 So that's really interesting that you're saying that it's not best.

518 00:54:17,900 -> 00:54:25,300 Maybe be leveraged at the very top of the funnel that like, hey, get a free gift, you know, you don't know me.

519 00:54:25,400 -> 00:54:36,200 Well, but yeah, you don't know that Brian gifting is really kind of Channel fundamentally above it all, but it also, there's a quid pro quo kind of nature to it, right?

520 00:54:36,200 -> 00:54:52,800 Like you are going to give someone a gift card to get something in return and so that ruse, I think it like I said, is not working as well, for some folks who know that on the other side of getting five dollars to Starbucks, are going to have to sit and have someone go through the pinch of sorts.

521 00:54:52,800 -> 00:54:59,900 And it does the lost the intent of a gift is just completely with lost in the meaning of that exchange with someone one.

522 00:55:00,900 -> 00:55:06,500 So post-relationship being established is where, yeah, you recommend.

523 00:55:07,600 -> 00:55:19,800 That's my Pro tip for folks who are thinking about incorporating getting into their avian strategy and don't forget, your customers are also great, great marketers for your business too.

524 00:55:20,000 -> 00:55:24,900 So post-sales celebrate celebrations, through gifting is also great to account-based.

525 00:55:24,900 -> 00:55:26,700 Marketing doesn't stop at the first point of sale.

526 00:55:27,800 -> 00:55:28,400 That's a big one.

527 00:55:28,400 -> 00:55:29,900 That's a whole other webinar right there.

528 00:55:33,000 -> 00:55:39,000 Yeah, for sale might have to invite you guys up for that conversation, as we have got four minutes left.

529 00:55:39,000 -> 00:55:48,900 So this has been an incredibly Rich conversation, you have taken us way, 300,000 stretch, strategic level thinking very tactical to the ground.

530 00:55:49,100 -> 00:55:50,400 I really appreciate it.

531 00:55:50,400 -> 00:55:51,900 John Nate MK.

532 00:55:52,100 -> 00:55:55,400 Thank you so much for taking the time to share your experience.

533 00:55:55,400 -> 00:55:57,900 Your wisdom, MK.

534 00:55:58,300 -> 00:56:01,600 You have got something special for everyone who's I showed up today.

535 00:56:02,500 -> 00:56:03,400 Yeah, of course.

536 00:56:03,400 -> 00:56:07,800 Well because you took time out of your day to come share your time with us.

537 00:56:08,600 -> 00:56:14,300 I thought it would be helpful for our relationship to continue to say thank you for that.

538 00:56:14,600 -> 00:56:28,100 And so we will be giving everybody a gift for those who attended live today, just to show our appreciation and gratitude for you being able to occupy this space and place with us and allow us a chance to kind of share some of our musings on this topic.

539 00:56:29,800 -> 00:56:31,300 Awesome, thank you.

540 00:56:31,300 -> 00:56:31,800 I am K.

541 00:56:31,800 -> 00:56:36,200 We see you in chat to folks, are stoked to receive something.

542 00:56:36,600 -> 00:56:39,500 All right, well with that makes gone, Nate MK.

543 00:56:39,900 -> 00:56:43,100 Thank you everybody for joining today.

544 00:56:43,500 -> 00:56:51,700 We have our next event, taking place an interview with Julie, who's the VP of demand generation at lob.

545 00:56:51,900 -> 00:56:56,400 And we're going to talk about the yin and yang of demand gen and marketing Ops.

546 00:56:56,700 -> 00:57:03,600 So feel free to register for This is happening next Tuesday, and I have got the here we go.

547 00:57:03,700 -> 00:57:06,500 Thank you, Sal, and I love pointing at this button here.

548 00:57:06,500 -> 00:57:11,900 Go ahead and click right there to register for this interview with Julie taking place next Tuesday.

549 00:57:12,400 -> 00:57:17,200 Alright, everyone have a wonderful day and rest of your week.

550 00:57:17,500 -> 00:57:23,500 I am sending the Hope Hawaii sunshine to each of you and lots of love aloe hell of.

551 00:57:23,600 -> 00:57:24,200 All right.

552 00:57:24,200 -> 00:57:24,800 Bye.

553 00:57:37,100 -> 00:57:50,100 Clock strikes upon the Earth and the Sun begins to fade still enough time to figure out how to Chase my Blues Away.

554 00:58:02,400 -> 00:58:03,300 The Only Name.

555 00:59:45,400 -> 00:59:46,700 Who loves me?

1 00:01:26,100 -> 00:01:30,400 Still, enough time to figure out how to Chase my Blues Away.

2 00:03:26,300 -> 00:03:27,500 Somebody who loves me.

3 00:04:40,000 -> 00:04:41,600 Hello, everyone.

4 00:04:42,200 -> 00:04:50,100 Welcome to our interview Spotlight today with Julia Hartwig VP of marketing at cap.

5 00:04:50,100 -> 00:04:54,600 Chase and we are super excited to be able to have her here.

6 00:04:54,800 -> 00:05:03,300 As she is going to crack the code for us on these myths around marketing attribution and metrics.

7 00:05:03,300 -> 00:05:07,900 I mean, there's a lot of things that you see on LinkedIn and different influencers.

8 00:05:08,300 -> 00:05:14,800 In out different things we were just talking about this in the green room and majority of it is probably pretty fluffy.

9 00:05:15,700 -> 00:05:20,300 So I am excited to bring up Julia, join me here on stage.

10 00:05:22,300 -> 00:05:23,400 Alright.

11 00:05:25,100 -> 00:05:25,100 Hello.

12 00:05:25,700 -> 00:05:26,400 Hi.

13 00:05:27,100 -> 00:05:27,900 How's it going?

14 00:05:27,900 -> 00:05:28,700 How are you?

15 00:05:29,800 -> 00:05:30,200 Good.

16 00:05:30,200 -> 00:05:31,300 I am so excited to be here.

17 00:05:31,300 -> 00:05:32,900 Thank you for having me.

18 00:05:33,500 -> 00:05:39,200 Oh, I am excited because you have got a lot to say about marketing metrics.

19 00:05:39,200 -> 00:05:46,300 Attributions, you're probably one of the savviest markers, experienced marketers, and, and you can go really deep.

20 00:05:46,300 -> 00:05:54,200 I have found with attribution metrics, and so before we jump in the key, tell us a little bit just about you and cap.

21 00:05:54,200 -> 00:05:54,800 Chase.

22 00:05:56,100 -> 00:05:58,300 Yeah, so I am Julia.

23 00:05:58,300 -> 00:06:00,000 I am the VP of marketing at cap.

24 00:06:00,000 -> 00:06:06,200 Chase I live in New York and Brooklyn which is almost Manhattan.

25 00:06:06,600 -> 00:06:14,600 She's getting some really I spent my time prior to being intact really traveling the world and spending a lot of time living in a lot of countries.

26 00:06:14,600 -> 00:06:33,600 I lived in Madrid Vancouver, even Las Vegas at one point and that's primarily because my husband was a professional poker player before he pivoted into Tech and I Yeah, I am I live I ran a link Farm originally, I was like deep and a CR at one point in my career, a link Farm.

27 00:06:33,600 -> 00:06:45,900 I had a disgusting link Farm, but one point you could hack anything, it was like, Hey, like, we want to rank and it was like, scrape, your content blink, an s*** out of it and have the right domain name and remain power.

28 00:06:45,900 -> 00:06:47,000 It's hard to imagine this.

29 00:06:47,000 -> 00:06:56,500 Now, I feel like saying this makes me sound really old, but I was like, if you wanted to appear for, let us say Vancouver, if you bought the keyword, like travel Hoover or the domain.

30 00:06:56,500 -> 00:06:59,700 Sorry Travel Vancouver or like go Vancouver you would be number one.

31 00:06:59,700 -> 00:07:17,000 Like it was just that easy obviously with like all that shifted but I think that taught me a thing or two about like not looking at everything as if there's like some Trend that's going to solve your problems and probably why I go so deep on everything because like I did do that and it was cool while it lasted.

32 00:07:17,000 -> 00:07:22,900 I made some money off it but That doesn't mean it's sad when it dies, let me tell you.

33 00:07:23,200 -> 00:07:31,500 So a little bit about cap Chase and, you know, I am probably the most excited about this company at any company, I have been at purely off of the traction.

34 00:07:31,500 -> 00:07:37,300 They have had in two years and how different and disruptive they really are in the industry.

35 00:07:37,300 -> 00:07:45,300 And so when I started looking for my next job and like where I wanted to land, it was really important to me that they were

a B2B company for supervisors.

36 00:07:45,300 -> 00:07:47,800 I don't do b2c marketing, I don't even want to talk about it.

37 00:07:47,800 -> 00:07:48,600 I don't get it.

38 00:07:49,100 -> 00:07:55,200 I just told a girl my team that's social is the thing that like I just don't understand and like great job, and she was like, okay?

39 00:07:55,200 -> 00:08:01,100 And then I really researched a lot and I have been at a lot of startups.

40 00:08:01,100 -> 00:08:03,800 I have been at SAS companies, I have done the, you know, I lived in San Francisco.

41 00:08:03,800 -> 00:08:07,800 I did the Silicon Valley, like quintessential thing.

42 00:08:07,800 -> 00:08:15,400 And what I have seen is I could there're big raises, followed, big layoffs, followed by, you know, success or non-success.

43 00:08:15,400 -> 00:08:25,600 And a lot of times the internals of the company don't actually match the Any of what the valuations say or like, raising is also telling a story.

44 00:08:25,600 -> 00:08:33,200 And, so I was looking for someone who was doing something really different, that was kind of taking away from that, could provide value to people without giving up equity.

45 00:08:33,200 -> 00:08:40,900 And I kind of came across cap, Chase organically, and actually applied for the job, without a recruiter, which kind of rare in my position, I think.

46 00:08:42,700 -> 00:08:49,000 Anyway, so if you haven't heard of capture a Serafin tech company that helps a Saunders get money and essentially how they do.

47 00:08:49,100 -> 00:09:02,200 That are they look at your recurring Revenue, we have really Advanced Integrations with pretty much every major way that you would record Banking, and then they're able to assess and unlock funds almost instantly.

48 00:09:02,200 -> 00:09:06,000 And so unlike in a traditional baked word takes months, we can do it in.

49 00:09:07,600 -> 00:09:11,300 I mean, depends on the client but like two three days.

50 00:09:12,200 -> 00:09:15,200 I am and like Max a week so really fast.

51 00:09:16,000 -> 00:09:20,600 And it was incredibly important for me to be at a company that I felt had product Market fit.

52 00:09:20,600 -> 00:09:22,100 You know, a lot of people say they have it.

53 00:09:22,100 -> 00:09:30,500 That's I can talk about this but like the number one myth is like if you don't have a product you can't really Market anything everything dies.

54 00:09:31,800 -> 00:09:37,200 So I was really excited, they have raised over 900 million dollars and worked with over 3,000.

55 00:09:37,400 -> 00:09:41,100 Where's at this point, and they're only two years old, and they're in your lap Mark already.

56 00:09:41,100 -> 00:09:46,200 So really exciting company, really disrupting a really fun place to be.

57 00:09:46,200 -> 00:09:48,900 And yeah, that was kind of what I was looking for.

58 00:09:48,900 -> 00:09:52,500 But anyway, let us jump into Market ngratulations marketing.

59 00:09:53,100 -> 00:09:54,000 Know, it's really cool.

60 00:09:54,000 -> 00:09:55,100 It's a very cool company.

61 00:09:55,100 -> 00:10:02,200 I am thrilled to be part of the team and to have been, you know, to have gotten through their interview process and be where I am.

62 00:10:02,200 -> 00:10:05,500 I have learned so much already, and I am really excited about it.

63 00:10:06,100 -> 00:10:07,000 That's awesome.

64 00:10:07,300 -> 00:10:16,000 Well, we're so excited to unpack some of these myths and attribution metric myths.

65 00:10:16,000 -> 00:10:27,600 So before we jump into that, though we do have a pole, let us pull up the pole and see how many marketing attribution software tools.

66 00:10:28,100 -> 00:10:30,600 Are you currently using at your company?

67 00:10:30,600 -> 00:10:34,800 So, feel free to place your votes in there.

68 00:10:35,900 -> 00:10:39,900 I have got up to 10 options here.

69 00:10:42,100 -> 00:10:44,800 I mean, I feel like people use a lot.

70 00:10:47,000 -> 00:10:50,600 I am always getting out of yeah, 426, I am always getting sent them.

71 00:10:50,800 -> 00:10:53,200 My people in the company are like, hey, we need to buy this.

72 00:10:53,200 -> 00:10:54,000 I am like, do we?

73 00:10:55,400 -> 00:10:59,300 This is going to be a big topic that you're going to help us unpack.

74 00:10:59,300 -> 00:11:01,300 All right, well, that's good to know it.

75 00:11:01,300 -> 00:11:02,800 So most.

76 00:11:02,800 -> 00:11:03,600 Whoa, here we go.

77 00:11:03,600 -> 00:11:05,100 Okay, four to six.

78 00:11:06,100 -> 00:11:09,400 Is the common doesn't surprise me schools.

79 00:11:09,900 -> 00:11:10,500 All right.

80 00:11:10,500 -> 00:11:11,000 Okay.

81 00:11:11,400 -> 00:11:34,200 Well that gives us a good sense of how many folks are using tools and I guess the question really is like relying on as we're jumping into this topic here you know, you think about B2B marketing there, it's a complex buying process and even harder going into 2023 with layoffs less resources.

82 00:11:34,500 -> 00:11:46,400 You gotta look at LTV profitability across everything, everyone's tighter more than ever, the board of directors investors everybody is like on you more than ever.

83 00:11:47,300 -> 00:11:58,000 And so this is where Julia like you are the expert here with all the experience you had and I love the transparency, you had transparency.

84 00:11:58,000 -> 00:12:04,200 You had with me when we spoke earlier of just like the numbers of failures that have helped.

85 00:12:04,200 -> 00:12:06,000 You get to this point of Learning.

86 00:12:06,400 -> 00:12:14,300 And so, I mean, I would love to just hear your thoughts of just like going in and 2023.

87 00:12:15,300 -> 00:12:22,800 What are you saying with some of the big shifts and changes and with marketing attribution and metrics?

88 00:12:22,800 -> 00:12:28,900 You know, is there anything that you're seeing in particular that's really changing or different?

89 00:12:29,800 -> 00:12:41,200 Yeah, I mean, I think a lot has shifted in marketing first of all like I think like the era of doing nothing, I am not doing nothing like the pray and spray, it's like coming to an ear and you just can't afford to do it, right?

90 00:12:41,200 -> 00:12:51,600 Like it's just too expensive and so that kind of like has brought I would say the emergence of line of thinking that you see everywhere, you know.

91 00:12:51,600 -> 00:13:00,100 Like I think B2B it goes through like four years, like originally was the demand generation experts like, that was like Thing you needed to do.

92 00:13:00,100 -> 00:13:05,600 You need to do DG and like that solves your problems and then it was like, you need to do a BM that solves your problems.

93 00:13:05,900 -> 00:13:11,100 And now I kind of think we're moving into like this like oh it's a I was like AI is going to solve all your problems.

94 00:13:11,100 -> 00:13:21,400 Like we're going to run an i and like AI has gotten really good on some things and like I still, you know, I am using tools like I don't use chat GTA, but I use Jasper, which is a competitor of theirs.

95 00:13:21,400 -> 00:13:27,000 And I had to write a lot of stuff and I think that it's an amazing.

96 00:13:27,000 -> 00:13:30,100 What you can do with II and attack.

97 00:13:30,100 -> 00:13:46,000 And but I also think that if you are unable to understand what you're trying to get out of something, if you are unable to connect, you know, everything to the core and the foundation's like, it doesn't really matter because I chat GPT can't tell you what it's going to say.

98 00:13:46,000 -> 00:13:48,200 Like you still have to tell it what you want it to say.

99 00:13:48,200 -> 00:14:09,900 It just writes the content without you having to go through like the first iteration of you know I don't even know what you want to say like the first iteration of R draft or you have like think through how you're going to intro like it kind of does that work for you but like you still need to know the story or telling you still need to know that the data points and like your narrative around it or it's that's right.

100 00:14:09,900 -> 00:14:11,500 It's generic fluff.

101 00:14:13,300 -> 00:14:28,400 So yeah and I think like one of the things I have seen is like when I came in to be like I started in growth, and I was running a free product and I think like also by the way, like Worlds, Collide in Silicon Valley, like that company is very much come back into my life, like in a million ways.

102 00:14:28,400 -> 00:14:35,900 And I was like, really But anyways, that product I worked on a free product building, a free product.

103 00:14:35,900 -> 00:14:38,700 And like, just like all tech companies, I kind of like threw a sketch.

