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Welcome everybody happy Wednesday. Good morning, good afternoon. good evening from wherever you've joined us from around the world today, as you're getting settled in, it would be great if you could just pull up the chat so you'll

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find that in the bottom bar of your zoom and introduce yourself.

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So just tell us a little bit about who you are where you're joining us from where you work.

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Maybe a little bit about Why, you've dialed in today.

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We'll give everybody just a minute or 2 to get settled in sort of join the virtual room before we kick off.

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We've got lots to cover today, so I will turn it over without too much delay to our brilliant panelists.

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But as we're just sort of getting warmed up a lot of what we're talking about today is connection in a in a virtual space and an in-person, one so while we're in this virtual space together let's kick off

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with one way we can connect on zoom, which is the chat.

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So if you just joined just get some introductions going in the chat.

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Tell us a little bit about yourself so just let us know where You've dialed in from today and where you work.

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I'm i'm Helen I work at a political and You may be able to see behind me this is a real background.

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I've dialed in from the office and actually a brand new office, as I was just telling my colleagues on the panel.

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We just moved in today, so it's got that new office smell.

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My laptop is currently on top of a monitor box So if you've ever moved house or office, you may also sympathize with the the mad dash of running around and figuring out where everything is and where all the best spots to

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sit and to talk and to do calls are great we've got some interests coming in on the Chat.

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Let me just see we've got chanel welcome joining from Kennedy.

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We've got Laurie and nova Scotia Sultana in Montreal.

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We have got Barbara as well in Ottawa.

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Welcome Christina in London, Kara, in the city of Saskatoon.

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Welcome Amy in Littleton, Colorado. Welcome, Pamela in Toronto, Vancouver.

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Oh, we've got lots of people joining geneva Halifax, Nova scotia great I can see a couple of you saying whether you're sort of in a remote or hybrid team.

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As well that's super interesting we will be asking you a little bit more about your working configurations, and sort of finding out what everyone's current situations are.

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Cause we know it'll be different for lots of people and also changing a lot.

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Welcome. great to see all of those introductions coming in on the chat. Well, without further ado, I'm going to go ahead and dive in and get started.

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Just to remind you if you've just joined please do open that chat.

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Introduce yourselves. Let us know who you are where you're dialing in from today, and where you work and you can tell us just a little bit about maybe why you've dialed in from Why, you dialed

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in to stay as a call and what you're hoping to learn As I mentioned my name is helen i'm a live event developer here at apolitical and i'm really excited to be part of this conversation about

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how to successfully unlock the power of remote and hybrid teams in the public service.

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So we're going to be talking about ways to Keep a remote or hybrid team connected, talking about tips for effective communication, talking a little bit about different working configurations.

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And what could be great and challenging about all of them, and sort of how we can continue moving forward as as ways of working really change.

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I'll go ahead and do just a few housekeeping points first.

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So a few technical notes to get out of the way.

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First. just a reminder that you will all be on mute.

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Please do make sure you stay on mute for the duration of the workshop, so that we don't have any background noise and keep that to a minimum.

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We do also record the session and host it online on the A political website via Vimeo.

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We do this. so the participants and a political members can review the content on demand further their learning, and also lets us share the content with any participants who Aren't actually able to make it to the session.

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But please to be aware that viewers of the recording may be able to see your Zoom username, especially if you could come off mute. if you've got your camera on, and may also be able to see your face in addition to

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any information in your background. Please do let me or my colleague know if you've got any questions or concerns about a political making recording available in men I just described.

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If you've got any more questions you can also find the contact details of our data protection officer at the footer of our homepage, we have also got live transcription available on this call you'll see it on your screens.

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You could toggle that on and off using the bar at the bottom of your screen.

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So now that we've got that out. of the way. I just wanna tell you a little bit about a political, especially for those of you who may be joining for the first time, and I if this is your first workshop please do let us

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know in the chat a political is a workshop as a network and learning platform used by over 160,000 public servants and policymakers from 170 countries.

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Our mission is to build 20 first century governments that work for people and the planet by putting the best knowledge and skills at the fingertips of public servants around the world.

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Now we do this through events, courses and our knowledge sharing platform and network.

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So you've heard a lot from me i'd love to hear just a little bit from you.

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So first let's. see each other. so if you're able to. You can go into gallery view and you can just turn on your camera for a minute.

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You can turn it off again if you'd like to and just give everyone a wave.

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So again, we're talking a lot about connecting in virtual environments connecting, and we're not all in the room together.

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And it's really great to sometimes be able to put faces to names where we can great to see lots of different backgrounds, real and virtual.

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I can see some lovely scenery in the background.

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Great to see you all here today excellent thanks so much for joining

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You're welcome to leave that video on or you can turn it off through the rest of the workshop.

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Whatever you feel most comfortable with happy to be sort of led by you all.

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So as we're kind of getting to know one another we're gonna do just a couple of pull questions as the last few participants are joining to get a sense of how everyone's approaching the workshop and how you're sort of

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feeling about the topic. Now, if you've joined zoom using your web browser, you might not be able to see the pull question. So I'm also going to read them out, feel free to also respond in the chat window.

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You can also, if you want, add your thoughts add your sort of commentary on what you've answered in the chat, too, and I can see a few first time. a political joiners in the workshop.

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Great to have you all here. so i'll just pull up this first pull question.

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So this one's pretty simple, i'm really curious to know what your team's current working configuration is. We've put some choices here, but also mindful that these may not reflect all of the sort of wide array of

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configurations you might have, so do feel free to share other options in the chat.

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So are you currently fully remote or distributed are you fully in multiple offices.

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So maybe you've got sort of different regional offices?

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Are you all fully together in one office? Are you doing a hybrid model?

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So maybe some of you are in the office, some remote

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Do you alternate between having everyone fully remote and fully in the office?