104 00:14:38,700 -> 00:14:41,700 Violet me, that was like pre figma, and they were like, hey here you build it?

105 00:14:41,700 -> 00:14:43,700 I was like, I don't, I don't.

106 00:14:43,800 -> 00:14:44,200 Yeah.

107 00:14:44,300 -> 00:14:45,500 And I like deleted stuff.

108 00:14:45,500 -> 00:14:50,000 I was like, all right, here's your free product and that was like the era of the growth marketer.

109 00:14:50,000 -> 00:14:58,900 And I was like, all right, we're going to make a free product and it's to drive referrals, and we're going to be viral, and we're going to be just like Dropbox and like that's the goal and I think we did do a lot of that.

110 00:14:59,100 -> 00:15:04,600 At and it did become the demand generation machine for the company, and I am really proud of that.

111 00:15:04,600 -> 00:15:24,500 But what I saw in like what has enlightened, I think the way I approach marketing forever, as first of all, I had a really hard CEO in that he was like a very, not hard as a person, but he was a very He needed like in a good way like I think he pushed people that I probably wouldn't have pushed myself.

112 00:15:24,500 -> 00:15:32,000 And, so I was forced to make models and do things that was like, way outside of my comfort zone is like an early entry was basically growth marketer.

113 00:15:32,000 -> 00:15:34,600 I was just like, what, what do you mean a growth model?

114 00:15:34,600 -> 00:15:35,600 What the hell is that?

115 00:15:36,500 -> 00:15:49,800 And I did all that with his help and that really paves the way for me, I think in my career, and he also really he gave us again like these errors are gone but now you have run Cards and a different credit card system.

116 00:15:49,800 -> 00:15:53,000 But back then there were like these Embers cards and was like almost like a gift card.

117 00:15:53,000 -> 00:15:55,400 And every day, I would have to be like, hey we're out of her LinkedIn.

118 00:15:55,400 -> 00:15:57,200 Budget, can I like have some money please?

119 00:15:58,400 -> 00:15:59,100 And I am both cars.

120 00:15:59,100 -> 00:16:10,300 Will get like shut down and so, you know, my mentality walking into tooling and anything is like, will the first place of financial department is going to go or CEOs going to go with the marketing team.

121 00:16:10,300 -> 00:16:15,700 Like they don't attack Engineers on their toolset, they don't attack product teams on all the tools, they're using.

122 00:16:15,700 -> 00:16:17,200 But they're going to come after the marketing.

123 00:16:17,300 -> 00:16:17,400 Team.

124 00:16:17,400 -> 00:16:22,600 They really don't even go up to the sales team, they're going to come after the marketing team and be like, hey the f*** are you spending money on?

125 00:16:22,900 -> 00:16:28,500 And so, I am very Roi focus and I think like the new world is like Revenue.

126 00:16:28,500 -> 00:16:32,800 I have heard that I have seen this all over the internet but like, I really believe in Revenue based marketing.

127 00:16:32,800 -> 00:16:35,400 And to me, that's like you just drive all the way through the funnel.

128 00:16:35,400 -> 00:16:37,400 Like, you're not really just a lead generation machine.

129 00:16:37,400 -> 00:16:46,500 You're focused on like finding the right people doing it, efficiently and yeah, that's kind of like my Spiel and B2B but beauty is hard.

130 00:16:46,500 -> 00:16:58,300 I wasn't into Like it's a Playbook but it's not a Playbook and I called a bread or earlier Revenue based marketing.

131 00:16:58,900 -> 00:17:03,600 Can you like give us a little definition of that?

132 00:17:03,600 -> 00:17:05,599 I mean, I kind of made it up but I see it everywhere.

133 00:17:05,599 -> 00:17:12,599 So I am sure there's like a real definition and like one of the things that drives me nuts is when people use a word that's like actually has a meaning and like you make up your own meaning to it.

134 00:17:12,599 -> 00:17:15,700 So like I might be doing that right now so just like all good.

135 00:17:15,800 -> 00:17:17,099 Eric what's your showed you?

136 00:17:18,200 -> 00:17:25,300 Yeah, to me, Revenue base marketing is basically if you look and I think this is what's so interesting is you see this everywhere.

137 00:17:25,300 -> 00:17:41,300 It's like the type of algorithm you see, on LinkedIn words like go all the way to revenue and your Roi should be 3x, whatever your cost is and like all of these like really crazy budgetary, like, considerations for how you should do your CAC and all of that sort of stuff.

138 00:17:41,300 -> 00:17:42,100 But I don't think about it.

139 00:17:42,100 -> 00:17:42,500 Like that.

140 00:17:42,600 -> 00:17:46,200 I would say, like, when I think of Revenue based marketing, it's like, literally my team.

141 00:17:46,300 -> 00:17:50,200 When we look at our dashboard, Words, we don't actually look at cost and mql.

142 00:17:50,200 -> 00:17:51,900 We look all the way across to revenue.

143 00:17:51,900 -> 00:17:53,100 It's in the dash.

144 00:17:53,500 -> 00:17:59,700 It's how I guide my agency, and I am not telling them drive me mql like I don't actually care.

145 00:17:59,700 -> 00:18:11,000 I barely look at that number and like I am sure everyone is appalled by that but I look at you know what you would consider like a qualified sales qualified lead is usually where I stop.

146 00:18:11,600 -> 00:18:26,400 I mean I will look all the way through but obviously B2B sales Cycles tend to be a little longer so you need like a more don't feedback loop and so like I am judging on Revenue at that point in then I use like the prehistoric like conversion rates from sales to figure out exactly what a reasonable rate for that is.

147 00:18:26,600 -> 00:18:39,700 And then I Hold Steady on that and that can mean a lot of things, it means if that goes up at a point where I am uncomfortable, I am going to cut spend, like I am not going to keep spending which is I think very different from what most people do at least from what I have seen.

148 00:18:39,700 -> 00:18:44,400 Most people just keep spending and I like it will come back down but it's a math problem, right?

149 00:18:44,400 -> 00:18:47,100 Like if your denominator just keeps going up, like you're f*****.

150 00:18:49,200 -> 00:18:50,100 I cut spend it.

151 00:18:50,100 -> 00:18:53,000 I make them every one re-optimize within the campaign's you have.

152 00:18:53,000 -> 00:19:04,800 And that means that like you can grow really efficiently at that point because I very optimized and you're not like bloated with a lot of add keywords, or whatever if you're doing vlad's or whatever particular tool you're in.

153 00:19:04,800 -> 00:19:07,500 And so I think about that with everything though.

154 00:19:07,500 -> 00:19:17,000 So I look at you know I ran an outbound team and an inbound team and to me like all that mattered was your Roi on each of those humans because basically there are tool, right?

155 00:19:17,000 -> 00:19:18,200 Like You're paying for them.

156 00:19:18,200 -> 00:19:21,900 And, so I think about all marketing channels, like that organic same thing.

157 00:19:21,900 -> 00:19:23,300 Like, how much does it cost to create content?

158 00:19:23,300 -> 00:19:32,000 Well, okay, there's like your costume to organic and I break it out like that and then I try very hard to like focus on the.

159 00:19:32,300 -> 00:19:33,400 I mean, it sounds so obvious.

160 00:19:33,400 -> 00:19:44,700 Everyone says this, but like I literally do this like just focus on the one thing that's working and to try to add their instead of like trying to do everything at once and that means slower growth in a lot of ways.

161 00:19:44,700 -> 00:19:52,700 But like I do think right now in the current environment You're not going to triple like you're going to double, like it's going to be really hard.

162 00:19:52,700 -> 00:20:03,500 And I think with boards breathing down people's necks like you don't want to be spending making those assumptions until you're really secure with that level of spend.

163 00:20:04,200 -> 00:20:05,900 Because at the end of the day it's my job on the line, right?

164 00:20:05,900 -> 00:20:07,000 Like whom are they going to yell at?

165 00:20:07,000 -> 00:20:08,400 It's me, right?

166 00:20:08,500 -> 00:20:09,300 Right?

167 00:20:09,400 -> 00:20:11,400 What are they trying to be really conservative?

168 00:20:12,200 -> 00:20:17,100 What are the current channels going into 2023 that you guys are focused on?

169 00:20:17,200 -> 00:20:18,700 On and then doubling down on.

170 00:20:19,200 -> 00:20:30,300 I mean, people would probably, like, judge me, this is another thing like, you know, we're talking about the myths and attribution and modeling like the belief that there is somehow some magic be to be like sauce.

171 00:20:30,300 -> 00:20:32,200 And Instagram is kind of lost on me.

172 00:20:32,200 -> 00:20:36,200 Like, I just, I don't think that Facebook is going to.

173 00:20:36,200 -> 00:20:38,800 I know you can do really good look-alikes, and you can do all sorts of things.

174 00:20:38,800 -> 00:20:54,100 But like unless you're targeting a person who is on Instagram all day, like I guess more tech people, like, I am on Instagram a lot but like I am going after Different Persona and like, I don't think they're sitting there all day, and so I don't think it's an efficient use of capital.

175 00:20:55,500 -> 00:20:58,100 I still think Google will reign supreme.

176 00:20:58,500 -> 00:21:02,000 I think that it's the best, like, it's the highest intent traffic.

177 00:21:02,000 -> 00:21:06,500 You can pull in, and I think you can inform a lot off of what Google keywords are performing.

178 00:21:06,500 -> 00:21:08,900 Like you can build SEO programs, you can build a million things.

179 00:21:10,000 -> 00:21:20,200 And I think that LinkedIn, you know, for a B2B for not everyone, you know, I have done this for different personas, like it doesn't always work but If LinkedIn is performing for you, it's very expensive, but it tends.

180 00:21:20,500 -> 00:21:21,600 It has some really good targeting.

181 00:21:21,600 -> 00:21:29,400 And in some ways I think LinkedIn, you know, I have an agency now that runs this, but they said this to me and I thought this was like, I trust them.

182 00:21:29,700 -> 00:21:47,000 That the LinkedIn is almost at a point where you can do true, ABM on it like you don't really need to buy an additional software to do that and that's what I mean about like be careful about your marriage sex doc you know the era of like just by everything by an intent based software right before you get into that.

183 00:21:47,200 -> 00:21:48,900 Let us jump into myth number one.

184 00:21:48,900 -> 00:21:50,500 Let us go to the first one.

185 00:21:50,500 -> 00:21:52,900 What is your first myth?

186 00:21:54,100 -> 00:21:55,800 You need more Tech tools.

187 00:21:56,500 -> 00:21:57,600 I don't think so.

188 00:21:59,400 -> 00:22:01,100 I mean, I guess you didn't pack them.

189 00:22:02,400 -> 00:22:04,100 You need some more Tech tools.

190 00:22:04,100 -> 00:22:06,700 Do you need something to send emails?

191 00:22:06,900 -> 00:22:08,200 That's a good system.

192 00:22:08,200 -> 00:22:09,400 That campaign stamps.

193 00:22:09,700 -> 00:22:10,100 Yes.

194 00:22:10,200 -> 00:22:12,400 So you need like Marketo or HubSpot.

195 00:22:12,400 -> 00:22:12,600 Thank you.

196 00:22:12,600 -> 00:22:15,400 Not going to live without that marketing automation is core.

197 00:22:15,400 -> 00:22:16,500 You need to do lead scoring.

198 00:22:18,200 -> 00:22:20,200 Do you need much else?

199 00:22:21,400 -> 00:22:22,800 I don't know, maybe segment.

200 00:22:22,800 -> 00:22:25,700 Even if your product team isn't running out, like that's something you need.

201 00:22:25,700 -> 00:22:33,100 You need to see a mess, otherwise you're slow and clunky and by the way, talk about Lessons Learned, you know, I am notorious, I will never forget this.

202 00:22:33,100 -> 00:22:39,000 I have told to companies that if you didn't code your own f***** website, you are in a tech company, not true.

203 00:22:42,800 -> 00:22:43,200 Oops.

204 00:22:44,300 -> 00:22:51,100 But the that you need to CMS and I think that's really the core of what you need to do your job.

205 00:22:51,200 -> 00:22:51,600 Job.

206 00:22:51,600 -> 00:23:01,100 And then you need to be able to take that data at from segments and you need an analyst who can build you some sort of bi tool which the company probably needs anyway.

207 00:23:01,100 -> 00:23:17,700 So it's not really a marketing purchase but I think with those things you can do just about anything you need some data tools, if you're going to pull list and things like that and you need, you know, the B2B toolset of like some sort of CMS but I see it's ERM sorry.

208 00:23:17,700 -> 00:23:39,800 But other than that, like Think you can do a lot and, you know if you're starting out like I think it depends on the era of the company to like, I have gotten some tools, I love an example of show pad, that was really expensive and spent a lot of money on it, but it depends on the needs of the business and I think that made sense for us.

209 00:23:39,800 -> 00:23:42,700 But like I am not I can't buy show ped today at the company.

210 00:23:42,700 -> 00:23:44,300 I am at they don't need and it's expensive.

211 00:23:44,300 -> 00:23:54,400 So that's not a marketing attribution tool, but I think just that's one thing I think just if you look at even the Our Tech stack is like you need visible and you need this thing and you need that thing.

212 00:23:54,400 -> 00:24:06,300 And you know, you know, some sort of Demands software, you need something to send gifts, you need like Lord, only knows like there's just a million tools and I don't think you do.

213 00:24:06,300 -> 00:24:09,700 And I actually think like, if your foundations aren't, if your house isn't built, right?

214 00:24:09,700 -> 00:24:15,100 Like the more you add the worse, it gets because that's why your attribution is f*****.

215 00:24:15,200 -> 00:24:16,500 Like just bottom-line.

216 00:24:16,500 -> 00:24:24,200 Like you cannot, you cannot look it attribution and think like, oh, hey like Our inputs equals better like that's not actually true.

217 00:24:24,200 -> 00:24:31,500 If you can't understand the simple stuff, like adding more to it just makes it like data soup and soup, you end up.

218 00:24:32,000 -> 00:24:32,800 It is Data soup.

219 00:24:32,800 -> 00:24:34,100 And then it's like the UTM.

220 00:24:34,100 -> 00:24:34,800 Have you ever seen?

221 00:24:34,800 -> 00:24:36,600 Like the, I have done this so many times.

222 00:24:36,600 -> 00:24:56,100 Now that like, it almost, it's almost comical to me, like, I have yet to join a company that could do utm's properly like the UTM Mass is like, I don't know what that is, but like I think I actually think I do know I think like there is a human aspect to all of this, you cannot take the human out of it and like, you know, you don't want a doctor who's been on for 20 hours a week.

223 00:24:56,100 -> 00:25:00,100 You don't really want a marketer being responsible for adding tagging codes like that.

224 00:25:00,100 -> 00:25:00,900 Do you want to pull a?

225 00:25:00,900 -> 00:25:03,600 You want to automate as much of that as possible and remove that?

226 00:25:03,700 -> 00:25:13,800 And so, with more Tech tools, you're getting into, like, we need to do multi-touch attribution, and we need to do all these things because we touch them so many times, and we need to like the world is so complicated and often.

227 00:25:13,800 -> 00:25:25,900 If you believe that You just swim in your data and I have talked to many CEOs and I have talked to many people where they're unable to tie their conversions to like a source really tie the conversions to a source.

228 00:25:25,900 -> 00:25:34,600 So it's like, oh well like you teams are being stripped on the, like, Google oauth page, or like, we don't really know where all these people came from, but like, they're converting.

229 00:25:34,600 -> 00:25:36,200 So like how do we decode that?

230 00:25:36,200 -> 00:25:38,700 And I am like, well, I just don't trust my marketing team.

231 00:25:38,700 -> 00:25:55,500 I hear that a lot, and I am like, well, If that's the case, like, why are you letting them by more s*** like stop buying s*** like and start over a little bit, like, revisit the core of, like, what, you know, how these things are built.

232 00:25:55,500 -> 00:26:00,200 And I think, like, if you can build and I almost, it's I it's funny.

233 00:26:00,200 -> 00:26:03,300 I hope none of the people that have worked for me.

234 00:26:03,300 -> 00:26:05,700 You're going to hear this, but I hated marketing Ops.

235 00:26:05,700 -> 00:26:06,700 I have inherited it a lot.

236 00:26:06,700 -> 00:26:10,400 It's like very complicated and important actually.

237 00:26:10,400 -> 00:26:17,400 And they I actually think like don't buy tools like get your marketing Ops in order, like Get the Lead scoring working.

238 00:26:17,900 -> 00:26:23,400 Spend the time, making sure your status is makes sense, that you can pull the reports you need.

239 00:26:23,700 -> 00:26:35,800 And I think, like, often, you know what, you see on LinkedIn is like, you need to do like 50 touch attribution and you need to this tool changed my life.

240 00:26:35,800 -> 00:26:44,800 And I don't think that anybody talk about, it is really doing it because if you're really doing it, then you wouldn't need to talk about it.

241 00:26:45,000 -> 00:26:51,400 Like companies this masked ball might drop and I mean, it's kind of true, isn't it?

242 00:26:51,400 -> 00:26:55,100 Like they're looking Its social media.

243 00:26:55,100 -> 00:27:09,500 Like it's like the era of YouTube is kind of ending to write and like, how many people bought makeup because they were told to buy it by someone who is paid by a makeup company to do it, you know, like I don't, I don't think that you can that wasn't true reviews.

244 00:27:09,500 -> 00:27:16,800 Like mmm, that was marketing and like I think as a marketer you guys people should be a little more Savvy.

245 00:27:16,800 -> 00:27:20,500 Like, you know, you read about how Uber did it or how this company did it.

246 00:27:20,500 -> 00:27:24,400 But if you actually talk to people work at these companies and I do try To do that a lot.

247 00:27:24,400 -> 00:27:25,900 They're just like, oh yeah, it was really messy.

248 00:27:26,100 -> 00:27:33,000 It was bad like, okay, makes I think that like, Yeah, The Illusion that someone has it together.

249 00:27:35,200 -> 00:27:46,200 I don't know, I think it's always a challenge and if you're dependent on tools, you're actually in a worse position than if you're at least dependent on yourself with the economy being where it is.

250 00:27:46,200 -> 00:27:50,400 Like, you don't want to be hyper dependent on a tool set.

251 00:27:50,400 -> 00:27:53,400 It also means like you're managing tools, right?

252 00:27:53,400 -> 00:28:01,500 Like, that's, that's a lot of work versus Andre, I think with, you know, the actual working on doing marketing, like I bought drift.

253 00:28:01,500 -> 00:28:04,200 I will tell you, I tell everyone that I bought, I was really early to drift.

254 00:28:04,200 -> 00:28:05,200 They came to our Office.

255 00:28:05,200 -> 00:28:05,800 They like built.

256 00:28:05,800 -> 00:28:11,900 It was so early that I remember the amazing guy who like literally like, wrote all the coffee for me and like installed it on our website.

257 00:28:11,900 -> 00:28:13,100 I am sure they don't do that anymore.

258 00:28:14,200 -> 00:28:16,000 And I was so excited.

259 00:28:16,000 -> 00:28:17,300 I literally did the math put them?

260 00:28:17,300 -> 00:28:20,500 I was like, we get this many visitors a month at this conversion rate.

261 00:28:20,500 -> 00:28:21,900 You're going to give me a 2% uptick.

262 00:28:21,900 -> 00:28:27,600 That means that I am going to have this much money more and on my lead funnel every month.

263 00:28:27,600 -> 00:28:30,100 And they were like, yo, it's like magic.

264 00:28:30,900 -> 00:28:31,300 And you know what?

265 00:28:31,300 -> 00:28:32,600 It actually turned into.

266 00:28:32,600 -> 00:28:33,600 It was a nightmare.

267 00:28:33,600 -> 00:28:34,800 I didn't know how to turn it off.

268 00:28:34,900 -> 00:28:35,200 Off.

269 00:28:35,400 -> 00:28:39,700 It was always on the SDR team disappeared to Burning Man.

270 00:28:39,700 -> 00:28:43,500 And I spent the whole week trying to figure out how to turn drift off because no one could man.

271 00:28:43,500 -> 00:28:45,500 It did nothing.

272 00:28:46,000 -> 00:28:49,300 And like, I was like, oh lesson learned.

273 00:28:49,300 -> 00:28:52,300 Like if your you made me believe I needed this.

274 00:28:52,300 -> 00:29:00,500 And you did some really good marketing, but like I don't think this does much like I summons, highly motivated to buy your product, do they really need to chat pop up to make them buy it?

275 00:29:00,500 -> 00:29:03,600 Like probably not support.

276 00:29:03,600 -> 00:29:04,800 That makes a lot more sense.

277 00:29:05,200 -> 00:29:11,100 But I don't know about for marketing, like, and like to make matters even more interesting like we had intercom.

278 00:29:11,100 -> 00:29:12,800 And I bought drift on top of that.

279 00:29:14,100 -> 00:29:17,900 Wow, cool.

280 00:29:18,600 -> 00:29:22,300 You had real-life experience lesson learned right there.

281 00:29:23,100 -> 00:29:23,400 Yeah.

282 00:29:23,400 -> 00:29:27,600 I mean, and but that's not an attribution tool but it's the same thing and that adds complexity, right?

283 00:29:27,600 -> 00:29:39,300 Because now you're like, if you're looking at attribution and you're looking at the world of where things are coming from, you, suddenly have another chance Well, that isn't capturing your utm's like suddenly they're in a chair pot you're like f***.

284 00:29:39,400 -> 00:29:40,900 Where the hell did these people come from?

285 00:29:41,000 -> 00:29:47,700 I don't know and I think like you really want to streamline that and you want to make it easy for the buyer.

286 00:29:47,700 -> 00:30:00,800 Like you know what do I think is like the most important thing actually for a B2B marketer to buy, it's a calendar booking tool for the most part nobody wants to like when would want to take a break, which one's your favorite?

287 00:30:00,800 -> 00:30:04,900 No, I am going to give props to Chile Piper but I will say that it has its problems.

288 00:30:05,000 -> 00:30:07,800 Mm, I like chili Piper.

289 00:30:07,900 -> 00:30:09,200 I think on a big sales team.

290 00:30:09,200 -> 00:30:16,400 They do like really smart routing and but do I think for most teams you could probably get away with like the built-in HubSpot one?

291 00:30:16,400 -> 00:30:16,800 Yeah.

292 00:30:17,300 -> 00:30:24,700 Or you know whatever, I don't think you need an, if you don't have a big sales team you don't need to worry about routing in the way that you do with.

293 00:30:24,800 -> 00:30:32,500 You know many people It's just not an issue you're dealing with so that's the other thing.

294 00:30:32,600 -> 00:30:34,000 I think that's like a thing.

295 00:30:34,000 -> 00:30:35,500 I would say Tech has cool.

296 00:30:35,600 -> 00:30:45,600 The martic is really cool but like some of those only are opportunities at scale and so like if you have a one-person marketing team and a one-person sales team, like do you really need this?

297 00:30:46,200 -> 00:30:46,800 It's good.

298 00:30:48,000 -> 00:30:49,000 No, that's good.

299 00:30:49,000 -> 00:30:49,300 All right.

300 00:30:49,300 -> 00:30:50,300 Well, let us go in and myth.

301 00:30:50,300 -> 00:30:55,500 Number 20, can't chat GPT run.

302 00:30:55,500 -> 00:30:57,500 My marketing team question mark.

303 00:30:59,200 -> 00:31:01,200 No question.

304 00:31:03,200 -> 00:31:04,200 I don't think so.

305 00:31:04,900 -> 00:31:17,100 I know and if you look at like I can't, I mean I got a slack from somebody that said like, hey here's some marketing strategy AI tool, and I was like, And they were like, well, would you use this?

306 00:31:17,100 -> 00:31:19,000 And I was like, no, I write my own strategy.

307 00:31:19,000 -> 00:31:29,300 Like, I, isn't that what you pay me for like no, I wouldn't use that but like you can't AI your way out of a problem yet.

308 00:31:29,300 -> 00:31:30,800 Like the AI, isn't there?

309 00:31:31,200 -> 00:31:45,300 You know, like a I was really good at doing like a really a, to be line thing like with living within a box and I think that you need to understand more than anything what you're putting into something if you're going.

310 00:31:45,500 -> 00:31:46,900 Anything else out of it?

311 00:31:46,900 -> 00:31:48,300 Like I said I use Jasper.

312 00:31:48,300 -> 00:31:49,900 But like if you can't tell Jasper.

313 00:31:49,900 -> 00:31:50,700 Hey Jasper.

314 00:31:52,200 -> 00:31:58,800 I need you to write me exactly this post with this as a message line and this is like the kicker and the audience and everything I want.

315 00:31:58,800 -> 00:32:07,200 Like it's really just doing the writing, it's not doing the ideas, and so I don't know like I am really ants I think.

316 00:32:07,300 -> 00:32:07,700 Yeah.

317 00:32:10,300 -> 00:32:16,100 By the idea that there's like if there's a I run, it's somehow like a good tool and I see so many of them, you know, we get sent all the time.

318 00:32:16,100 -> 00:32:21,200 It's like we're going to do AI routing, and we go to do it everything lead scoring.

319 00:32:21,200 -> 00:32:26,500 We're going to do AI this, and we have machine learning on this and a proprietary algorithm.

320 00:32:26,500 -> 00:32:29,400 I have heard that term a lot its patented.

321 00:32:29,400 -> 00:32:37,700 I am like okay I worked in an IP patent for him is like one of my first jobs and I can tell you right now, you can get a patent for anything as long as like the words don't exist in the world.

322 00:32:37,700 -> 00:32:42,800 That doesn't mean it's like groundbreaking Tech and so, I don't know.

323 00:32:42,800 -> 00:32:46,000 Like, I think that's just a, it's a sad state for marketing that.

324 00:32:46,000 -> 00:32:52,400 Like, that's what we're marketers are selling to the world, which means, like as a marketer, you're going to come in, and they're going to be like, well, why do I need you?

325 00:32:52,400 -> 00:32:56,400 Like I run on LinkedIn that you could, you don't.

326 00:32:56,400 -> 00:32:59,400 I mean, I just got a flag, I read on LinkedIn.

327 00:32:59,400 -> 00:33:00,800 You don't need an outbound team anymore.

328 00:33:00,800 -> 00:33:03,900 The marketing team should just send sequences and that's more efficient.

329 00:33:03,900 -> 00:33:06,200 I was like Okay.

330 00:33:06,200 -> 00:33:12,700 I mean I sure but also like at what cost, what's the conversion rate versus a personalized?

331 00:33:12,700 -> 00:33:13,200 Email?

332 00:33:13,400 -> 00:33:23,000 If you were able to give a targeted list to a bdr team or an SDR team and personalize all those emails from the get go and do multi-touch, do you get more bang for your buck?

333 00:33:23,000 -> 00:33:26,100 Like that's you should test that.

334 00:33:26,200 -> 00:33:30,900 Like, I don't know the answer, but I think that those are the questions that people aren't asking.

335 00:33:30,900 -> 00:33:34,500 They're just like, oh, I read it on LinkedIn and I can give you like crazy.

336 00:33:34,500 -> 00:33:40,100 I mean, I ran a scr team and like the LinkedIn Str world is quite Big.

337 00:33:40,200 -> 00:33:42,000 And I feel like marketing is kind of like that too.

338 00:33:42,000 -> 00:33:46,900 And, you know, yeah, 20 there was like this, this thing like you should send a break up email.

339 00:33:49,200 -> 00:33:56,400 No, you shouldn't send a breakup email like if they have a responded to you and you're just like I feel like I am not getting the message.

340 00:33:56,400 -> 00:33:59,100 Yeah you're not getting the message, they're not going to respond to that email.

341 00:33:59,100 -> 00:34:01,200 Like that's its a numbers game.

342 00:34:01,200 -> 00:34:02,900 It's not a lake or.

343 00:34:02,900 -> 00:34:07,200 And they also said like oh if you put in typos people will think it's a human.

344 00:34:08,100 -> 00:34:08,699 No.

345 00:34:09,000 -> 00:34:09,600 It turns out.

346 00:34:09,600 -> 00:34:11,600 Google will just Spam block you.

347 00:34:11,699 -> 00:34:13,300 So like just don't do that.

348 00:34:13,300 -> 00:34:18,699 Like it's simple and you know like that's the examples of like people read.

349 00:34:19,000 -> 00:34:19,400 Finally.

350 00:34:21,000 -> 00:34:24,800 Also, once it's working for him, it's already not working by the time, he posts about that.

351 00:34:24,800 -> 00:34:30,199 So you probably shouldn't listen to No One's Gonna Give You their, like, Masters stop.

352 00:34:30,199 -> 00:34:32,699 Like I just wouldn't, that's just not how it works.

353 00:34:33,500 -> 00:34:33,900 But anyway.

354 00:34:33,900 -> 00:34:35,600 Yeah, I mean, my husband is, it's funny.

355 00:34:35,600 -> 00:34:45,100 My husband is big in crypto, and he often talks about like, oh, I am gonna get this AI to do my marketing strategy, and I am like good luck with that.

356 00:34:46,699 -> 00:34:51,400 You let me know how that pans out, and he's like, he's like I tried it and it was Isn't very good.

357 00:34:51,500 -> 00:34:52,800 No, yeah.

358 00:34:52,800 -> 00:34:56,000 So basically you're seeing anything pretty much.

359 00:34:56,000 -> 00:35:04,400 It needs to be led driven strategically by humans and yeah, and I think the same thing with nortec.

360 00:35:04,400 -> 00:35:10,900 Like, if you don't know why you're buying a tool, you're never going to get value out of it like, you know, be strategic.

361 00:35:10,900 -> 00:35:15,300 I think I can't buy 70 tools and like I think that's something that's like a big difference in.

362 00:35:15,300 -> 00:35:17,300 Like it took me years to get here, right?

363 00:35:17,300 -> 00:35:18,700 Like it's not like I did that.

364 00:35:18,700 -> 00:35:19,600 I did the same s***.

365 00:35:19,600 -> 00:35:21,400 Like I just need everything to My life better.

366 00:35:21,400 -> 00:35:23,200 Like I am going to be the best of my job.

367 00:35:23,200 -> 00:35:25,600 If I buy drift, I am going to be the best of my job if I said do.

368 00:35:25,600 -> 00:35:27,900 So I am going to be the best of my job if I buy whatever.

369 00:35:28,300 -> 00:35:41,700 But like if you start to look at it long term and you actually see the budgets and the way that this is done at the top and the way people are reporting to boards and the way that through actually accountable to this marketing is accountable, for cost of acquisition, usually across marketing.

370 00:35:41,800 -> 00:35:44,400 So that includes software, spend what that means is.

371 00:35:44,400 -> 00:35:47,700 If you have a big software spend, you can't spend as much money on ads.

372 00:35:47,700 -> 00:35:48,800 You can't do the fun stuff.

373 00:35:48,800 -> 00:35:50,500 You can't run branded campaigns you.

374 00:35:50,600 -> 00:35:52,800 Can't do Billboards, you can't do cool stuff.

375 00:35:54,500 -> 00:36:00,100 You know, there's something to be said for out-of-home media and like that is expensive.

376 00:36:00,300 -> 00:36:04,800 And it's not a play for Legion, but it's you can't do that.

377 00:36:04,800 -> 00:36:09,800 If you spend all your money on Mark Tech like and why I would rather do that.

378 00:36:09,900 -> 00:36:14,000 So well anyway, Julie you have such Rich experience.

379 00:36:14,000 -> 00:36:20,400 I just want to hear one of your experiences coming into a marketing team.

380 00:36:20,700 -> 00:36:28,000 For the first time you're the head of the marketing and what's the first thing you do?

381 00:36:29,100 -> 00:36:30,600 Yeah, I do the same thing everywhere.

382 00:36:30,600 -> 00:36:40,700 So I think I am hired for like, you know, I say I am a revenue base marketer if they're looking for like a brand person, or they're looking for a product marketer, they're probably not going to hire me.

383 00:36:40,700 -> 00:36:45,300 So usually when I come in there's a reason and it's like DG is the problem.

384 00:36:46,600 -> 00:36:50,500 And so, first thing I do is I assess the agency and I run.

385 00:36:50,600 -> 00:36:52,600 My own attribution model.

386 00:36:52,600 -> 00:36:55,500 I tell everyone and I have this is the thing about attribution.

387 00:36:55,500 -> 00:36:56,000 That kills me.

388 00:36:56,600 -> 00:37:00,300 I think it's there is no, there is no perfect world.

389 00:37:00,300 -> 00:37:13,200 There is no perfect attribution and you need to just be consistent across the board, like just pick something and go with it and like if you don't have 16 analysts and you're not You don't know everything.

390 00:37:13,600 -> 00:37:28,400 The best way to go is first touch because I mean that specifically because you want to give as much especially when you're looking at budgets you want to power up your paid advertisements as much as possible because often a most of the conversions are going to happen whether they heard about you organically first or not.

391 00:37:29,700 -> 00:37:38,300 You want to make sure that you're capturing as much of your paid advertisement into conversion as possible in an early stage company, or mid-stage, even, or even sometimes later stage.

392 00:37:39,300 -> 00:37:44,200 And I think that, like, that's the first thing I do is Like we're running first hunch, I wanted across-the-board.

393 00:37:44,200 -> 00:37:48,300 I go to a data team if they have it, if not, I am like scampering around trying to find it.