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Or is it something else? So again, we know that there may be lots of different configurations these configurations may change from day to day, from week to week, especially I know, as sort of covid restrictions are changing in

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different places. But yeah, really curious to know. Okay. interesting.

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So Justine, in the chat says hybrid Mike says other attempt to meet in person once a week, and the rest of the week is optional sets Really, interesting.

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Maybe you've got one or 2 required days in the office and otherwise it's up to you.

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Clariss is starting a blended hybrid model from today, all exciting, just getting into this hybrid, and everyone has been otherwise fully remote since March.

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The twentieth 20. So really getting your toe in the water of hybrid right, Wesley's hybrid.

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But team is based in different areas of the UK. Okay, quite a mix.

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And we can see the results. These polls here so a quarter of you 25% of you are still fully remote or distributed.

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That's super interesting. Only 1% are fully in multiple offices and 1% fully in one office.

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The vast majority of you, 65% are doing a hybrid model.

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So, some in the office, some remote 5% alternating between fully remote and fully in the office.

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And then 4% something else. And you can see all lots of different configurations that are being mentioned in the chat as well.

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So there's. lots of different. different variety even within what we've just described super interesting, so i'll go ahead and get this second pull up.

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So what do you find most challenging about working in a remote or hybrid environment?

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So we know we've got a quarter people working fully remotely, 65% of you working in a hybrid configuration.

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What would you say you find most challenging? So is it building social connections with the team?

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Is it communicating effectively about your work? Is it keeping those who are out of the office included in conversation?

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Is it making sure that you have equal opportunity for people who are in and outside of the office?

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Or is it something else? So we'll give it a minute, and just taking a quick look at other comments in the chat?

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Do you have lots of people hybrid and different kinds of hybrid, which is really interesting.

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Interesting comment on how many people actually dial in from the office versus?

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How many people maybe feel more comfortable dialing into calls like this from home, which is really interesting, like a really good point, too.

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Maybe Maybe the way you work when you're working from a Home Office versus in a an In-person office is a bit different, Right?

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Okay, so we've got a few good responses coming in on the chat here.

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It for hybrid meetings that's such a good point. it can be one of the real struggles right out of sight out of mind, but worried about that building an understanding culture all of the above lack of consistency and

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approach connecting with people on other teams. really interesting

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So i've got a results up here. So 45% of you say building social connections with the team is what you're finding most challenging.

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19% say, communicating effectively about your work. 14% secure keeping those out of the office actually included in those conversations, 10% ensuring equal opportunity and 12% something else.

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And lots of really good something else in the chat. apologies.

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My throat is tickling, my eyes are starting to water.

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Yeah, Lots of really great results here. So thanks so much for sharing everyone.

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I I see a few other it nightmares all kinds of different challenges onboarding, getting a sense that organizational culture, lots of really good responses.

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There. excellent thanks. So much for sharing your your sort of struggles or challenges with us.

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I'm gonna tell you a little bit about the speakers you'll be hearing from today, and then without any further ado I'll hand it over to them.

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So we've got 3 brilliant panelists today.

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First up We've got tanya Coney Who's a senior advisor on innovation at Unicef.

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Tanya's, career has focused on helping international public and private sector organizations understand how to amplify their impact. the convergence of people and innovation.

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She's implemented in scale groundbreaking initiatives across more than 120 countries that have changed the lives of 280 million children in their communities.

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Tonya's accommodations of fully remote and hybrid teams for the past 8 years, and can speak first hand to the good, the bad, and the ugly.

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We also have with us jonathan who's a senior technologist and entrepreneur, who's worked in distributed companies of one former or another for 29 years, led distributed teams for 15 years run

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workshops and mentor distributed teams for 8 years.

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His book distributed teams, the art of and practice of working together while physically apart, first published in 2,018, with a fully updated second edition published in January, 2021 he's a frequent international Speaker,

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on the benefits and strategies of remote work, as well as the wider diversity, environmental urban planning and community renewal benefits of distributed organizations.

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And finally last, but not least, we have Grayo burn who's the product owner for talent. Canada Ca.

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At Treasury Board of Canada, Secretary. Over the last 10 years Gray has held a variety of roles in the Federal government, including web developer, field worker and project lead at the inspire innovation.

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Hub for the master's degree in physics a decade of dabbling with computer code and 5 years working as a government innovation sidekick.

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He now claims to be 3 flavors of keep scientist, programmer, and policy.

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One. so we have got a brilliant panel lined up. Without further ado.

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Tanya. I want to go ahead and hand it over to you.

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Thank you so much. helen and I think you know one of the things that that I've been thinking about in the space where the world had moved sort of under duress to being completely remote.

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And now we're moving in in a range of ways that we saw from the poll in terms of remote hybrid, fully back to to really needing to settle into what is not going back to anything But it is our

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next normal and some of the things I've been thinking around. you know.

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What does success look like in the space reflecting back on 8 years of having a fully remote team that is now actually a whole chunk of them moving to being fully in a particular geographic location.

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And that is, I think, there's some some principles that we should take forward, as we, you know, move throughward success in a very different reality.

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One of them is human centered, engagement and I think the the last sort of 2 plus years is never done anything more than to emphasize that while this is highly effective, it's cost-effective it's very

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convenient. We are human social beings and that you know this as whether you're a leader of a large group, whether you're especially a manager of a team and equally especially a member in a team those human connections of what

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it means. What does work mean? What is meaningful connection mean?

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It really demands of us a whole new kind of revised and refreshed skill.

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Set the second piece as a principle is around intentionality.

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And I think there's a real intentionality that is demanded of all of us today.