394 00:37:48,400 -> 00:37:49,900 I say I want a model built this way.

395 00:37:49,900 -> 00:37:54,300 I want my cost per conversion on each point I had like an actual spreadsheet.

396 00:37:54,300 -> 00:37:57,900 I give them and then I tell them like I need the state at like ASAP.

397 00:37:57,900 -> 00:38:04,000 And I am going to build a model to at least goal where we should be on all of these to hit our goals as a company.

398 00:38:04,900 -> 00:38:06,300 And that's, I begin there every time.

399 00:38:06,300 -> 00:38:18,000 So it's usually the agency or the in-house paid crew is like getting a big Dragon eye on them or whatever you call it, like a dagger where I come in and a bull's-eye, and I am like, what are you doing?

400 00:38:20,200 -> 00:38:25,900 And I think the easiest way to solve that problem is often just to throw out the agency and start over with a new one.

401 00:38:27,500 -> 00:38:48,800 And just like and if painful like those people aren't bad people, you know, like I have had to let go of people who were great but like I need a clean slate to start over and That you can't often do with an in-house or with the people who have done it the way, they have done it because they were unwilling to kind of like revisit.

402 00:38:48,800 -> 00:38:53,900 And the second thing I do is I make sure if they have segment running, I usually don't join a company that doesn't have segmented.

403 00:38:53,900 -> 00:38:57,300 I do like some research on that beforehand just because it makes my life so much better.

404 00:38:58,900 -> 00:39:09,100 I use segment, I take as much of the I am working on this, you know, in currently and I will probably always be working on this, but I am taking as much of the data as possible out of our marketing attribution.

405 00:39:09,400 -> 00:39:12,100 Our marketing, it's not attribution you.

406 00:39:12,100 -> 00:39:16,500 Use that word and I will suppose my head, I am marketing, what they called automation?

407 00:39:17,400 -> 00:39:27,500 I take as much of that out of reporting out of Marketing automation as possible and get a dash boarded on a bi tool like Tableau or look or something like that, if possible.

408 00:39:28,100 -> 00:39:31,200 So you can use the segment data and then use first touch their.

409 00:39:31,700 -> 00:39:33,000 I think that's cleaner.

410 00:39:33,400 -> 00:39:34,500 It's a place to start.

411 00:39:34,600 -> 00:39:39,200 I mean, I would love to be in a world where we were running, you know, a w attribution.

412 00:39:39,300 -> 00:39:47,700 It will but for now like at least I have a number to go off of and then I can go back and say like, all right, you're costing me this much per lead.

413 00:39:47,800 -> 00:40:12,800 This much per sales qualified lead, this punch for close lost or close one and then I can Baseline and I can improve and I can then look at like the niche within each area and say like all right your landing page conversion is horrific let us like fix that or you know the leads are bad like it's The sales team is complaining their bad.

414 00:40:13,800 -> 00:40:25,100 I don't fight that fight at the sales, team tells me, they don't like believes, I am just like yeah okay they're probably got and I start there and like ice cream done the due diligence to actually see the data.

415 00:40:26,300 -> 00:40:27,300 Exactly and it's easy.

416 00:40:27,300 -> 00:40:41,100 If they are like if you look and it's like wow we're spending two hundred thousand dollars on every close one we have and the sales team is like I just work, s*** leads all day and 90% of their revenue is or there are Advertising is a Facebook you're like huh?

417 00:40:41,900 -> 00:40:53,800 Yeah, okay, well let us turn that off and then you can take that money and like, you know, you can steal from Peter to pay Paul but you don't, you can hire people.

418 00:40:54,100 -> 00:41:02,600 People are really helpful, you can invest in, you know, I think the, this is why I like a, I can't do your marketing without great content.

419 00:41:02,600 -> 00:41:06,500 Like your kind of f***** anyway, because what are they going to do?

420 00:41:06,500 -> 00:41:07,100 They hit your website.

421 00:41:07,100 -> 00:41:07,800 They don't know what you do.

422 00:41:07,800 -> 00:41:08,500 They hate your website.

423 00:41:08,500 -> 00:41:09,100 You have no social.

424 00:41:09,300 -> 00:41:18,800 Proof, you know, you want like to build that resource center and so you can hire content writers, you can, there's a lot of stuff you can do with the money.

425 00:41:18,800 -> 00:41:22,500 That's being spent on more Tech in my opinion and like I came into one company.

426 00:41:22,500 -> 00:41:24,100 I save them almost a million dollars.

427 00:41:24,500 -> 00:41:25,100 Whoo.

428 00:41:25,300 -> 00:41:30,500 In March Tech buys and you know, events and you name it.

429 00:41:30,500 -> 00:41:31,300 And events are cool.

430 00:41:31,300 -> 00:41:36,700 And I Big Brand play but like, unless you can directly see a correlation to revenue, like there.

431 00:41:38,900 -> 00:41:41,300 I don't think it worth do it.

432 00:41:41,300 -> 00:41:41,800 You want it?

433 00:41:41,800 -> 00:41:43,200 You got to keep it real with you.

434 00:41:43,200 -> 00:41:50,200 We do see a correlation with that's I mean that and I some people do like in and I think well you're I mean that makes sense.

435 00:41:50,200 -> 00:42:11,200 Like first of all you're a vent platform and say like people are like oh this is cool like and that makes sense to me and but like most companies aren't seeing that, you know, they're spending three hundred four hundred thousand dollars on an event, and then they assume like, There are companies that have done an amazing job as an events.

436 00:42:11,200 -> 00:42:16,700 Like, I worked with a marketing operations person from Anna plan and like, they were an event machine.

437 00:42:16,800 -> 00:42:20,500 Like, they got all their leads from events, they knew how to work them.

438 00:42:20,500 -> 00:42:25,700 They knew what they were doing, but she was always like when you to do events, and I was like, well, we have done them a lot.

439 00:42:25,700 -> 00:42:30,300 Like, for us, it has really done that.

440 00:42:30,900 -> 00:42:38,300 And I think like, you can get a sense, you know if there's like a right and it depends on your buying cycle to like if you can get somebody.

441 00:42:38,600 -> 00:42:46,400 To see you in a booth and like they're willing to buy pretty fast and yeah of course Double Down, triple down, go everywhere.

442 00:42:46,500 -> 00:42:47,400 Do it all good.

443 00:42:49,200 -> 00:42:55,700 How long does it take like to do that whole evaluation process until you're at the point where like, okay all the boxes are checked.

444 00:42:55,800 -> 00:42:59,300 I have got my dashboards and place got the right team.

445 00:42:59,700 -> 00:43:01,000 I have got all the things in place.

446 00:43:01,000 -> 00:43:02,200 How long does that take?

447 00:43:05,900 -> 00:43:18,900 You know, I am really lucky in that I have like a core team that comes with me, but it takes me about a month to on board into a company and learn where everything is.

448 00:43:18,900 -> 00:43:20,000 That's like the hardest part.

449 00:43:20,000 -> 00:43:20,400 Like what?

450 00:43:20,800 -> 00:43:21,600 Where is it?

451 00:43:23,000 -> 00:43:25,900 And then it takes me about a month to ramp my team.

452 00:43:26,000 -> 00:43:27,200 I do that kind of in tandem.

453 00:43:27,200 -> 00:43:33,300 So like a month and a half year at, usually, they're 22 months, I am fully ramped, usually around 3 months.

454 00:43:33,400 -> 00:43:34,500 Like I am ready to go.

455 00:43:36,700 -> 00:43:41,300 I always want to cut it down but it takes me about that long to end.

456 00:43:41,300 -> 00:43:44,500 And usually I mean depends on how bad things are, right?

457 00:43:44,500 -> 00:43:52,500 Like it at one of the companies I was at and like I don't want to go into names but I definitely had a win within two weeks that like transform my life.

458 00:43:52,900 -> 00:43:53,200 You know.

459 00:43:53,200 -> 00:43:57,500 I took their cost of a sales qualified lead from 20K to the eight hundred dollars in two weeks.

460 00:43:57,500 -> 00:43:59,300 And like, how did you do that?

461 00:43:59,300 -> 00:44:00,400 It's just reporting.

462 00:44:00,600 -> 00:44:05,300 Well, I said, well, let us do first touch and I they were driving everything to a website to free.

463 00:44:06,500 -> 00:44:09,900 To a free product to the homepage, and I was like, huh?

464 00:44:11,100 -> 00:44:11,800 That doesn't make a lot of sense.

465 00:44:11,800 -> 00:44:26,300 And then within the free product like it wasn't set up to convert like the product wasn't built as a sales tool right like it'd be kind of got lost in there, and so I took all the traffic and I moved it to gated landing pages which is like super old school.

466 00:44:26,300 -> 00:44:28,400 By the way this is like be to be 101.

467 00:44:30,800 -> 00:44:33,000 I took all the data we had and lucky for me.

468 00:44:33,000 -> 00:44:41,400 They have been doing this long time, so I had a lot of data and I went through on a keyword level through like you can just tie it all in on segment all the way to revenue.

469 00:44:41,400 -> 00:44:47,200 Like, and I was just like anything that has not closed one on a keyword in x amount of time we kill.

470 00:44:47,600 -> 00:44:51,700 And so it was their entire keyword list went away overnight.

471 00:44:51,700 -> 00:45:06,400 We got it down to like, you know, 40 keywords, and then it grew because I mean obviously I didn't keep it at \$900 but that's like I reduce spends quite a bit too but like, I kept it at a very reasonable rate for a very long time.

472 00:45:08,100 -> 00:45:25,400 You know, something that's market conditions but I do think like, I can see, correlations between like when I was out or when somebody else Managed IT, and I can see the psych urge in marketers, particularly paid marketers to spend more and, and I see this all the time, actually, in Tech this urge to change things.

473 00:45:25,400 -> 00:45:36,400 I change it, change it, make it better, make it better but like actually if you think through your strategy from the get-go and you hold course in like the times of uncertainty you make.

474 00:45:36,500 -> 00:45:46,900 Better decisions and like you do pivot your strategy but like if you hold longer your normalizing the data better and that is like the thing that a I can't do right?

475 00:45:46,900 -> 00:45:50,800 Because it's going to Pivot all the time and that's not a good strategy.

476 00:45:50,800 -> 00:45:58,700 Like Adding keywords all the time and adding more negative keywords and taking away things and like, doing that constantly is like very unproductive.

477 00:45:58,700 -> 00:46:06,800 And like, yes, you want to do that in your agency's, doing that on some level, but like, you don't want to be a bipolar marketer.

478 00:46:07,800 -> 00:46:18,800 I don't know about you, but I definitely manage paid when I go in every day and be like, oh, we go And then I say that everything and I read you the ads like and I got so paranoid.

479 00:46:18,800 -> 00:46:20,500 I had this SDR team helping me.

480 00:46:20,500 -> 00:46:22,300 I was like what do you think, will convert?

481 00:46:22,500 -> 00:46:22,700 You know?

482 00:46:22,700 -> 00:46:23,700 And like that's not great.

483 00:46:23,700 -> 00:46:26,300 That's not a great situation Gone With the Wind what they're doing.

484 00:46:27,200 -> 00:46:27,600 Yeah.

485 00:46:27,600 -> 00:46:40,000 And then it's and then you don't know like you don't have any data about what's working, and so I like really learned from that experience of asking this por Ser to help me make banners.

486 00:46:40,900 -> 00:46:44,100 And from that point forward, I have kind of Never done that.

487 00:46:44,100 -> 00:46:48,600 I just hold like I am like okay I believe in this, and I am going to give it like before I launch.

488 00:46:48,600 -> 00:46:55,300 I am like I am going to give it this amount of time this is the right amount of time and I just sit and then I like and then I learned to manage up, right?

489 00:46:55,300 -> 00:46:56,800 Like I am just like, don't worry about it.

490 00:46:57,800 -> 00:47:01,600 I got my Wong is a good amount of time to let it sit.

491 00:47:01,600 -> 00:47:04,600 I think it depends on, you know, again, you're buying cycle.

492 00:47:04,600 -> 00:47:06,700 Like, I think it takes a month.

493 00:47:06,900 -> 00:47:13,100 It really takes a month in most B2B companies to get a really good feel on what quality is.

494 00:47:13,200 -> 00:47:17,400 Is coming in because you have got generally, like, these are huge generalization.

495 00:47:17,400 -> 00:47:20,700 Some people are much more efficient and this is where tooling becomes an important, right?

496 00:47:20,700 -> 00:47:28,000 Like if you have a big sales team and you can shorten your Cycles like yeah, that's like holy s***.

497 00:47:29,400 -> 00:47:35,200 That's when you buy tools because like every day you can shorten that sales cycle, it's more money in the door, it's better for everybody.

498 00:47:35,200 -> 00:47:37,200 But like until you're at that point.

499 00:47:38,500 -> 00:47:39,300 Don't do that.

500 00:47:39,900 -> 00:47:46,300 But basically I think it takes like a lead comes in takes about a month.

501 00:47:46,400 -> 00:47:50,400 Usually between scheduling and like getting them on a phone to get them like qualified.

502 00:47:52,000 -> 00:48:00,900 Sometimes two weeks, I am trying to get it down to two weeks like but I try to give it a month at least at first and then shorten as needed and that's slow.

503 00:48:01,500 -> 00:48:07,100 But I think you know instinct is everything and Everyone's probably read blank.

504 00:48:07,100 -> 00:48:13,500 It's like going to date me so badly but Malcolm Gladwell was like, oh if you just like train for 10,000 hours, you can be a violinist or whatever.

505 00:48:13,500 -> 00:48:19,800 But like and then his whole Spiel was like that ultimately what your training is intuition.

506 00:48:19,900 -> 00:48:23,300 And so it's like in every gut, check the gut check is right?

507 00:48:23,400 -> 00:48:40,400 And that's where you need to go as a marketer and like, I have done this a lot, so I have a pretty good Instinct on it, but like, I think that like there's yeah, I will go to my myth number three, like, which is like you, you need to spend money to make money, like not true, it's not true.

508 00:48:41,400 -> 00:48:42,700 You need to spend some money.

509 00:48:42,700 -> 00:48:50,700 Like you can't run a company without spending money, but I would spend that money on people, like humans are worth more, like they're more valuable.

510 00:48:51,100 -> 00:49:03,800 And there's this misnomer that like oh hey if I just have all the data if I just get more data, like I get this all the time, they like we want like more quiet like more For more fun and like, what are you going to do with it?

511 00:49:03,800 -> 00:49:05,600 You can't even manage like the 6 inputs.

512 00:49:05,600 -> 00:49:24,300 We have right now like what we're going to add more to this like you're just in a bad situation and so yeah, I really focus on that is like, and I think that you, if you run a really streamline marketing team, the things that actually matter in the things that can make the difference or like how you're doing the research into all of that and your product marketing team.

513 00:49:24,300 -> 00:49:31,500 So like if you have a nice tight Loop or you're talking to your customers and you're getting feedback from them, you know what, ads to run You know what?

514 00:49:31,500 -> 00:49:32,100 Two platforms.

515 00:49:32,100 -> 00:49:32,500 They're on.

516 00:49:32,500 -> 00:49:45,100 You're getting a lot of information and then if you're tracking it rights and you have like a good attribution system setup

that's like kind of can't break, which means there's its your own system, you're pretty safe.

517 00:49:45,100 -> 00:49:49,800 Like you can be a conservative marketer for a while until you're ready to make big bets.

518 00:49:49,800 -> 00:50:00,800 And like, there are times that I made huge, huge bets that are paid off in some Heaven, you know, like that's kind of the name of the game in marketing but like I have run big competitor.

519 00:50:00,900 -> 00:50:02,700 Ads for spent a fortune on them.

520 00:50:03,400 -> 00:50:04,200 Sometimes that works.

521 00:50:04,200 -> 00:50:05,100 Sometimes it doesn't.

522 00:50:05,100 -> 00:50:10,600 I have done huge conferences again like I don't know.

523 00:50:11,800 -> 00:50:14,800 Anyway that's like—that's what I would say.

524 00:50:14,900 -> 00:50:17,600 Yeah, okay, I am like all over the place, so I am going to, I love it.

525 00:50:17,600 -> 00:50:19,400 Nope, we're tracking.

526 00:50:19,600 -> 00:50:22,200 And we have got a couple of great questions.

527 00:50:22,700 -> 00:50:25,000 Let us pull up this first question here.

528 00:50:26,800 -> 00:50:33,800 How important is marketing Ops when it comes to building your marketing house?

529 00:50:35,100 -> 00:50:39,200 I think that marketing Ops is the most important thing you can do is actually, I spend the most time now.

530 00:50:40,200 -> 00:50:47,100 I start there because if your track like again this comes down to like how do you ingest the data?

531 00:50:47,100 -> 00:50:51,700 And like there's a lot of talk around vanity metrics and like what is a vanity metric?

532 00:50:51,700 -> 00:50:59,500 And like well if you go to, if you're tracking everything, you don't know what's important.

533 00:50:59,500 -> 00:51:02,200 Like all data is not information.

534 00:51:02,300 -> 00:51:14,000 Like it's like if you don't know what the important thing is I go back to this all the time, the Heap is like a tool that I have used in the past and one of the things that really irks me about It is like Jose tiger, everything like just take it all like the colors.

535 00:51:14,000 -> 00:51:17,400 It is like everything's tag and then nobody knows what to look at.

536 00:51:17,400 -> 00:51:25,800 And they're like, well, you know, like they hovered on the page for 20 minutes, and I am like, So like what are you trying to do on this page?

537 00:51:25,800 -> 00:51:27,100 Like what is your goal?

538 00:51:27,100 -> 00:51:39,100 And if you can't tell me that and data makes that hard like the world of data makes that really hard we have this like a human instinct to be like weirdos better and that's how you manage upright like you strip out the math, the metrics.

539 00:51:39,100 -> 00:51:41,500 You give them the core of what they're looking for.

540 00:51:41,800 -> 00:51:45,500 It's like hey your business is growing like stop looking at the MTL number.

541 00:51:46,100 -> 00:51:50,400 Stop looking at like all of this you're going to get a feedback loop from sales like stop stressing out.

542 00:51:50,500 -> 00:51:51,800 Like it's going to be okay.

543 00:51:53,300 -> 00:52:08,600 But yeah, that's kind of like my like mentality, I don't know, like, I have been like a kind of polarizing picture figurehead here because like, I think, Everyone has a different Vision on this, and but I think marketing office is like, the single most important thing you can do.

544 00:52:08,600 -> 00:52:10,300 If you don't have a good mql system.

545 00:52:10,500 -> 00:52:16,700 If you can't, like if you don't have an mql process and a standardized mql process, then your data is all over the place, right?

546 00:52:16,700 -> 00:52:22,000 Like and your reactive and reactivity is never wins ever.

547 00:52:22,600 -> 00:52:33,400 It's all about being thoughtful and I think Marketing in particular is the most important team to do that because like we are the team that is caught.

548 00:52:33,500 -> 00:52:40,900 But first, we are the team that is seen as I have never worked in a job that someone hasn't overtly told me I am sure I could do that.

549 00:52:40,900 -> 00:52:50,000 I am like, could you, you know, it's like everyone thinks they can just do it because it's all over the Internet and Linkedin is telling them they can.

550 00:52:50,000 -> 00:52:51,700 And Facebook's telling them they can.

551 00:52:51,700 -> 00:53:01,400 Everyone is there's a book about it but like again I think that actually the patients and the like having a really strong foundation in marketing Ops is like where you win.

552 00:53:02,000 -> 00:53:03,400 Its I would lead score.

553 00:53:03,600 -> 00:53:06,600 The thing that I have done consistently that has been a game-changer.

554 00:53:06,900 -> 00:53:18,800 It's like, dude, I don't know how many people in the room or that I am talking to you, or, like, the cro has, like a magic tool book like a cro comes in, and does this like pricing magic where Revenue grows?

555 00:53:18,800 -> 00:53:23,800 And it's like everyone's happy, and they just like increased prices, but they did it right?

556 00:53:23,800 -> 00:53:27,500 And they deserve a lot of credit for that because they figured out what the exact number is, right.

557 00:53:27,600 -> 00:53:33,300 But like, I think that lead scoring is like that marketer Magic Moment where it's just like poof, we have the information.

558 00:53:33,500 -> 00:53:35,900 We need we can run nurtures, we can push people.

559 00:53:35,900 -> 00:53:53,600 We can open up leads when we need to, we can do a lot of things and like that's super old school and I think it's the thing that when you buy all this tool set you're not spending the time doing that foundational piece and like you know, I think that's like where you choose your marketing operations person wisely have.

560 00:53:53,600 -> 00:53:58,000 A lot of power, is that one of your fashion Community mouth Talent?

561 00:53:58,000 -> 00:53:59,400 That's the most important higher.

562 00:54:00,100 -> 00:54:00,900 I hire.

563 00:54:02,100 -> 00:54:19,100 I know I also think about like one thing I will say is like teen is really important to like people are only people and I think if you is there's a disruptive element to a team or there are people that don't make people feel comfortable and build trust like you're totally screwed.

564 00:54:19,100 -> 00:54:35,800 So I spend a lot of energy on like who is going to add value to the team and less about the roles sometimes which is weird but it's more data is How important is we're going to the same question but cool.

565 00:54:35,800 -> 00:54:38,400 Then finish your thought, I think like yeah.

566 00:54:38,400 -> 00:54:48,000 I think like your team and your relationship with your team is so important because if you're afraid to fail in front of the people in that room and the Mark, I always tell I come in, and I start a marketing team.

567 00:54:48,000 -> 00:54:49,100 The same no matter where I am.

568 00:54:49,100 -> 00:54:53,900 Like this is a circle of trust now, like, you can say anything in this room, this room is safe.

569 00:54:53,900 -> 00:54:55,000 This is a safe space.

570 00:54:56,300 -> 00:54:59,000 We fail all the time and marketing, like, that's the thing.

571 00:54:59,000 -> 00:55:01,000 People don't realize, like half the.

572 00:55:01,000 -> 00:55:01,700 I am sure.

573 00:55:01,800 -> 00:55:04,800 Every marketer can tell you a story about something really f***** dumb.

574 00:55:04,800 -> 00:55:06,300 They did and I have my own way.

575 00:55:06,300 -> 00:55:15,100 Believe me like Iran a million like hundreds of thousands of dollars without putting the tags on them, and I was just like oops you know, like we all make mistakes.

576 00:55:15,100 -> 00:55:23,100 But if you lie about it and you cover it up and you're not able to come to the people that can help you like that's when you get into trouble.

577 00:55:23,100 -> 00:55:48,900 And also if you're not, if you're not a little afraid, I would like feel comfortable feeling, you don't try anything and like you're not willing to take those big bats and So that's actually probably where I spend more energy, and so I probably higher product marketing, and like content DG first, but the third I have hired, you know, I have done a host of things where, like, I have outsourcers I was lucky in this job.

578 00:55:48,900 -> 00:55:57,000 It was like something I looked at is I strong as the parking off steam before I joined because I didn't want to rebuild that again.

579 00:55:57,000 -> 00:55:58,500 But it is something.

580 00:55:58,500 -> 00:56:01,300 I spend a lot of time on and it's something I care about a lot, I think.

581 00:56:01,400 -> 00:56:04,400 A lot about the sales status has to, in a way, that's weird for a marketer.

582 00:56:05,900 -> 00:56:09,400 I think that the campaign stamping is like so important.

583 00:56:09,400 -> 00:56:14,000 And then another thing that people are really f***** bad at naming conventions, like taking it back too.

584 00:56:15,100 -> 00:56:17,000 Yeah, like just be consistent.

585 00:56:17,100 -> 00:56:19,800 I think that's the it's like tooling can't do that for you.

586 00:56:20,100 -> 00:56:20,600 So good.

587 00:56:20,600 -> 00:56:28,400 You need to do that process consistency, process, process and like that's probably like I do that.

588 00:56:28,400 -> 00:56:34,900 And the other thing I do when I build a team that I think is like, core is I give everyone in the floor for a long time.

589 00:56:35,000 -> 00:56:40,400 Like I don't level the team really at first.

590 00:56:41,300 -> 00:56:47,400 I put everyone in a room, and I am like, all right, we're all going to have this like lead meeting together.

591 00:56:47,500 -> 00:57:00,700 Until I feel that like the teens are functional in a way that like, I can just talk to the directors or whoever is leading the function because I think visibility is like also Really huge portent.

592 00:57:00,800 -> 00:57:04,300 Yeah, and I am not a siloed work is a problem.

593 00:57:06,000 -> 00:57:07,400 That's a whole nother topic.

594 00:57:08,200 -> 00:57:13,400 We have got two more questions here, so I wanted to tackle these before.

595 00:57:14,000 -> 00:57:22,400 Our time is up, if more data isn't better, is there a general data point that you found to be really useful across any company?

596 00:57:23,600 -> 00:57:24,000 Yeah.

597 00:57:24,600 -> 00:57:28,300 So Three things I guess.

598 00:57:28,300 -> 00:57:40,100 Like when you're looking at advertising, it's I guess it's like there's like if you look at your big ecosystem you want to know the conversion rate from lead to mql by your core channels, inbound outbound whatever.

599 00:57:40,600 -> 00:57:41,800 The mix has infinite.

600 00:57:42,600 -> 00:57:54,300 You want to know, then a standardized mql to sales qualified or some version of that marketing qualified to sales qualified and you want to know sales qualified to close one, you need those to do your job, right?

601 00:57:54,300 -> 00:58:07,000 Like that's where you begin and then you Ali want to know by Channel like the time because usually the channels differentiate quite a bit and their conversion rates times like a LinkedIn lead doesn't usually convert as fast as a Google leaved.

602 00:58:07,500 -> 00:58:30,500 You want to be very cognizant of that because what happens is that part that people don't see is like often with a big raise comes a big model where it's like we need to grow a hundred thousand million dollars tomorrow and you're like oh okay and there's a model there's always a model and how that model is structured is like how you Able to figure out what to do and like what you need to do and how many people you need to hire?

603 00:58:30,500 -> 00:58:42,500 And like you know, that's the core of that problem set and so you need to know the times and you need to know the cost and then from there I think but really my like my most important number is always the cost.

604 00:58:42,500 -> 00:58:46,700 Usually I like I said about sales qualified lead or an Excel is accepted lead or something.

605 00:58:46,800 -> 00:58:53,400 Some version of that state it's an easy one to get usually everyone can understand it.

606 00:58:53,500 -> 00:58:57,200 And then I think I tried very much to.

607 00:58:57,200 -> 00:59:00,700 Then when I present above, it's like marketing leads.

608 00:59:00,700 -> 00:59:12,000 I don't try, I don't like tell them the differentiations that much because I don't want anybody digging into the house until it's ready to like be presented and I think you want to give people autonomy.

609 00:59:12,000 -> 00:59:22,500 So generally you're like, I don't know what his bill you do but like generally, you know, best like what your number should be and if you don't like, you need to ask the question, like, what is the goal of my job?

610 00:59:22,500 -> 00:59:24,200 Okay, that's my f***** number.

611 00:59:24,800 -> 00:59:27,500 Like how do I drive that and then focus on the top?

612 00:59:27,600 -> 00:59:31,500 Like, you know I it's funny we run SEO in a really weird way.

613 00:59:32,700 -> 00:59:39,900 I do look at visits to the website and Trends over time but like I am looking for consistency not like do we get 200,000 visits today?

614 00:59:39,900 -> 00:59:46,200 Like okay cool like Jeff you know, like I think that's where you get in trouble and so like we want to find consistent patterns.

615 00:59:47,300 -> 00:59:49,100 So yeah, I don't be more data better.

616 00:59:49,100 -> 00:59:51,500 No, I don't think so, but so good.

617 00:59:51,500 -> 00:59:53,100 You know, people would argue with me.

618 00:59:54,300 -> 00:59:55,300 They do all Time.

619 00:59:56,000 -> 01:00:01,000 I think you're getting a lot of nodding heads and our crowd here so you can take a look at chat and cool.

620 01:00:01,500 -> 01:00:03,000 One more question.

621 01:00:04,400 -> 01:00:14,400 When you say that you prefer to look at marketing data in a bi tool, like Tableau alongside your other data, what's the best way that you found to get data out of HubSpot?

622 01:00:15,500 -> 01:00:16,700 That's such a great question.

623 01:00:16,900 -> 01:00:18,200 We use HubSpot by the way.

624 01:00:18,200 -> 01:00:21,100 I am not the biggest HubSpot fan, so I like Marketo better.

625 01:00:21,100 -> 01:00:23,600 So that's like bit of a thing.

626 01:00:23,600 -> 01:00:24,900 A spy last.

627 01:00:26,100 -> 01:00:29,900 Yeah, I mean the UI is much better and HubSpot like, let us just be real.

628 01:00:29,900 -> 01:00:33,300 Like it's a beautiful Much Better Built tool like Marketo.

629 01:00:33,300 -> 01:00:36,600 I am just like 1990 called like when are you going to update the s***?

630 01:00:36,600 -> 01:00:42,800 And also, like, in Marketo the, it's like, you can't get out of a tab like you can literally open a tab and can't get back.

631 01:00:42,800 -> 01:00:44,200 Like you gotta like, click out Mike.

632 01:00:44,200 -> 01:00:46,500 Its horrific product.

633 01:00:47,400 -> 01:01:05,400 The like 121 sync with Salesforce is really valuable and you can do a lot more advanced routings in my Experienced in Marketo because if you're using Salesforce like the complexity of the Salesforce ecosystem and the amount of tools sitting on Salesforce.

634 01:01:05,400 -> 01:01:13,400 If you have a big sales team, I think that Marketo is just a superior tool because it has a better eye frame for the sales team to like go in.

635 01:01:13,400 -> 01:01:16,400 And like if you can do the interesting moments and you can do all sorts of stuff.

636 01:01:16,400 -> 01:01:20,800 We're like HubSpot I don't think is as good as out yet.

637 01:01:20,800 -> 01:01:22,900 I know they claim they are but like, in my opinion.

638 01:01:23,600 -> 01:01:26,500 Also, like, I don't know, I mean Market in Marketo my whole life.

639 01:01:26,500 -> 01:01:27,500 I have used Marketo my whole life.

640 01:01:27,500 -> 01:01:35,100 It's hard to like, doesn't anybody ever feel like you have been sold something and you don't believe you were, like, good at your job unless you use a certain tool.

641 01:01:35,100 -> 01:01:42,000 I feel like Marketo did a pretty good job with me, their sales force to on it, like, I don't know.

642 01:01:42,100 -> 01:01:43,500 But yeah, I did that.

643 01:01:43,500 -> 01:01:44,600 Try to get the data out.

644 01:01:47,000 -> 01:01:55,500 Okay, so I think this is really complicated, so we do build a lot of attribution and HubSpot and a lot of the like, Like core reporting is and HubSpot right now.

645 01:01:55,500 -> 01:01:59,200 I am having it all transferred back into a bi tool.

646 01:02:00,400 -> 01:02:02,000 I don't know how they're doing that though.

647 01:02:02,300 -> 01:02:02,900 To be honest.

648 01:02:02,900 -> 01:02:04,400 They're doing like an API.

649 01:02:04,400 -> 01:02:07,300 Think they're running into segments with all of the events.

650 01:02:07,700 -> 01:02:10,300 I also don't use anymore.

651 01:02:10,300 -> 01:02:12,800 I don't use Marketo or HubSpot for landing pages.

652 01:02:12,800 -> 01:02:19,700 I am a big fan of webflow right now and I build, you know all of my landing pages in one tool.

653 01:02:19,700 -> 01:02:23,100 I didn't use to do that but like, I really think that's the future.

654 01:02:23,300 -> 01:02:24,800 And like, why would you have another?

655 01:02:24,800 -> 01:02:44,100 I Used to Love instapage by the way, loves it but like they're ugly and web flow is beautiful and your designers like you get you look like a designer and I think that just makes your life easier and then with a good CMS like you can just drop a form code anywhere and so like I don't know.

656 01:02:44,200 -> 01:03:00,300 So that's how I am getting the data out and like that's why I like Salesforce so much because like basically you can push everything you need into Salesforce and then run that directly into Aunt, if I could direct call or pipe, whatever you want to call it and I don't know how well HubSpot does that.

657 01:03:00,300 -> 01:03:03,700 I think it doesn't pretty well though, so I am just not as versed on it.

658 01:03:06,400 -> 01:03:07,300 That's how I do it.

659 01:03:09,200 -> 01:03:10,200 Amazing.

660 01:03:10,500 -> 01:03:13,200 Wow, we're even over time, 3 minutes here.

661 01:03:13,600 -> 01:03:14,300 Oh s***.

662 01:03:15,000 -> 01:03:18,300 This is really, this is been so rich.

663 01:03:18,600 -> 01:03:19,100 Thank you.

664 01:03:19,200 -> 01:03:20,000 Okay, I am sorry.

665 01:03:20,000 -> 01:03:28,300 I could talk in a while like it's like, oh yeah, we could probably do another session with you and we should but this is beautiful software by the way.

666 01:03:28,300 -> 01:03:32,600 I am so impressed with your I am going to talk to my team.

667 01:03:32,600 -> 01:03:35,200 I don't know what it cost but I don't buy software.

668 01:03:35,700 -> 01:03:36,400 It, is it?

669 01:03:36,400 -> 01:03:38,700 I love how easy this is to use.