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It's it's not about sort of seeing is not believing right. And there is a I think in some areas managers that feel quite comfortable with you know when I see you working you're obviously working that didn't work you

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know over the last 2 years. It is also going to be more interesting, as we move into, especially those colleagues here who are in a hybrid situation where you can see some people working physically, and you will not be able to see

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others. and that really means a retraining in what you know what is kind of our target setting as a team.

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How do we individually work together? What are results? We have to become a lot more concrete about that.

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A lot more intentional and everything, from our smallest interactions to kind of the biggest targets that we work towards as a group.

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And then, finally, there's like the other connectivity and I don't mean the wi-fi the hill, and that you were wandering around trying to find the best piece of off. But But it is exactly that kind of

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analogy. There is the human Wi-fi.

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This is the human connectivity, and I think we're going to explore today. what are some of those tools and tactics?

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What is ugly look like in terms of finding that best connectivity. so we don't end up in a situation where it's kind of the new unequal in terms of remote hybrid, and in-person

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options. Thank you. so I think i'm kicking it over to John.

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Perhaps I think we've got Gray up next But yeah, yeah, no problem.

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Thanks so much. tanya just just wanna kind of bring out 1 point that I think is so important, and I know we'll we'll spend a lot of time on too, is that intentionality piece and and also the fact

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I know that we would sort of touch on this and we'll talk about it more.

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But you know, the last time we had a conversation about hybrid working here at a political, we had a workshop at the beginning of.

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I think it was January, the twentieth 21 in a really different situation.

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Yeah, we're we're over a year on now we're in a situation where more people are sort of intentionally remote or distributed or hybrid rather than by necessity, or what started by necessity has Now, turned into

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a new way of working. So I think really interesting, thinking about that kind of intentionality piece, as as we move on to you know, we're not working from home because we have to But because it's what we've chosen to do how do

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we make our all of the structures that support that really intentional as well. thanks so much, Tonya Gray.

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I'll turn it over to you thanks thanks tanya and Helen.

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Yeah, I think I I just want to expand on on this piece of intentionality and human-centered approaches here.

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They're in a lot of ways like we we know how to interact in person.

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And we've kind of had to learn it over a long time but we can.

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We can kind of think of that as a crutch like this.

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This idea of being co-located so that you can, You can observe what others are doing.

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All the time. You can have kind of spontaneous conversations or collaborations around different pieces of work.

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Or, do you know, just just kind of that social aspect of it, and the water cooler conversation, and I think it'll a lot of us now going into hybrid and remote situations where we're kind of in the space

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of exploring how to reproduce a lot of those same pieces, but in a different environment.

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And I think, taking like an intentional human-centered approach to that is, be so important.

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And I don't think we can stress and I don't think I can stress enough how how much it's worth while investing in in these kinds of practices.

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So just as a baseline developers who I think are ahead of a lot of us in in kind of working in remote ways, because that's been how the Web has come together over the years a lot of companies have a practice of

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pair programming, and that's where you have 2 developers working together, and one of them is solely there to observe and to provide guidance. and the other one is doing all the typing Now this sounds to me this sounds crazy and

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unproductive. You have 2 people at all times, working together on one thing which essentially is just one person typing. Somehow, I'm told this is more productive than 2 individuals working separately, and I mean I have trouble wrapping my head around

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that, and believing it fully. but it's at least you know compare like apparently comparable.

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So having people working together in this way is is not only about you know, building those relationships on the team.

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It's also just good for the work, and it and it helps. I think in in ways that we wouldn't expect as to getting people on the same page learning how others work, and that's how we get better in in what we do so

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I think a lot of the the work we're doing for hybrid work and and remark is about creating those opportunities for people to observe your work, to be able, like allowing for serendipitous collaboration

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allowing for others to to provide insight into the way you're doing your work, and and likewise, so that you can share with others how how you think they could approach problems and those kinds of things so happy to expand on any of those later.

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But i'll pass it over to John for his comments hey?

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And good morning from San Francisco I think I'm.

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The earliest in the day person here today let's see first off tanya's been doing this for also great.

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I've been doing this now for decades as helen talked about. a a good context. I think it's helpful for people to know if this is your first time doing long term at scale telework or remote work.

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This is not normal. right? The last couple of years have been like the biggest global pandemic that we've seen in at least 100 years.

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There's been a bunch of economic turmoil and social upheaval that comes with that.

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So it's been highly stressful, even if you were still going to your office right?

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That's a hugely stressful time for the last couple of years.

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So that's if this is your first experience we're working at home, working remote.

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This is not normal. working at home, working remote this is working at home during a global pandemic with economic turmoil and social and cohesion issues.

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Right. so it's a highly stressful time meaning don't conflict the 2 topics right?

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Look at the wider Look at the window at the wider society. what's going on that's number one I even people have been working remote at home for decades are stressed out these days.

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It's got nothing to do with. where they're sitting so just kind of set that in mind because I've run into Several people are like very strongly adamant.

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They want to get back to an office when you actually get into the conversation.

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It's because they want to get back to life before Covid, and that we don't have a time machine.

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So that's a different thing So wanna watch for why you wanna go back to an office if you're having that, and just noting the last couple of years, what's been going on is different from having done this for a while in a lot of different

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places i'll note there's a few things that are worth just kind of stating out, as we have public evidence of organizations that have done this.

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So this can be done where you have large scale teams working physically distributed for long periods of time decades.

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We don't have much exposure. of People doing this for more than about 20 or 30 years, like 20 or 30 years is now that actually, you know, feel tested 23 years experience.

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Is pretty good. So you can do this at scale. You have super high retention.

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You end up with much higher workforce diversity you reduce the barrier of a commute.

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So there's people you can hire who can't get to an office because they're in a wheelchair, or because they're blind or they're a single parent or They don't live near the right train

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station that gets to wherever and so they won't even apply for the job, even if you came to their house and gave it to them.

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So this changes somebody's thank you this changes your the pool of people who would even consider applying for a job in your organization.

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If you say that you can have a meaningful career you'll be well respected, you'll have good career progressions, etc.

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Oh, and by the way, you can work from the office if you want, or you can work from somewhere else.

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If you want, and it's all this thing that in place then, your hiring and retention numbers will be completely different.

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So just noting that, and it may not feel like it's your problem.

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If you want to be cold hearted, about it but Then Then you find everyone standing up and saying, we're having trouble hiring diversely, i'm like well, yes, you did require them to come to a physical building How many people do you think didn't

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even bother a reading any further, and this survey stats on that and the other one is that there's a mindset shift.

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I want to put here. so you get people saying i've heard a few of them saying, You can't

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This is a compromise where we actually work best when we're all together in the one office.

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This is the way all live brainstorming happens this is the way All yeah, innovation happens in various speeches of that topic.

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That's true, if everyone if your team is small enough that you can all sit in one small part of one building, and you can reach out and tap each other on the shoulder like if it's a group of 10 or 20 people

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or within the 2 pizza rule and you're very very close to each other.

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Yes, you have that high conversation skills, stuff going on if you're 500 people or a 1,000 people like actually once you have to walk more than about a 1,000 feet to someone Else's desk.

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People start treating the other person as if they're remote I'm not gonna walk 10 min only to find out that Helen's not at her desk.

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Then walked 10 min back to send her an email i'll just email her.

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So people behave as if the other person is remote even when you're in the same physically large campus.

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So this is not about there's a strategic benefit here about being able to hire better retain longer, and it's not a compromise, and you also have to operationalally improve How your organization works be able to handle that

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type of work things that you could sloppily get away with by just walking it down the corridor.

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Now you have to be more organized, much more crisply organized, and that's actually good for your organization.

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So i've already just stopped there, cause tanya and I could go on for ours, and we do have things to cover.

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So , galen, if I can i'd love to , pick up on something that Grace said , and and you know. and I think it just reminds us Gray you said, you know we know how to

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interact in person, and I think that's true but I also think from I just reflecting our in preparation for this.

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The last 2 weeks we started. we've opened up our physical building to outsiders.

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Right so we've had and it's not a flood but we've had, you know.

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We've had a design sprint we've had an internal sort of workshop.

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We've had various delegations come by and actually it's been quite interesting, because it's very stuttered into action.

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So let's see other people coming in wearing masks or not

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Are they comfortable with, you know, greeting at a distance?

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Do they want to bump, you know, elbows all day, you know.

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Shaking hands. How you know people arrive in an actual physical location to have a meeting, and they're not quite sure where they should sit.

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So everything you know just it's it is that whole thing where Yes, they were practices from before, and yes, we all know what those were. but I think we're all sitting as kind of knowledge people workers colleagues in a in

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a new or next normal, where the past rules of kind of engagement if you will, don't necessarily automatically apply

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People have different degrees of psychological safety and confidence in.

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You know some people feel like they've been required to appear in person, and really comfortable with that Others are just so delighted to get with any people that aren't they aren't directly related to you know that they will gladly show

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up in in, in all, in any, in all opportunities and and so in a way we've we've got to become sharper in our reading of people, in our picking up of those cues, because there are now more ways in which

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we can be uncomfortable with one another and that doesn't help us kind of work together, and I think there's there's a little bit of an analogy to a lot of the discussion.

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And i'm sure many of you have kids of various ages in what the disruption to schooling and to social emotional learning has happened, and I think we're all suffering from the same thing to varying degrees, the

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same sort of trying to get used to being together in a new way.

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Those kinds of traumas It is big we've been through a collective global trauma.

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And I think that we need to bear that in mind because it isn't it's not the same as John as you were saying definitely, not

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I also add, I mean trauma piece I mean that's.

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I skipped over this but the pandemic that that we've been talking about there's a lot of people who died.

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Yeah, the different countries have different stats. but recent percentage of people know

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I think it's one person and 11 knows somebody who's died in the United States.

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I think, if I remember. No, no, no! Someone has got Covid and survived it.

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And one person in a 100 know somebody who's died statistically averaged out. so that's a personal trauma thing, and this people who survived it with long Covid and ongoing medical stuff I know some people

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in individually, who've had multiple family members lost and so that turns into people who are genuinely traumatized with family upset. Who's doing caregiver situation like this?

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Is totally, of course, peeves their lives and so if you then turn around and say, Oh, well, we all need to go back to the office because we think social contact in the office is better, because we can see each other.

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It's like Well, we don't have a teleport machine So you're gonna ask someone to be the last person who squeezes onto a crowded bus to get through to the office location i'm just not gonna do

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it, and the worry is, if you only treat the people who show up in the office.

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And this is somebody's common in your if you think that the people who show up in the office are the real team players.

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The one who are putting in the effort the ones who are worth, you know you give promotions to the people.

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You see and there's even before covid there's all these stats about people would give promotions and bonuses to the person who lasts up their head around the boss's door to make some sort of

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social comment before the boss went and did bonuses and promotion allocations not.

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Who did the work. I would have site out of line is a real real thing has been. That's why people want to be on the same floor of an office building beside the bus, not on 2 floors up or down, you're at a side out of

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mind. So that is a real thing, and that takes intentionality.

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And somebody said this earlier and i'm gonna keep hopping back on this. You need to be very intentional about how you work and how you take care and interact with the other humans who work with you.

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I just wanna jump on the the the bandwagon here and say, Yeah.

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And you know we're we're we're working in the office potentially again, and like are we so sure that the practices that were set up is probably what 5,000 years ago now for how offices operate are we so sure

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that those are optimized for for humans and for getting things done and and working together.

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And there's a lot of opportunity to be intentional I think, coming back into the office and think about what are those interactions?

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What is that greeting like? Tanya was saying.