670 01:03:40,000 -> 01:03:45,300 So yeah, okay, well we will get you in touch with our head of sales.

671 01:03:46,700 -> 01:03:47,600 Her name's Danielle.

672 01:03:47,700 -> 01:03:50,200 No, you should, we touch, but Danielle reach out to me.

673 01:03:50,200 -> 01:03:52,800 I would, I would love to talk.

674 01:03:52,800 -> 01:04:00,100 It's a really cool software and I like how, I don't know how you're powering all this, but it's pretty instant, I will show you right after this.

675 01:04:01,100 -> 01:04:02,200 All right, cool.

676 01:04:02,700 -> 01:04:03,300 Yeah.

677 01:04:03,600 -> 01:04:05,000 Well, thank you, Julia.

678 01:04:05,000 -> 01:04:06,300 We appreciate you.

679 01:04:06,400 -> 01:04:09,600 Stay in the green room while I wrap this up.

680 01:04:10,500 -> 01:04:13,800 Thank you, everyone for being part of today's interview.

681 01:04:13,800 -> 01:04:18,400 If you have got any questions to Julia, feel free to hit her up on LinkedIn, connect with her.

682 01:04:18,900 -> 01:04:24,600 In the meantime, we have got an event next week Wednesday.

683 01:04:25,000 -> 01:04:30,100 It is called ABM and SEO campaigns at maximize spend and close deals.

684 01:04:30,300 -> 01:04:35,700 This is going to be what CMO of demand-based, the CEO, profound strategy, and the CMO blueprint.

685 01:04:35,700 -> 01:04:38,000 I, it's going to be a great event.

686 01:04:38,000 -> 01:04:44,500 And if you'd like to register, feel free to click on screen right here.

687 01:04:44,500 -> 01:04:56,500 Go ahead, click try, clicking on that button, and it should take you right out to our registration page, until then have an amazing rest of your day and your week stay positive.

688 01:04:56,500 -> 01:04:58,900 Yes, that is fancy to you like that, huh?

689 01:04:58,900 -> 01:05:02,800 I like being able to point at this button and y'all can like click on it real Time.

690 01:05:02,800 -> 01:05:03,700 That's pretty dope.

691 01:05:03,800 -> 01:05:04,600 Okay.

692 01:05:05,000 -> 01:05:05,500 Thank you.

693 01:05:05,500 -> 01:05:09,800 Billy have a great one will chat with you soon?

694 01:05:10,100 -> 01:05:10,600 Take care.

695 01:05:31,200 -> 01:05:31,700 Pain.

696 01:05:31,700 -> 01:05:32,500 Can wait.

697 01:05:32,500 -> 01:05:38,400 We're only watching the skies hoping for the best but expecting the worst.

698 01:05:38,400 -> 01:05:40,300 Are you gonna drop the bomb?

699 01:05:40,300 -> 01:05:46,200 Now let us die young or let us live forever.

700 01:05:46,300 -> 01:05:48,300 We don't have power for me.

701 01:05:48,300 -> 01:05:49,700 Never seen it.

702 01:05:50,200 -> 01:05:52,100 Sitting in a sandpit.

703 01:05:52,200 -> 01:05:54,000 Life is a short trip.

704 01:05:54,000 -> 01:05:55,900 The musics for the sad man.

705 01:05:57,900 -> 01:06:00,800 Can you imagine this one?

706 01:06:01,700 -> 01:06:06,100 Can I go now faces into the sun prison?

707 01:06:06,100 -> 01:06:07,200 Our leaders.

708 01:06:07,200 -> 01:06:12,300 We get into music played by the mud man.

709 01:06:58,800 -> 01:07:09,700 Someone like what is someone like the he some of the many in some other be sooner or later they all will be gone.

710 01:07:10,100 -> 01:07:19,400 Why don't they stay it's so hard to get on without it cause I don't want to perish.

711 01:07:19,400 -> 01:07:27,600 Like a fading us cues like diamonds in the Sun and diamonds are forever.

1 00:00:32,700 -> 00:00:36,600 Still, enough time to figure out how to Chase.

2 00:01:21,300 -> 00:01:21,700 When?

3 00:02:33,500 -> 00:02:34,800 Who loves me?

4 00:03:47,000 -> 00:03:48,200 Aloha.

5 00:03:48,600 -> 00:03:49,900 How's everyone doing?

6 00:03:49,900 -> 00:03:52,100 It's so great to be here with you all.

7 00:03:52,100 -> 00:03:57,100 I see that some of you are tuning in from places that are super cold.

8 00:03:57,100 -> 00:04:01,000 So make sure you're bundling up, sorry to say I am in Hawaii over here.

9 00:04:01,000 -> 00:04:08,100 So I complain too much about the weather today, but I am really excited about the conversation.

10 00:04:08,300 -> 00:04:10,300 We have a special guest.

11 00:04:10,300 -> 00:04:11,600 Her name is Julie.

12 00:04:11,600 -> 00:04:17,899 Ginchy is the VP of demand gen at lob, and she's going to be joining very shortly.

13 00:04:17,899 -> 00:04:24,800 But we're going to be talking about the yin-yang relationship of demand gen and marketing.

14 00:04:24,800 -> 00:04:30,700 Ops believe it or not, that there are such synergies when you can bring them together.

15 00:04:30,700 -> 00:04:38,300 Because so often we are all running, you know, millions of miles per hour with all the things going on these days.

16 00:04:38,300 -> 00:04:41,300 So it's like, okay, well I am gonna do my thing here.

17 00:04:41,300 -> 00:04:44,900 You're gonna do your thing here and it's so often that we operate inside.

18 00:04:45,000 -> 00:04:45,500 Lows.

19 00:04:45,500 -> 00:04:56,200 And so today, we're going to dive deep into the synergies of bringing demand gen and marketing Ops together along with the significance of getting the data, right?

20 00:04:56,200 -> 00:05:02,400 Connecting the demand channels, adding data intelligence getting the mark Tech Integrations, right?

21 00:05:02,400 -> 00:05:04,500 And then delivering the campaign in sight.

22 00:05:04,500 -> 00:05:08,200 So with that Julie, come join me on stage.

23 00:05:08,500 -> 00:05:10,800 Hello, hello there.

24 00:05:10,800 -> 00:05:11,900 Thank you for having me.

25 00:05:12,500 -> 00:05:13,900 How are you?

26 00:05:14,500 -> 00:05:15,300 I am good.

27 00:05:15,300 -> 00:05:16,500 I am very cold.

28 00:05:17,200 -> 00:05:17,700 I am freezing.

29 00:05:17,700 -> 00:05:21,600 My, my tush off outside of Portland Oregon, but other than that I am doing great.

30 00:05:23,100 -> 00:05:27,300 Well stay warm get a lot of lattes bundle up.

31 00:05:27,400 -> 00:05:28,100 It is beautiful.

32 00:05:28,100 -> 00:05:29,600 I like your plant behind you.

33 00:05:31,700 -> 00:05:34,100 So you're tuning in from Portland.

34 00:05:34,700 -> 00:05:40,000 I have got this fun little map here that kind of shows like where were at time zone wise.

35 00:05:40,500 -> 00:05:43,300 If Sal, you don't mind pulling that up there.

36 00:05:46,000 -> 00:05:54,300 So I have got this here where we're just, you know, ocean and ocean apart, Julie.

37 00:05:55,800 -> 00:05:56,500 I am so jealous.

38 00:05:56,500 -> 00:05:57,700 I wish I was closer to you.

39 00:05:59,800 -> 00:06:10,000 You're welcome, anytime, and another fun fact that you recently shared with me, is that you're quite tall.

40 00:06:11,400 -> 00:06:11,800 Yeah.

41 00:06:11,800 -> 00:06:13,900 So that's another way we're opposites, right?

42 00:06:13,900 -> 00:06:26,700 You know, I think Now that I meet most people over Zoom, they have no idea that I am actually 6 feet tall which makes me taller than you know 99% of the women on the planet but yeah, it's funny.

43 00:06:26,700 -> 00:06:27,200 Nobody knows.

44 00:06:27,200 -> 00:06:29,000 I think it's some point I could start telling people.

45 00:06:29,000 -> 00:06:37,000 I am actually a centaur and that the bottom half of me is a mythical creature, and they went no, and I am like 5 feet tall.

46 00:06:37,000 -> 00:06:44,500 So like you said Polar Opposites opposite sides of the you know spectrum and location and height.

47 00:06:44,500 -> 00:06:48,800 So that's so awesome.

48 00:06:48,800 -> 00:06:49,400 Okay.

49 00:06:49,700 -> 00:07:02,600 Well Julie, I would love to hear a little bit about your story and how you got into, first of all, B2B marketing and demand gen of all things.

50 00:07:03,600 -> 00:07:04,700 Yeah, true.

51 00:07:05,500 -> 00:07:05,900 Yeah.

52 00:07:05,900 -> 00:07:06,900 So okay.

53 00:07:06,900 -> 00:07:09,000 So origin story in a nutshell.

54 00:07:09,600 -> 00:07:12,700 I got into B2B marketing by way of graphic design.

55 00:07:12,700 -> 00:07:17,000 So I actually started my career with working with a lot of really wonderful B2B.

56 00:07:17,000 -> 00:07:27,500 Marketing leaders who became very good friends and I work with them to launch campaigns and it didn't take me very long to realize, I want to do more than just the visual communication style.

57 00:07:27,500 -> 00:07:32,500 So I wanted to work on targeting channel strategy analytics in the content.

58 00:07:33,200 -> 00:07:36,200 So, for the first few years of my career, I took this kind of yes.

59 00:07:36,200 -> 00:07:46,500 And approach like yes, I will design your brochure and I want to have some say in how we go to market with this product and that was over 20 years ago, right?

60 00:07:46,500 -> 00:07:56,200 And that led me to transition from corporate marketing role to eventually went to an agency role and then I got two Dimensions specifically and once I was in demand, and I was pretty much hooked.

61 00:07:56,200 -> 00:08:08,900 I mean, it was that magical combination of data and creativity which is my sweet spot and I haven't looked back And we're going to dive into the data and creativity with some of the insights going to share with us.

62 00:08:10,000 -> 00:08:10,600 That's great.

63 00:08:10,600 -> 00:08:12,300 And can you share with us today?

64 00:08:12,300 -> 00:08:14,200 What do you do at lob?

65 00:08:14,200 -> 00:08:15,600 What Is Love?

66 00:08:16,500 -> 00:08:17,500 Who do you want sir?

67 00:08:18,100 -> 00:08:22,400 Yeah so a lob is Direct Mail automation platform.

68 00:08:22,800 -> 00:08:32,500 I joined about a year and a half ago as you mentioned, the VP of demand gen, and I am responsible for everything from net, new name acquisition to the handoff of qualified sales.

69 00:08:32,700 -> 00:08:33,200 Opportunities.

70 00:08:34,700 -> 00:08:37,100 Gotcha, awesome.

71 00:08:37,200 -> 00:08:41,600 All right, well I would love to jump right into our topic for today.

72 00:08:41,799 -> 00:08:48,900 And we're going to be talking about the yin-yang relationship of demand, gen and marketing Ops.

73 00:08:48,900 -> 00:09:03,700 And, you know, one of the first questions that comes to mind is, what is it that creates the misalignment between demand gen and marketing Ops, What a great question.

74 00:09:03,900 -> 00:09:19,900 So you know, first I have to start here and tell you that I have had the honor of working with amazing marketing operations people throughout my career and I have learned so much from them and I credit them for helping me move her forward in my career but I have seen this a lot of right?

75 00:09:19,900 -> 00:09:25,100 The two teams think very differently so the mop steam often.

76 00:09:25,100 -> 00:09:27,800 Lee thinks often thinks orchestration right?

77 00:09:27,800 -> 00:09:30,800 And the demand gen team is thinking by your experience.

78 00:09:31,400 -> 00:09:35,800 So, I will share a story from a colleague from a while ago, which I think really illustrates this.

79 00:09:36,100 -> 00:09:47,600 She was really upset because her Ops team had decided to add two additional forms to our website because it was necessary for lead routing, and they were focused on how to operate operationalize.

80 00:09:47,600 -> 00:10:05,100 This asked about the leads, so they were thinking of data from her point of view, that was a horrible, customer experience that she was worried, it would torpedo her conversion rates, she was thinking

of the customer experience first and the funnel and that I think in a nutshell is Can cause friction success.

81 00:10:05,100 -> 00:10:08,300 Such a good way to describe it.

82 00:10:09,300 -> 00:10:24,000 So, like, even when you go into organizations and, you know, first marketing leader that's coming in to fix things, for example, what's, what's the first thing that you do to start Bridging?

83 00:10:24,400 -> 00:10:30,200 The two Well, the first thing is, I always ask to people that presumption of good intent, right?

84 00:10:30,300 -> 00:10:32,400 We're all trying to solve the problem.

85 00:10:33,500 -> 00:10:42,100 And then, I have actually done this exercise where I tell people visualize the problem, and then realize it is not between the demand gen people and the marketing Ops people.

86 00:10:42,100 -> 00:10:47,700 It's not, it's not between you, it's over here and you guys have to both turn and look at that and solve it together.

87 00:10:49,600 -> 00:10:50,500 It's really good.

88 00:10:50,600 -> 00:10:51,100 Okay.

89 00:10:51,300 -> 00:10:52,800 And what's the response?

90 00:10:53,000 -> 00:10:54,900 Because they're wired differently.

91 00:10:54,900 -> 00:10:57,400 So how do you get them to work together?

92 00:10:58,700 -> 00:11:00,600 Part of it is its very similar.

93 00:11:00,600 -> 00:11:05,300 Actually I have seen a similar friction point between demand Jed and like the web development team.

94 00:11:05,300 -> 00:11:07,600 They speak different languages, right?

95 00:11:08,000 -> 00:11:15,800 So to the best of your ability, if you can be that language translator between demand and marketing hops, right?

96 00:11:15,800 -> 00:11:19,300 And help them understand what their goals are not how to get their vote there.

97 00:11:19,500 -> 00:11:21,000 Or what you're trying to achieve?

98 00:11:21,000 -> 00:11:23,400 That goes a long way too, kind of healing that friction.

99 00:11:24,100 -> 00:11:25,700 Mmm, that's good.

100 00:11:25,800 -> 00:11:39,700 And then from a, just a team structure perspective, what does that usually look like is there, is it one person responsible for all of demand gen one person responsible for marketing Ops, or could there be multiple people on each team and what are their roles?

101 00:11:40,700 -> 00:11:44,700 So that depends very heavily on the size of your team, the team maturity, right?

102 00:11:44,700 -> 00:11:49,300 Your growth and all of that, you know, but I think what is works really well.

103 00:11:49,400 -> 00:12:01,500 Well, if you can get to the place where you can have one person, who is the head of operations, and has an analytics person, and also like a campaign operation person reporting into her, then that works very well.

104 00:12:01,900 -> 00:12:10,700 And then you have a person who is the head of demand gen and also has maybe a BM person, underneath them, growth marketing, customer marketing, all of that reporting into them.

105 00:12:11,000 -> 00:12:18,300 So then you have a single person who heads up both of those areas that can hopefully be in lock step towards your goals, interesting.

106 00:12:18,300 -> 00:12:23,700 So what I am hearing Because you mentioned ABM growth and customer marketing.

107 00:12:23,700 -> 00:12:30,900 That's pretty much the customer lifecycle, like, you see, that whole life cycle then reporting into the head of the Mansion.

108 00:12:32,000 -> 00:12:32,200 Yeah.

109 00:12:32,200 -> 00:12:35,500 And so, again, that goes back to what the purpose of demand gen is right.

110 00:12:35,600 -> 00:12:39,000 So, in my current role, I am very much focused on that new logo acquisition.

111 00:12:39,500 -> 00:12:45,400 But in other positions, I have been responsible for full pipeline creation across the entire funnel, right?

112 00:12:45,400 -> 00:12:49,200 Including upselling cross-selling, after a customer purchase.

113 00:12:49,400 -> 00:12:49,700 Has.

114 00:12:49,800 -> 00:12:57,600 So in that case, I do think it makes sense for the customer marketing person to report a dimension Very interesting.

115 00:12:57,700 -> 00:13:04,800 Okay, I got another question here and this is all about getting the data, right?

116 00:13:04,800 -> 00:13:10,300 And I think it goes back to what you said about aligning on goals once that's done.

117 00:13:10,600 -> 00:13:16,700 Then, you know, first of all, describe to us why it's important to get the data, right?

118 00:13:16,700 -> 00:13:23,100 Like we all kind of know this, but if you could explain the benefits of that, then that would be very helpful.

119 00:13:23,400 -> 00:13:25,800 Then I will, then we're going to ask some other questions I have about data.

120 00:13:26,700 -> 00:13:29,800 So I mean data hygiene is near and dear to my heart.