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When it comes through. When people come through the door, you know maybe hand shaking is not a thing anymore.

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But maybe it is, and we don't know but it I think there's a lot of opportunity to have discussions around this.

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And yeah, just that intentionality piece when we're when we're putting things back in place or practice our norms and practices as we come together.

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I'm gonna jump in with a question. so so I mean this This panel is brilliant because you basically don't even need me here.

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They can. They can just sort of go off But but all kinds of interesting things. So i'm gonna try and bring in some voices from the chat, too.

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So there was a really good question that I think gets a little bit too

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Our pull questions earlier. So question came through from from Close, saying, Everyone working from the office is easy.

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Every one working from home or remote is easy isn't the challenge When it's a mix of the 2, and I want to kind of tie this into a question that we had submitted before the workshop.

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How can you work best when it's? likely that most work? days will include a mix of team members present in a physical office, and maybe also working from home or dialing into calls?

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How do you kind of deal with that hybrid configuration that 65% of people on this call said that they're working in gray?

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I'm gonna start with you and then, Tanya John, you can feel free to jump in.

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Oh, thanks so much. Yeah, this this is this is the big challenge for me, too, and my and I'm. i'm worried about going in back into that situation at work.

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I think, in in the past, when we like. Before Covid we were.

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We were a hybrid team, and when it's the majority of people that are not in the office.

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Things kind of level out and it's all fine but when you have you know 10 people in the office too remote It can get really easy to forget about people who aren't.

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There, and I don't think there's an an easy solution.

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It. It depends on what technology you have access to, what you can use and and what the dynamics of your team are.

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But for me, I think. Okay, maybe we have a level maybe we have a baseline.

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Now for what it's like to work remote and everybody is at their computer.

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And maybe even when you go into the office, you could start there everyone's still at their computer, even though you know someone's just over on the side.

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Maybe there's too much set overlapping sound and it will work.

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But okay for me that that's kind of like a baseline and then try things.

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So we tried, You know, everyone who was remote had their face on a computer, and they were just sitting down the table with us.

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We've we've tried you know the facilitator is always someone who's who's remote. so that you know they can kind of make sure that that participation is there but yeah, just a lot of

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I I think, first of all, still use the tools that you had to use when you were online, because you have to include others.

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So whether that's a try to get knowledge on messaging systems, and similar anywhere, where people can can all kind of passively absorb what's happening in the office which you can do you visually, if you're in the office,

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but it doesn't work if if you have people that are remote.

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So still try and use those things. But yeah, just just try some stuff and and get us. And yeah, make sure you know like whether it's getting better. and if it's not, then you know, stop and try something else yeah, I mean I would

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add to say, I think that that Possibly the hybrid model will may turn out to be the every con that relates to the people who are not physically there, and the people the pros and the people or they are just amplified because you have all of

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those things together in kind of one context, and it is gray, I think exactly right.

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That kind of shift in the dynamic I think there are lessons that we learn pre covid. And again, it's about being intentional about, you know, pre-covid Most people.

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Were in the room. And there were these few odd people who would appear on kind of this weird technology, never up on a screen somewhere. And it was quite possible for the meeting to go on with everyone forgetting that they were people not in the room So there are

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some interesting you know practices from that era, but tune off years ago, where you know simple, low tech things that that we used to, which is sort of you know, actually have a cutout mask of a person and you assign whoever

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the people are into the room Are you go like hey? you know you're here. And, by the way, you're also, you know, roommate, reminding us that there is someone here so you are the body of the remote person you know and just to

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kind of voice. These like easy things that when you have a question when there's discussion point either alternate or making sure that you intentionally go to the people who aren't physically there to make sure that you don't

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kind of forget that I also think you're what's changed is there's much more fluidity, although there was a really good question, a point in the chat about personality preferences you know extroverts probably will

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not shut up, even if you would try to ignore them.

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They will make their prisons known if they're remote But obviously people who have a different communication preference who prefer to sort of sit back and analyze.

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And since the size before John jumping in, are at a disadvantage, if they're the person who is sort of, or people who are not in that in that room, so do you think those are those are like some sort of you

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know really really key elements. but I think we you know what would be good is to to have a set of tools, and maybe to dust off those tools and practices.

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But I think we do a do. We do have the worst of both worlds in that.

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And John, I know you have lots of thoughts about this yeah this is actually I know I agree.

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It's the worst of both worlds I mean to me I call this you know, when you first move into leading and managing.

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That's complicated you got to do with a whole bunch of things. and when you then start leading and managing people who are out of the immediate site of you like a large across campus, or a that's harder physically

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distributed a 100% physically distributed is harder.

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Again. You really have to up your game for this, this compromise scenario.

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People talk about hybrid, I mean, I think part of it is the word like people like hybrid cars and things.

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It sounds good and that's somehow This compromise but it is more complicated than physically distributed, because of all the things that people are saying chat.

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It's easy to start favoring the people you see right beside you and making the other people second class citizens, and if you do that, that's a toxic trap that's very hard to get out of and it's

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very easy. So I really tiny, super hardest thing, and I really red flag caution here.

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This is the most advanced management. You can do the thing, I would say in terms of what to do about it, rather than just be scared about it.

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Keep in mind a couple of things one is i'm picking up all gray set, as well here.

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The tools already in exist. we've been doing and using these tools for the last couple of years, like we can grumble about the qualities of one product versus another.

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But they basically work in some form or another and you could if the tools for some reason really don't work, you should get rid of them and get use. one of the ones that do work.

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But we've been using these tools if you're here and You're in an organization has survived the last 2 years.

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You've managed to use something so the tools and technology work that catch, and the hard part is the human habits.

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So just to pick on 2 small examples hybrid because it's about hybrid meetings.

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If you happen to have a few people in the team, physically co-located like, say, 3 people come into the office today, and 3 people are not there in 3 different locations.