121 00:13:29,800 -> 00:13:36,400 I believe that it is everybody's responsibility who touches the data, to keep it clean to the best of their ability.

122 00:13:36,400 -> 00:13:38,700 It's not just marketing, it's not just sales, right?

123 00:13:38,700 -> 00:13:49,400 Think of like your customer success team and everybody else who is interacting with your CRM, you have got to get the whole company aligned that it's everyone's responsible to make sure the data is accurate.

124 00:13:49,600 -> 00:13:50,400 And here's why, right?

125 00:13:50,500 -> 00:14:02,900 Accurate data makes you did, we basically ensure that the B2B marketing efforts are all targeted to the Right individuals, that results in higher response rates, better Roi better customer experience again, right?

126 00:14:03,300 -> 00:14:06,500 And if you have inaccurate data, you're just wasting resources.

127 00:14:06,900 -> 00:14:10,500 You have got a real possible issue of decreasing.

128 00:14:10,500 -> 00:14:11,800 Trust with your customers.

129 00:14:12,100 -> 00:14:14,600 How awful do you feel when you get an email?

130 00:14:14,800 -> 00:14:15,700 That says hi.

131 00:14:15,700 -> 00:14:17,300 And the name is not yours.

132 00:14:17,300 -> 00:14:18,500 You laugh, right?

133 00:14:19,200 -> 00:14:23,900 And those things decrease trust and it also has a negative impact on your brand reputation.

134 00:14:25,000 -> 00:14:27,200 So you have got the huge potential to Look really.

135 00:14:27,200 -> 00:14:36,200 It's like or you have got the potential fall on your face or have egg on your flight face and that's a difference between having accurate and inaccurate data, that's good.

136 00:14:36,300 -> 00:14:50,600 Okay, I have an another question just around data and where I guess just as far as dashboards like What tools do you use?

137 00:14:50,600 -> 00:14:57,700 And what are some of the key metrics based on your goals that you're tracking with as far as data?

138 00:14:59,800 -> 00:15:02,800 So I will tell you what's on my dashboard.

139 00:15:02,800 -> 00:15:08,200 Typically, and again, that depends on the team's marketing, the maturity, right?

140 00:15:08,200 -> 00:15:19,000 And not just a marketing team, but the sales level of maturity, but there's some table Stakes insights that you should have, you know, engagement, conversion, rate, and lead generation.

141 00:15:19,500 -> 00:15:21,500 That's something that I look at constantly.

142 00:15:22,100 -> 00:15:28,400 And then, as the team matures, I add things like, you know, Revenue total revenue generated from campaigns.

143 00:15:29,200 -> 00:15:30,600 The cost per acquisition.

144 00:15:31,900 -> 00:15:39,700 I also started to look at customer lifetime value is, I think that's, we tend to be a little bit short-sighted in the marketing team.

145 00:15:39,800 -> 00:15:46,500 Like let us get the leads in, let us see if it creates five applied, and then we say yes, we success succeeded but that it's way more than that, right?

146 00:15:46,700 -> 00:15:52,400 It's really the return on marketing investment and then I would say next the final level, right?

147 00:15:52,400 -> 00:15:55,800 So that if that's more mature, you got to get down to channel performance.

148 00:15:56,500 -> 00:16:07,600 That's incredibly important right now because we're all being asked to do more with less right more Pipeline with less money, in the way that you do that is you invest in the channels that are converting the best.

149 00:16:08,100 -> 00:16:10,700 So, definitely I should be something on your dashboard right now.

150 00:16:11,900 -> 00:16:12,500 That's good.

151 00:16:13,700 -> 00:16:22,100 Okay, then this goes right into some of the kpis that marketers should be delivering for campaigns, which you might have answered some of those.

152 00:16:22,100 -> 00:16:29,600 But for your team, specifically, what are some of the kpis that you're monitoring?

153 00:16:29,800 -> 00:16:31,900 And how frequently do, you monitor them?

154 00:16:33,400 -> 00:16:37,600 So our first kpi is Pipeline and in dollars.

155 00:16:39,000 -> 00:16:49,400 So that's the first thing that we look at, and I would like, I know this sounds a little crazy and I don't know if I want to meet

this, but how often do I monitor it every hour or two depending on whether or not?

156 00:16:49,400 -> 00:16:53,700 It's a weekend break away.

157 00:16:54,600 -> 00:17:00,100 So, you know, it's my version of obsessively, refreshing, a dashboard and looking at where we are.

158 00:17:01,300 -> 00:17:04,099 So I think that's probably the number one, right?

159 00:17:04,099 -> 00:17:08,099 Then we want to see of all of the pipeline that we created from marketing's effort.

160 00:17:08,599 -> 00:17:12,200 What moves through the funnel and what is the conversion rate from?

161 00:17:12,200 -> 00:17:15,599 You know, sales accepted sales qualified and then eventually bookings.

162 00:17:16,500 -> 00:17:20,599 So that's one of the first things that we Monitor, and then we go back.

163 00:17:20,599 -> 00:17:22,800 And we say, what did it cost to get that pipeline that bookings.

164 00:17:23,900 -> 00:17:33,600 So you should have some Benchmark right now, for every dollar that you spend that you're going to return x amount to the business and Pipeline and or x amount in bookings.

165 00:17:34,100 -> 00:17:35,500 So we have that, right?

166 00:17:35,500 -> 00:17:42,900 That's a benchmark, and we try to always hit it or improve and that helps me make decisions about again where to spend money over to course, correct?

167 00:17:43,300 -> 00:17:53,900 So for example, if we're trying to create let us say, \$10 a pipeline for every dollar that we spend, if we as see a Channel or a campaign way below that we first asked, like, we do something wrong.

168 00:17:53,900 -> 00:17:54,800 Can we course correct?

169 00:17:54,800 -> 00:17:57,800 If not is this valuable, do we want to keep spending our time here?

170 00:17:57,800 -> 00:18:18,800 Because it seems like we could be doing better results in another Channel or another campaign that makes sense, as far as frequency of checking the channel performance per Channel, each Channel, obviously from email to LinkedIn, you know, their SEO.

171 00:18:18,800 -> 00:18:25,000 There's like completely different timing of when they're successful or not.

172 00:18:25,000 -> 00:18:31,900 So do you have like a sense of how frequently you check certain channels or any advice on that?

173 00:18:33,500 -> 00:18:39,300 Yeah so we recheck most channels for what I would call leading indicators immediately, right?

174 00:18:39,300 -> 00:18:40,600 Like activity metrics.

175 00:18:41,400 -> 00:18:52,600 If we're going to send an email, or we're going to send a webinar registration, for example, it's fun to actually look at like, you know, let us take a look at how many people registered but registered as an activity metric.

176 00:18:52,900 -> 00:19:02,200 So, I think as you are in mid-flight for a campaign, you should be looking at your leading indicators in real time, right?

177 00:19:02,300 -> 00:19:04,200 And again, that's just so you can course, correct?

178 00:19:04,200 -> 00:19:12,700 Because if you put a lot of money and time into creating a webinar, if you're not hitting your registration and goals, you're not going to hit your attendance goals, you're not going to hit your demo request.

179 00:19:12,700 -> 00:19:16,800 You're not going to arise, just going to keep going down and you want to keep that from happening.

180 00:19:17,000 -> 00:19:18,800 So I think you should be looking at all the time.

181 00:19:19,400 -> 00:19:19,800 Hmm.

182 00:19:21,200 -> 00:19:21,700 It's good.

183 00:19:23,600 -> 00:19:28,700 How do you differentiate then tracking those channels versus campaigns?

184 00:19:28,800 -> 00:19:36,100 And can you define even the difference of the two and the type of kpi's that you will look at for each?

185 00:19:36,900 -> 00:19:37,400 Oh yeah.

186 00:19:37,400 -> 00:19:37,600 Okay.

187 00:19:37,600 -> 00:19:47,400 So, you know, we think of a campaign as a collection of channels Pride that lasts more than, you know, I would say six months, right?

188 00:19:47,400 -> 00:19:50,900 So let us say a campaign last six months, we're going to use multiple.

189 00:19:51,100 -> 00:19:55,900 Almost because we have an off day Channel approach to get everybody through whatever conversion point we have defined.

190 00:19:56,500 -> 00:20:10,800 So for example, right now, we are doing our annual state of direct mail campaign, we use email, social pushing, will, use retargeting will use in product advertising, and all of those are different channels.

191 00:20:11,400 -> 00:20:15,500 And then what we do is all of those channels roll up to the campaign.

192 00:20:16,100 -> 00:20:22,300 So we use, you know, UTM, basically parameters to make sure that we are tracking The performance of every channel.

193 00:20:22,400 -> 00:20:25,100 So we can say this is the amount of money that we spent on this channel.

194 00:20:25,300 -> 00:20:27,300 Here is what it returns on investment.

195 00:20:27,400 -> 00:20:30,800 And then we roll up all the channels to the campaign and report on that as a whole.

196 00:20:31,600 -> 00:20:32,400 Mmm.

197 00:20:33,400 -> 00:20:36,500 It would you say a good amount of time for a campaign?

198 00:20:36,500 -> 00:20:38,000 Run is about six months.

199 00:20:39,700 -> 00:20:42,700 Yeah, so I know a lot of people differ on this.

200 00:20:42,700 -> 00:20:54,600 I have heard anywhere from three months to a year and for us, what we do is we have different levels of like, basically tears of campaigns, We have some that we expect to run six months, maybe a little bit longer.

201 00:20:54,600 -> 00:20:59,400 You know, they have long tails, nine months, and then we have what we have like, short run campaigns, that could be three to four months.

202 00:21:00,700 -> 00:21:03,500 Can you give some distinguishing factors?

203 00:21:03,500 -> 00:21:09,900 Like what would a short-term campaign sound like even messaging?

204 00:21:09,900 -> 00:21:13,400 Why is versus a six-month campaign?

205 00:21:15,300 -> 00:21:23,300 Yeah, so I six-month campaign to us would be like a big top of the funnel thought leadership campaign that has a lot of reach.

206 00:21:23,300 -> 00:21:26,400 We have the potential to get a lot of people really high in the funnel.

207 00:21:27,100 -> 00:21:33,600 Then we have shorter campaigns that are usually middle of the A funnel and are targeted towards, for example Industries.

208 00:21:33,800 -> 00:21:45,600 So there's a smaller subset of people to talk to but higher potential of conversion rate, but we know we're not going to be

going on and on about thought leadership, they know who we are, and then we just want to move them down the funnel.

209 00:21:47,200 -> 00:21:47,800 Gotcha.

210 00:21:47,900 -> 00:21:50,300 Okay, it's very helpful.

211 00:21:50,800 -> 00:21:51,200 Okay.

212 00:21:51,200 -> 00:21:56,400 So then my next section here is around connecting demand channels.

213 00:21:57,100 -> 00:22:02,500 What are some of the things to consider when you're connecting the channels?

214 00:22:04,000 -> 00:22:05,200 This is really good question.

215 00:22:06,000 -> 00:22:07,800 So, you know, I let me start here.

216 00:22:07,800 -> 00:22:12,300 I think most folks don't realize that connecting your channels takes way more than technology.

217 00:22:13,100 -> 00:22:15,700 The goal is to create a seamless tracking, right?

218 00:22:15,700 -> 00:22:16,700 Of customer interactions.

219 00:22:16,800 -> 00:22:20,600 Us all the channels for all of the reasons that I talked about earlier.

220 00:22:20,600 -> 00:22:22,600 We were talking about database Health, right?

221 00:22:22,600 -> 00:22:31,700 You want personalization across all channels and that takes way more than technology, by the way, that takes by in, right?

222 00:22:31,700 -> 00:22:46,500 So before you even think about integrating tools, before you get to this question about apis, you have to start by talking to your marketing and sales leadership, get them together right and get the no line on what the goals are for your technology, what?

223 00:22:46,800 -> 00:22:48,600 Fields, you're going to use, right?

224 00:22:48,600 -> 00:22:58,200 I mean I honestly I had a dollar for every time I have seen sales, pull a report and marketing say that's not the right field, I could have retired already.

225 00:23:01,500 -> 00:23:02,700 Don't use that feel.

226 00:23:02,700 -> 00:23:04,600 That's the line I hear the most.

227 00:23:04,600 -> 00:23:06,300 We're talking about operations.

228 00:23:07,600 -> 00:23:19,200 Then also you have to agree like when you're going to track but how you're going to report on it and most importantly, when you're going to review the data, when you're going to go back and actually, Make recommendations to improve it.

229 00:23:19,500 -> 00:23:29,900 So that's a that is a lot of consensus building and I think that is the part that people miss out on Who's responsible for the consensus building?

230 00:23:31,100 -> 00:23:35,600 How does that work on the marketing side to then the other teams?

231 00:23:37,200 -> 00:23:37,300 Yeah.

232 00:23:37,300 -> 00:23:46,500 So if you had that magical person who is leading up the marketing operations person, they should be at a level high enough that they can negotiate that conversation, that would be ideal.

233 00:23:46,800 -> 00:23:47,100 What?

234 00:23:47,100 -> 00:23:52,700 I see and I think a lot of companies are moving towards is a revenue office function, right?

235 00:23:52,700 -> 00:23:55,500 That is integrating marketing and sales Ops together.

236 00:23:55,500 -> 00:23:59,500 And then the revenue Ops person is basically the one who holds the keys to the kingdom.

237 00:24:00,000 -> 00:24:00,600 Hmm.

238 00:24:00,700 -> 00:24:01,600 Mmm, gotcha.

239 00:24:01,800 -> 00:24:10,200 So they would be responsible to provide the direction the Insight recommendations on which channels to connect and why.

240 00:24:11,200 -> 00:24:26,800 Yeah I mean and I would say specifically they have got to get everybody who is responsible for operations, not just marketing but sales to and leaders who own targets by blind and bookings into a room together and understand what the goal is and then come up with reporting.

241 00:24:26,800 -> 00:24:27,900 That works for both teams.

242 00:24:28,600 -> 00:24:29,400 Hmm.

243 00:24:29,600 -> 00:24:30,100 Okay.

244 00:24:30,700 -> 00:24:32,500 So I want to dig into this.

245 00:24:34,300 -> 00:24:40,300 Have you seen examples where it's not happening consensus isn't happening?

246 00:24:41,500 -> 00:24:47,800 What are what does that look like when it's not happening and what are the outcomes versus when it is happening?

247 00:24:47,800 -> 00:24:49,700 And I like to hear some of the attributes of that.

248 00:24:49,700 -> 00:24:52,700 But first, it's like what are the attributes of?

249 00:24:53,300 -> 00:24:54,300 It's not working.

250 00:24:57,100 -> 00:25:08,900 So here's what you will hear, what it's not working marketing will say, you know, we generated X percentage of the pipeline, this last quarter and you're inside sales team, and your sales people will do this.

251 00:25:09,400 -> 00:25:09,800 No, you did.

252 00:25:14,700 -> 00:25:25,100 That's when you know, it's not working that or, you know, we see these conversion rates, and they say, no, that's not what, that's not how it feels, right?

253 00:25:25,400 -> 00:25:31,100 It's all those numbers that nobody Buys in, you know, across the organization.

254 00:25:31,100 -> 00:25:45,100 That's when, you know, it's not working when it's working, is when you get a lot of head nodding, and you say, okay, we all agreed that we were going to use this logic to pull marketing's attribution.

255 00:25:45,200 -> 00:25:56,800 Whatever it is whatever your look back model is whether it is a multi attribution multi-touch, we agreed going in and since we agreed on that, this is the number that it is turning out.

256 00:25:56,900 -> 00:25:59,100 And now that we have all agreed that this is the right number.

257 00:25:59,300 -> 00:26:00,400 What do we do to get better?

258 00:26:00,800 -> 00:26:02,300 That's what it looks like when it's right.

259 00:26:03,800 -> 00:26:12,800 Ah, I feel like not a lot of orgs, especially when you get into, you know, series a series be right?

260 00:26:12,800 -> 00:26:24,500 You may not have time to be able to do this, you may not have resources so in a limited resource, type budget, constraint environment.

261 00:26:25,900 -> 00:26:29,000 How do we build consensus right away?

262 00:26:30,900 -> 00:26:35,700 Well, that is very true, right?

263 00:26:36,300 -> 00:26:41,100 Most startups are starting their really far behind on this, right?

264 00:26:41,400 -> 00:26:46,000 And if you can't do multi-touch attribution, at least agree on a single touch, right?

265 00:26:46,200 -> 00:26:49,700 Let us start there, what is the most accurate?

266 00:26:49,700 -> 00:26:57,900 Single touch that we can all pinpoint to giving some kind of credit for where the of the pipeline is created.