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Mentally, this is a human thing, not a technology manally treat to everyone as if they're all physically distributed.

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Still, that means when everyone joins on the video call to meet with people.

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Everyone joins on the laptop, don't go into a room and use a fancy wall mounted expensive gear, which gives you this nice 1984, George, or will effect for some people, and for the people who are on the

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other side. Looking through this into the room, they see a big table nicely showing up on the camera and small little bubble heads all around the edge of the big table.

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So they don't actually see facial expressions you've made the playing feel very uneven here just by the use of extra technology.

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Keep it simple to use your laptop. Use your own camera.

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Everyone gets to see each other's face and show head and shoulders you get to see each other's faces.

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That's as a species we're good at that I can see, like Tanya is always animated.

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I think she should not have any more coffee. like i've known her this way for a long time.

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But I you know I can tell when someone's bored I can.

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But if if time you know if tanya is this size off from the distance, I can't tell anything I can barely tell it's Tanya.

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So they just using the laptop camera levels the playing field. The other one group chat types, products.

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There's a few of them if you use them only when you're not in the office, and then when you're in the office, you talk to each other all the time.

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I would recommend instead, use them, continue using them. And so one habit most extreme.

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I worked with was one individual at times we'd be in the same building beside each other, and we would still in the same group chat, send messages back and forth to each other.

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Group chats or the rest of the team, could see what we were saying, and if it did actually break out into a verbal conversation, then, when we finish brainstorming through something, we'd write it down in the group chat very unstructured but

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still was enough for everyone else to see what was going on.

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That was in 2 dimensional human habit. to make sure we included everyone.

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And then it meant, if tomorrow, because that's the other part hybrid does not mean everyone is full time in this office and full time.

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Home. people are in this fluid moving around. Some people come in on Tuesday.

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Some people came in on Tuesday next week. they might come in on Wednesday, so it's a different population in different locations.

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So you just have to consider everyone as being fully distributed and location independent, and use that mindset.

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Then you can get going. Then you're okay a quick example of this chat and and putting things in there.

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One of our developers who joined the team. The first activity that he took he spent half a day reading through the entire tat.

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His chat history of our development channel and you know that that wouldn't have been possible in person.

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Right you can't get that context of How how people work?

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How How does it get shared like? What are the norms and cultural kind of practices in the office?

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But he read through that that you spend a couple of hours on his first day to get that context of how the team works in and what our norms are.

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Yep, and and I would do that with people as well.

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We we would read when you get up in the morning because people are in different time zones.

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I'd Revo is being said before me so then I knew it was going on, whereas if you're all coming into the office, either you go to the coffee machine or the smoke break area at the same time as everyone else or you've lost

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it connection on that, I mean, I think, excellent. excellent examples.

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And I think there is a piece about again intentionality where you know one.

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It. It is when you have this hybrid team you have 2 people who will meet on their way to the restroom and quickly discuss the thing that they have on their mind, and very you know with a minimum level of effort come to some agreement

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or decision, you know not even a major thing. you know just on a small thing which, if you're not there at some point, for example, if it's something that affects you, then discover that something that takes either you to send a message an email set up

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a call, some greater level of efforts to, you know, get to some agreement to get to yes or no, you know it is really easy to consistently feel like you are being deliberately excluded.

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People are not thinking about, you know, and and on one end is a bit about being intentional about No, it's not personal.

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There is not a vendetta or conspiracy against me.

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Similarly, I think the new culture that we need to cultivate is that it's okay for someone to say actually guys, when that happened, and you didn't immediately write down in the chat and let me know and I discovered this you know

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2 days later, when everybody else knew that had happened and work had moved on, and I just kind of found out about it.

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You know, that did not help me be effective. and I think we do have to be more comfortable with people voicing, and that's a very sort of simple, obvious example.

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But what would help them be more effective? given that there's basically a completely asymmetrical working context happening I would.

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And this is yes, and promise. I give the microphone back to Helen a second The

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The other thing is, we are all making this up as we go along.

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And so for different groups of humans What tools. do you have and what culture you're developing as you're going through this transition.

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You're all making it up so a good habit to have is what works best like it's not like Oh, here's the 10 instructions and etched in stone and do this and it'll work it's like

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premeditated time for your entire team to talk on video together.

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Like every week, every 2 weeks. whatever. How is the mechanics of work working and do it like a temperature check? Make it be a one on one topic, and every one of your one on ones.

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Make it be a all team together. Conversation not just only when something goes wrong and people are upset, and you need to do like an intervention.

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Rescue for like premeditated every friday at 2 o'clock.

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We're gonna have a 30 min. conversation what is or is not working, and we're gonna do it for the next 2 months, and then we'll see you know there's some and you know.

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Come back to the word intentionality be careful with the humans and there's a There was some great comments on the chat about how difficult this context is for culture, right for understanding what the culture is, or how the culture shifted in particular I think

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the most challenging situation is to be a new person trying to on board in this kind of context extremely difficult.

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And so also, I think, as a principle, making things explicit.

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So you know, Gray, you gave us some great examples from the coding and developing environment.

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One of those is a read me file. So you know, maybe we need to be explicit and say, like this team has these practices.

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So you know, you know, I send emails and people know at all hours, you know, crazy hours.

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And I make explicit that I don't expect anybody to read them or respond to them, except in the hours that they have chosen, you know, to be productive in.

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But if one doesn't say that explicitly it's starts to have, as we know, right all sorts of like, how am I supposed to be received?

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This email at whatever o clock is this person expecting me to respond.

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You know it's my week, whatever it is I think we really and again, someone else said it's a it's a lot more work, you know.

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That is the working in this way, and I think you're right It is a lot more work, but maybe it's a lot more upfront work in order to not end up with the intervention or to be more effective sooner

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on right. and actually, if you do it right yes i'm sorry, Helen.

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If you do. the like. What Tony is just said is really important.

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If you it might feel like you're taking extra time to write something down and make that takes next to 30 s or 60 s.

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However, if you consistently do this right and be very organized about it, then what you start to notice is that you reduce the amount of time you spend every week in status meetings, asking each other what did we all talk about this week

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And what are we doing today like If you look at the amount of time you spend in an average week in your calendar, just look at last week in your calendar.

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How much of that time was in status meetings where you have a group of people looking at cameras and each other asking each other, what are you doing?

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You're not actually brainstorming doing any innovation doing it.

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You're just trying to find out what everyone else is doing that amount of time consistently exceeds, and you can do it every now and then.

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Still, but you reduce that if you put in little updates as they happen, live timely updates that amount of time you spend on status meetings is massively exceeds this, and shrinks really quickly as soon as you start

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having these timely updates people start saying I don't need a status meeting.

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We already know what's going on I just saw the last message Why are we having this meeting?

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And at the risk of not giving Helen the over to say, I just sorry, Yeah.

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And and putting these, putting these thoughts or status updates or whatever they are, back into a shared space, teaches everyone else on the team. how work gets done on the team and and it allows them to maybe provide advice to you on how you're

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doing work, and how you could do it better and but it's about yeah, it really sets kind of the tone and and it's I think we can.

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We don't realize how much we learned in personlessly by directly observing how other people are at their desks, or on on a call, and what they're saying.

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So putting that those things back into a shared space

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Before. that would have been in a shared office, but here a chat or similar, I think. you can get a lot of the benefit of what that was before, and we we touched on tools.

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And I i'm gonna take even more space here and show just one tool example real quick.

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I think it's really more about how you use the tools in general.

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But here I I wanted to get one, because we were talking about kind of being intentional.

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And first got it. Some backlogs we've got a onboarding trello board for when people join the team.

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These are cool tools that you can use. But this is what I wanted to show.

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This is so simple. We meet once a month as a design team.

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What went Well, what to improve this is a retrospective it's very common and kind of agile circles. but what comes out of a retrospective are experiments and that's what's valuable for us

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So out of this retrospective we decided to come up with design critique meetings, where, just like the design specialists would have peer critique.

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We have it experimental design reminders, for in slack.

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So just in time reminders that pop up in slack in here.

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This is what it looks like this reminder comes in 5 min before our team meeting, and it, you know it's got some animation, so people don't hear some nice little things.

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So it's it's fun but it reminds people and you have all the the notes and just in time information.

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But these came out of not this is not i'm not telling you how to use the tool.

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I'm saying, Create the opportunity for your team to try out different things like this, and see what works for you.

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And many needs are free at scale or very, very consumer grade.

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Pricing. So it's not like it yeah we'll make sure to share these as well in a follow-up email tomorrow.

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So we'll be sending the recording and also we can ask all of our panelists for their top tips for tech or any other things.

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So we've got we've got maybe about 5 min left for another fire discussion.

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I know. I know I I think we've covered a lot of ground.

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I think one of one of the things that I really want to highlight.

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That I think is really interesting you've also been touching on sort of in addition to this intentionality point is the idea of not going back, and the idea of going forward I think something you've all really touched on is that

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we've actually learned a lot more about the tech while we were all working remotely, or while many of us were working remotely for the first time.

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We've we've already gone through sort of having to learn completely new ways of working from many of us over the last couple of years, and we've developed a lot of these mechanisms. if you know keeping in touch with people when they're

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fully remote and keeping people looped in so it's really just applying this to the new office space, which again, for many of us is hybrid, and taking those lessons, and rather than thinking about going back to the office or

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a return to work or a new normal we really need to think about going into the next phase.

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And and how we take the everything that we've learned with us , in.

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Into our new environments rather than just you know some of us are back in an office great.

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We're going back into office mode and those who are remote.

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They can do their remote thing. So I think it's really thinking about.

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How do we bring all of these lessons forward of what we've learned into a new environment?

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So for our final sort of 4 min before we start doing, wrap up and asking people for feedback and doing all of the great you know.

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Remote virtual room feedback tools we need to do i'll just ask you a fairly fairly simple question that you can.

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You can sort of you know. take it take as you'd like if you had to give people one piece of advice.

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So I know one thing that many people will find is that They're not the ones who are controlling what they're doing so.

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They're not the ones who are getting to decide whether they're remote or hybrid, or a mix.

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So they're they're often many of us are going to be you know, doing what what is ever whatever is being decided sort of from the talk whether that's going into the office more than you'd like or being home more than you'd

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like. So if you had one piece of advice for people who are sort of moving into this new way of working what would your one piece of advice be? so?

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Whether that's for you know feeling connected or for you know making others in your team feel connected.

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If you had to sort of give one piece of advice as we kind of go forward into this new worlds that isn't you know, back to the office, and isn't back to before.

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What would that one piece of advice be I will start John with you that's gonna say Okay,

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One piece of advice. it's a human thing not a technology thing.

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So the technology and tools work, I mean, you can equivalent about some of the products out there. Would you have one?

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But they work consumer great electronic i'm talking to you here on consumer grade electronics, and we're all in different time.

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Zones. So the technology works it's a human how you lead how you manage, how you take care of team culture, how you intentional and how you treat each other.

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It's a human thing, because it's a human thing you Have control over how you behave with others, and you can lead by example, even if your title is not got all the right letters at the end.

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That makes everyone hold doors open for you. Okay. So everyone has control on this.

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And also, I think just with that you know so intentionality and respect, and being curious with others, and it's a human thing, and then keeping in mind that we are all making it up as we go along, so asking people if something went

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wrong. How could we do better? and then trying better, like, you know.

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Gray was showing his style of doing that, but asking people having one on ones with people every week.