267 00:26:58,300 -> 00:27:07,800 And by the way, you know, I use the word credit because that's what people understand, but the goal isn't really to give one team over another credit is if you're out what's working versus what it isn't.

268 00:27:08,700 -> 00:27:12,100 Right, that's what we want to do, so we can do again more of what's working.

269 00:27:12,700 -> 00:27:18,400 So, I think if you can even just get consensus on a single point of attribution, it goes a long way.

270 00:27:19,300 -> 00:27:20,700 That's great advice.

271 00:27:21,200 -> 00:27:30,600 All right, adding data intelligence, what are some ways you can enrich your database?

272 00:27:32,300 -> 00:27:33,400 Oh, others.

273 00:27:33,400 -> 00:27:36,100 So there's lots of ways, but before you reach your database, right?

274 00:27:36,100 -> 00:27:49,000 First you, start by cleaning it because really were talking about is data intelligence and you get a lot of data intelligence just by removing duplicates, correcting errors, just analyzing data, all of that stuff.

275 00:27:50,300 -> 00:27:52,200 So that should be step one.

276 00:27:52,900 -> 00:27:56,800 Then you look at what systems you have that you can pull data from, right?

277 00:27:56,800 -> 00:27:59,700 Do you have any kind of predictive intense software?

278 00:28:00,100 -> 00:28:05,600 So we do we use he's like sixth sense to determine whether or not it.

279 00:28:05,600 -> 00:28:07,700 We're seeing buying signals, right?

280 00:28:07,700 -> 00:28:09,500 That's a way to enrich your database.

281 00:28:09,900 -> 00:28:19,500 Do you have any kind of real time data streams, like, your website analytics that you can pull on to gain a more comprehensive understanding of your customer behavior?

282 00:28:20,400 -> 00:28:29,000 And then like, basically what other systems do you have already that you can integrate your CRM or Erp, anything else that is a single source of Truth.

283 00:28:29,400 -> 00:28:31,400 All of those should come in to enrich your data.

284 00:28:32,100 -> 00:28:45,000 So, yeah, there's lots of things that you can pull that a lot of companies, even startups have internal processes that have in back for collecting and valuable data that just aren't pulled into fields that we can use and getting them in.

285 00:28:45,000 -> 00:28:45,900 There is very helpful.

286 00:28:48,900 -> 00:28:49,800 That's great.

287 00:28:50,100 -> 00:28:56,300 If anybody has questions for Julie, feel free to drop them in the Q&A tab as or going as well.

288 00:28:57,200 -> 00:28:57,800 Okay?

289 00:28:58,000 -> 00:29:05,100 And when you're talking about cleansing and enriching the data, who do you generally partner with to do so?

290 00:29:07,400 -> 00:29:12,200 So if you're asking like a vendor, there are multiple data providers that you can try, right?

291 00:29:12,500 -> 00:29:16,900 So, you know, I think one of the more popular ones is zoom info, but I know seamless AI.

292 00:29:17,200 -> 00:29:22,300 There's a ton that are on the market right now so the goal is to do a test right?

293 00:29:22,300 -> 00:29:30,200 I always say do it accuracy test before you partner with any vendor and see you know ask them what their expectations is for leave quality.

294 00:29:31,100 -> 00:29:33,100 So you know we use zoom info.

295 00:29:33,100 -> 00:29:43,100 I was pretty happy with it but then there's all are Our inside sales, folks are always updating data in real time when they're interacting with Buyers, or they're out on LinkedIn as well.

296 00:29:44,800 -> 00:29:45,400 Gotcha.

297 00:29:46,900 -> 00:29:47,600 Okay.

298 00:29:49,400 -> 00:29:51,100 Mark Tech Integrations.

299 00:29:52,200 -> 00:29:53,200 All right.

300 00:29:54,000 -> 00:30:04,300 In addition to your CRM and marketing automation platform, what are other integration points marketers should consider Oh boy.

301 00:30:04,300 -> 00:30:08,200 Okay, so there is a there's a ton the depending on whether your B2B or b2c.

302 00:30:08,800 -> 00:30:14,300 Let us say we have our analytics in our data management, platforms attached.

303 00:30:14,500 -> 00:30:19,500 So if you have any kind of data visualization or business intelligence tools, you might want to connect those.

304 00:30:20,200 -> 00:30:23,300 If you were B to C your Ecommerce platform, of course, right?

305 00:30:23,900 -> 00:30:37,200 And then there's some other ones that I would say, our state table Stakes, like your social media management, let us see your advertising and paid media, you connect, those one of the ones that People don't think about is that you could Connect customer feedback and surveys.

306 00:30:37,600 -> 00:30:37,900 All right?

307 00:30:37,900 -> 00:30:44,800 So you could be actually, for example, measuring customer feedback and measuring customer satisfaction it.

308 00:30:44,800 -> 00:30:49,600 Real time off your website, then, connecting that feedback back to your database.

309 00:30:50,200 -> 00:30:58,800 And then when you realize that somebody has a positive net promoter score, those are the folks that you go after for the positive reviews on your, you know, software review sites.

310 00:30:58,900 -> 00:31:02,100 For example, So, yeah.

311 00:31:03,000 -> 00:31:06,500 And then, you know, the other thing, I web personalization, right?

312 00:31:07,200 -> 00:31:14,900 If you want to have an intelligent conversation online with your key accounts, you have got to make sure that your database is what I clean that everything's connected.

313 00:31:16,500 -> 00:31:25,800 Can I ask what tools you're currently using for web personalization, and like, certain things that are you're connecting?

314 00:31:25,800 -> 00:31:28,700 What are tools that you're using today?

315 00:31:29,900 -> 00:31:34,800 So we're actually the evaluation process for Mutiny HQ for our website personalization.

316 00:31:35,400 -> 00:31:36,200 Nice?

317 00:31:36,400 -> 00:31:37,600 Yeah, yeah.

318 00:31:37,700 -> 00:31:41,200 And we want when we want to use it as part of basically are a b x approach.

319 00:31:42,000 -> 00:31:50,600 So, you know, we want to make sure that when somebody from we can identify, when someone comes from one of our key accounts, and we can give them a personalized experience.

320 00:31:51,300 -> 00:31:51,700 So, yeah.

321 00:31:51,700 -> 00:31:53,500 So that's our next step back in maturity.

322 00:31:54,400 -> 00:32:14,300 So, thinking about that customer life cycle again, and the different tools that you plug in play across the customer life cycle, if you're just start from that initial top of funnel experience and that could be a mutiny personalization experience with your web pages, all the way through.

323 00:32:14,300 -> 00:32:23,600 Could you just give us very Typically, what are some of the tools that you're currently deploying and using across the customer life cycle.

324 00:32:24,900 -> 00:32:25,300 Yeah.

325 00:32:25,700 -> 00:32:33,300 So we use sixth sense to at the very top of the funnel to look for buying signals.

326 00:32:35,200 -> 00:32:39,300 And we will from there, we put them in different programs, right?

327 00:32:39,300 -> 00:32:43,700 So it could be retargeting ads, we might actually put them into email campaigns.

328 00:32:43,700 -> 00:32:55,900 We use Marketo for email, we use Salesforce for our CRM, and we have the added bonus of being able to use Direct Mail, Right since we're a drachma automation platform.

329 00:32:56,500 -> 00:33:01,200 So we use our own software for middle of the funnel conversion.

330 00:33:01,700 -> 00:33:04,200 So we have an integration.

331 00:33:04,300 -> 00:33:16,000 Even with a data provider that integrates a pixel on to our web pages to identify individuals, not just accounts and matches them with their home address.

332 00:33:16,400 -> 00:33:24,700 So that allows us to basically trigger a postcard to any person who is an anonymous web videos that are two are high value pages.

333 00:33:25,400 -> 00:33:28,100 So that's a really fun integration Point.

334 00:33:28,100 -> 00:33:29,200 I have never got to do anywhere else.

335 00:33:29,200 -> 00:33:38,400 I have worked How exciting and then how does that just continuing on that customer lifecycle with once, they're converted as a customer?

336 00:33:39,400 -> 00:33:42,700 What kind of tools do you use their own after a?

337 00:33:42,700 -> 00:33:47,200 So that's where it gets a little bit out of my purview in my organization here.

338 00:33:47,500 -> 00:33:58,600 So, you know, we at that point, they actually convert to like, basic that our account management side, and then we think of them as a potential for a new business, right?

339 00:33:58,600 -> 00:34:00,400 So then they go back to the top of our funnel.

340 00:34:00,500 -> 00:34:04,700 Well, and we look at our large customers, and we say, where can we sell at a different business unit?

341 00:34:04,700 -> 00:34:06,800 And we start from the very beginning again, right?

342 00:34:06,900 -> 00:34:13,600 We say, where do we see interest, and we start the whole process to try to get another business unit down the funnel, That's great.

343 00:34:13,600 -> 00:34:15,400 Thank you for walking us through each of those.

344 00:34:15,400 -> 00:34:22,699 I think that's really helpful for some of us to hear and compare back to the Sixth Sense top of funnel.

345 00:34:22,900 -> 00:34:39,000 And when you're looking at intent, what are some of the key signals that indicate low, medium, high intent, Yeah, so we look at both branded searches and unbranded searches.

346 00:34:39,699 -> 00:34:48,100 So you know if somebody is looking, for example, lobs Direct Mail software versus film, The competitor named, that would be a high intent, right?

347 00:34:48,199 -> 00:34:53,000 They look like they are in the part where they're looking to narrow down the vendors.

348 00:34:53,100 -> 00:34:58,000 They try to figure out whether or not they have a problem with a solution is that's a really good indication.

349 00:34:58,000 -> 00:34:58,500 Right?

350 00:34:59,400 -> 00:35:03,200 Versus let us say someone who says what is direct mail or what is direct?

351 00:35:03,300 -> 00:35:13,100 An automation there are a lot higher up, and they're going to need some of our educational thought leadership of why direct mails important, how it works as a marketing channel, but they can expect to see for the ROI.

352 00:35:13,300 -> 00:35:17,700 So you get a lot, you can learn a lot from that from just looking at that.

353 00:35:18,000 -> 00:35:20,300 And also you know it's very interesting.

354 00:35:20,300 -> 00:35:31,900 One of the things that we're going to be integrating very soon on our website is a search functionality that gives us real time feedback about what people are searching on our website for the same reason, right?

355 00:35:31,900 -> 00:35:37,300 We want to understand What people are looking for to get the solutions that they need, right?

356 00:35:37,300 -> 00:35:40,600 And that will also help us figure out where they are in the funnel when they get to our site.

357 00:35:41,200 -> 00:35:42,200 That's so good.

358 00:35:42,700 -> 00:35:52,100 Have has lob thought about using a chatbot, something like drift or qualified ever and maybe you do already, we do.

359 00:35:52,100 -> 00:35:52,300 Yeah.

360 00:35:52,300 -> 00:35:54,000 We use intercom right now.

361 00:35:54,100 -> 00:35:54,600 Gotcha.

362 00:35:54,900 -> 00:35:55,300 Yeah.

363 00:35:55,300 -> 00:35:59,000 So it is, it is a chatbot, although we kind of have a hybrid model.

364 00:35:59,000 -> 00:36:01,600 We have our inside sales folks, moderate sometimes.

365 00:36:01,600 -> 00:36:03,300 And then the chat pod when it's off hours, Yeah.

366 00:36:05,600 -> 00:36:06,300 Great.

367 00:36:07,400 -> 00:36:17,500 Wow, so rich, I love how you're taking us from high-level 30,000 feet strategy and getting right into the tactics Julie, it's really great.

368 00:36:20,100 -> 00:36:30,000 You know, I am as we're thinking about our B2B community and just the whole Community is rocked right now.

369 00:36:30,000 -> 00:36:51,200 And you, and I have talked about this even outside this event of like, wow, it's just such a time of like you said, being able to Each your time and your resources with, you know, you're doing a lot more with less and there's burn out right now and there's, you know, this sense of insecurity or instability.

370 00:36:51,200 -> 00:37:01,400 And so, do you have any words of advice or even encouragement for your fellow B2B marketers today?

371 00:37:02,800 -> 00:37:04,500 Yeah, I mean, I am I am feeling it.

372 00:37:04,600 -> 00:37:05,700 We're all feeling it.

373 00:37:06,200 -> 00:37:07,200 I can't even go on.

374 00:37:07,400 -> 00:37:10,500 Until the LinkedIn anymore because it feels like Doomsday scrolling right now.

375 00:37:11,600 -> 00:37:13,000 I understand, you know.

376 00:37:13,200 -> 00:37:18,100 So I guess first is the first thing is this too shall pass, right?

377 00:37:18,800 -> 00:37:22,400 I have been doing this a very long time and I know what is unique about.

378 00:37:22,400 -> 00:37:34,000 This is that we just have come off a 10-year Bull, Run of Technology, being almost impervious to all of the issues with recession and everything, right?

379 00:37:34,200 -> 00:37:37,100 So it's the first time I have had a lot of people in the workplace have gone.

380 00:37:37,400 -> 00:37:39,900 This, but it isn't for me, right?

381 00:37:39,900 -> 00:37:43,100 I remember the.com bust and lots of marketing.

382 00:37:43,100 -> 00:37:45,600 People went through it back then and we were covered.

383 00:37:46,400 -> 00:37:59,100 So I would say right now, here's what I am very much focused on understand your Tamil performance so you can show the value of what you're the value of Pipeline and in bookings of every dollar that you're spending.

384 00:37:59,300 -> 00:38:13,200 That's number one, the two is, make sure you are facilitating conversations with the entire Breyer groups rather than just the Decision makers that you have identified because of layoffs and job hopping.

385 00:38:13,600 -> 00:38:15,900 Those people move very, very quickly.

386 00:38:16,200 -> 00:38:19,300 So make sure that you are multi threaded into opportunities.

387 00:38:20,100 -> 00:38:23,300 You know, I am very interesting change that.

388 00:38:23,300 -> 00:38:27,500 I see a lot of marketers make right now, is that there used to be this idea of?

389 00:38:27,500 -> 00:38:31,800 Once you open an opportunity its hands off, right marketing, can't touch it.

390 00:38:32,000 -> 00:38:33,500 Now, it's in the sales horn.

391 00:38:34,300 -> 00:38:40,400 And now what we're moving towards is once the opportunity is open now we account warm, right?

392 00:38:40,400 -> 00:38:52,400 You have to go back in and get as many different tethers you can into that buying unit because we lose people so quickly now and that's a big shift that people are making and that's probably the best word.

393 00:38:52,400 -> 00:38:54,000 I second I can share right now.

394 00:38:56,900 -> 00:38:57,900 So awesome.

395 00:38:58,300 -> 00:38:59,500 Thank you, Julie.

396 00:38:59,600 -> 00:39:05,500 Thank you so much for your time, sharing your insights, your wisdom, your experience with us today.

397 00:39:06,400 -> 00:39:13,100 It's always great to be in your presence if there's any other questions, which I am going to look right now.

398 00:39:13,100 -> 00:39:14,800 I don't think we have questions.

399 00:39:14,800 -> 00:39:18,600 All right, well, we're wrapped up.

400 00:39:18,600 -> 00:39:21,200 So, thank you, Julie, for your time.

401 00:39:21,200 -> 00:39:33,300 And for those of you who have joined us today, Thank you for being part of this note that we do have another event coming up February 22nd.

402 00:39:33,400 -> 00:39:43,800 We're going to be talking about Ai and how it's transforming B2B marketing, both the power and the limitations with HootSuite and LinkedIn.

403 00:39:44,100 -> 00:39:47,200 So feel free to register for that.

404 00:39:47,400 -> 00:39:48,100 I think I have got.

405 00:39:48,100 -> 00:39:48,700 There you go.

406 00:39:49,500 -> 00:39:52,500 The call to action button right on the screen.

407 00:39:52,500 -> 00:39:54,900 Go ahead and click on that and it will take you.

408 00:39:55,000 -> 00:39:57,400 You right there to register.

409 00:39:58,400 -> 00:39:59,500 All right, everyone.

410 00:39:59,500 -> 00:40:02,200 Thanks so much have a wonderful rest of your day.

411 00:40:02,800 -> 00:40:03,300 Thanks you too.

412 00:40:35,400 -> 00:40:38,700 Hoping for the best but expecting the worst?

413 00:40:38,800 -> 00:40:40,700 Are you gonna drop the bomb on me?

414 00:40:40,800 -> 00:40:46,500 Now let us die young or let us live forever.

415 00:40:46,800 -> 00:40:56,300 Don't have power pony, never seen it sitting in a sandpit life is a short trip the musics for the sad man.

416 00:40:58,200 -> 00:41:06,400 Can you imagine this one not gonna face a prison?

417 00:41:06,400 -> 00:41:10,700 Our leaders, we get into music, played by them.

418 00:41:11,400 -> 00:41:12,500 The money.