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Religiously, and make sure you ask that question like, what can I do differently?

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How can we, as humans, coordinate better and communicate better focus on the human stuff?

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The tech works that part's, fine and Then just keep the bigger perspective in line, you know it's been, as I said at the beginning, the biggest social upset, and like i'm not trying. say that depending on easy or light But if this

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pandemic had happened 40 years ago before widespread use in consumer of electronics and Internet, it would have been a much, much more, much more significant event in terms of the population.

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Of the world. So we're sort of lucky in that sense i'll build on that, John, and sort of add my my thoughts here on the one piece of advice I would say is choose to be empowered.

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I think some of the things that are happening people are feeling are happening to us like I'm being told to do a B or C.

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But but but rather flip that around. and choose to see that we have never with a what, regardless of your of your position, we've never had so many choices Actually, I know, that can be exhausting.

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But in in order to choose to be in a B or C.

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And even if if the fundamental one of where it is that you work takes place. there are more opportunities for being empowered in that, and make those choices be intentional and be you know, and really focus on being explicit in

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your communication with your with your peers with your manager and it's almost like you know, how to train your dragon.

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Well, I think we need a how to train our managers as well in how to flourish, because essentially regardless of where we sit.

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We're all working where we are because we find meaning in this and we're all you know, in in our specific organizations, because we really do believe that what we do every day whether it's at home or or you know

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on the train in between is making the sort of difference that we will choose to make at this moment in time.

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And so don't lose sight of that we have been through something that has made us feel exceptionally disempowered in the fundamental decisions about our life, and where we choose to spend many week waking hours.

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But we are the happily it appears to be somewhere where we can have a greater menu of options.

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So use those to your advantage, and I think we do have a chance to be much more explicit with our peers and with our our people manages around what it takes to help me be a effective and thrive and be a

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high-performing person in this team, whether i'm there, in person or elsewhere.

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So great over to you. Yeah. and just building off of that, I think, before in person we could get by with this social aspect of work being corner of desk.

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In a way, you know, it kind of happens out of the the scheduled times.

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Likewise with the improvements about how we work together, and and learning how to work with others that could be corner of the desk.

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When we were all in person. Now I think we have to be like, make the time to have those conversations and improve.

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You know, interactions on the team. So it's about being intentional and doing that, And it's worth the investment like.

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Can you imagine that pair programming having 2 people always working together on anything can be more productive than having everybody always working or people working separately?

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And if that's not enough firepower to to to make that time in your organization to to dedicate to to improving just the way you're working together i'm gonna turn sounds smart by quoting

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Conway's log give me some Thumbs up and chat if you know what Conway's law is, but it's a Any organization that designs a system will produce a design whose structure is a copy of the organization's

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communication structure, so I think it just goes show like it's in It's worth investing in these communication structures on your team, and and that's just more firepower to get it to to give yourself the time to be

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intentional about it. Thanks so much Gray and thank you so much, John and Tanya.

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We're in our final 3 min so i'm gonna start moving us in to wrap up

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But first just a massive Thank you again to all 3 of our panelists.

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I know we've covered a lot of ground even though it wasn't technically lots of questions.

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I know we incorporated lots of questions and topics within that.

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So thank you all so much as we're sort of moving towards the end.

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I want to hear again from our participants so we're gonna put up a quick feedback Poll.

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So I know sort of related to what grave is saying about retros.

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It's always really important to sort of reflect so this is just for our benefit. It'll just be internal. We won't be sharing these results, but on a scale of one to 10 rank your agreement with this statement, so one meaning you

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completely disagree 10 mean you completely agree with the statement this that workshop was a valuable use of my time.

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So give us a response there, and as you're doing that i'll ask you to do another kind of reflection to pull up the chat and give us your one word takeaway from today's session so I know

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we covered lots of ground. We talked about a lot of different things. but if you had to sum it up in just one word, put that in the chat and while i'm asking you all to do that.

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I will do the same. a really rapid fire one word only with our 3 panelists, and i'm gonna be really strict.

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You can you can maybe have a phrase but it's gotta be just one.

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John, i'll go for you first one word

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Yeah, intentional, let's go with that intentional I love it?

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Gray What about you i'll go with opportunity and It's just there's a lot there's a lot that could be done better than how we did it before I love it and tanya human human I love it and

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just to highlight a few of the really great responses coming in on the chat as well.

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A lot of people saying intentional intentionality. communicate people, humans.

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Communication again. Empathy people, intentionality, human centered. I think.

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Also empowering. I saw someone say, just really really emphasizing that, you know, even if you're not the one making the decisions about how you might be working or where you might be working.

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There's so much choice within that in ways that we can make it better for ourselves and for our fellow colleagues, and really thinking about that that human emphasis that you know whether we're sitting across the table from each other

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or sitting like this and seeing each other on a screen you know at the end of the day.

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We're all, all humans, and really just trying to to connect and do what we can.

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Also loving, seeing that lots of people are feeling reassured in the chat, feeling empowered.

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That is exactly the the end result. We were hoping for

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I know we had a lot of questions we didn't get to so if your question was not answered, you can post it on our Q. A. we'll drop the link in the chat, and I will also share it with our panelists so hopefully

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They'll share some responses with you asynchronously again, using these tools that we've got at our disposal.

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We've got asynchronous q and a so we can keep the conversation going.

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You can also ask the community and get lots of responses from them as well.

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There are also more ways to learn with a political will make sure to share those in the chat.

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But in the meantime, thanks so much again for joining us you'll get your follow up email tomorrow with a recording and lots of helpful resources.

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Thank you so much as you're going into the rest of your day out of this workshop you can come off mute.

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You can turn your video on again. Say goodbye in the language of your choice, and send us off into the rest of the day.

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Thank you so much. Everyone hope to see you at another workshop soon.