

WEBVTT

1

00:00:00.000 --> 00:00:01.610

Brian McComak (he/him): And then we will

2

00:00:01.950 --> 00:00:16.920

Brian McComak (he/him): with our formal session. So hang tight with us, and we'll be with you in just a second. This is a great chance to get a cup of copy. If you're a copy drinker, so be of your decaf. I mean you're not decaf.

3

00:00:16.930 --> 00:00:37.380

Brian McComak (he/him): I don't drink any of the coffee. I drink the diet Coke. I call it the Diet Coke, because i'm a Glen and Doyle Fan, and she calls it the sports, and I call things the Diet Coke. It's a whole thing. So welcome welcome to human centered leading. We're delighted that you're here, and we'll get started here in Just one moment.

4

00:00:40.120 --> 00:00:41.530

Brian McComak (he/him): Let's see here.

5

00:00:42.610 --> 00:01:06.350

Brian McComak (he/him): Okay, let's let's go ahead and kick off and honor those who had a chance to to get here. And here, right away. I want to be respectful. Everyone's everyone's time, and if if you are someone who are, join us a little bit lead or watching this later on, we're glad you're here as well, and certainly we always will have the have the recording available on the hummingbird website and on Youtube. So.

6

00:01:06.360 --> 00:01:09.819

Brian McComak (he/him): first of all, welcome to human centered leading. My name is

7

00:01:09.830 --> 00:01:39.819

Brian McComak (he/him): Brian McCormick, and I am the CEO and founder of hummingbird humanity, and thrilled to be to to be with you today thrilled to have Rocky and Jamie with me today, which i'll introduce a more formally in just a moment. Human centered leading is our new monthly Conversation series where we were going to invite thought leaders and experts to share with us about how we, how about a current workplace challenge and their thoughts and ideas and suggestions for how we solve

8

00:01:39.830 --> 00:01:52.009

Brian McComak (he/him): that workplace challenge through the lens of humanity. So i'm really excited for today's conversation. If you are someone who would like to leverage the accessibility options

9

00:01:52.020 --> 00:01:59.979

Brian McComak (he/him): on Zoom. We have enabled the close captioning, and you can turn on your closed captioning with the toolbar at the bottom.

10

00:01:59.990 --> 00:02:27.839

Brian McComak (he/him): and if you are watching on LinkedIn you can click on the 3 dots on the top right, and enable the close captioning there. This is also our very first time going on LinkedIn live. So we're thrilled to be with you on LinkedIn live. You have any suggestion for us as we're learning how to make the best experience for all of you out there, feel free to share your suggestions with us and along the way feel free to share your questions, either on LinkedIn or in the zoom chat. We certainly want to hear from you and answer your questions along the way as well.

11

00:02:27.970 --> 00:02:48.920

Brian McComak (he/him): And lastly, i'll say we are a community here, coming bird, and we invite you to connect with each other. So introduce yourselves in the chat or on LinkedIn Share where you're where you're zooming in from, or or is dialing in from. I don't know if we really dial in any more, do we? That I I just aged myself, and

12

00:02:48.930 --> 00:03:10.000

Brian McComak (he/him): share your linkedin link. Let's all connect with each other and and continue to build this community because we're all here, because we believe that there's a possibility where we can create workplaces, continue to create workplaces where humans thrive and help some of those workplaces that have some some way to go to get there. So that's we're all here for shared purpose, and let's support each other on that journey

13

00:03:10.370 --> 00:03:32.380

Brian McComak (he/him): before we dive into today's conversation. I want to acknowledge that there's a few heritage days, months, or weeks, that we wanted to. A acknowledged so yesterday, of course, was Martin Luther King Jr. Day, which was honored by many organizations and individuals around our country and around the globe. I'm. Honoring the the great work of Dr. Martin Luther, King.

14

00:03:33.100 --> 00:04:01.510

Brian McComak (he/him): January 20 s is the lunar New Year. So some of your colleagues may be celebrating the lunar New Year, and and one of the things you can always do is check out the hummingbird website for these upcoming events and heritage month. So we we share on our social media and our newsletter. So that way you can be up to speed and celebrate and honor your colleagues and and wish them a a happy lunar New Year. If if that's something that you know, someone in your your team is celebrating.

15

00:04:02.660 --> 00:04:31.750

Brian McComak (he/him): And finally, we have in January the holocaust to remember it's day that we wanted to highlight here. Certainly this was a tragic event that is worth remembering. So it doesn't happen again. And I think even more important today, when I think about the holocaust, remember its conversation is the the still, the the terrible acts of anti Semitism that are are emerging in our country and around the globe. And so I think it's important for us to to continue to honor those of those in the Jewish community.

16

00:04:31.840 --> 00:04:40.660

Brian McComak (he/him): and and continue to be part of the fight, to welcome and respect everyone in our workplaces and in our in our organizations.

17

00:04:41.890 --> 00:04:50.169

Brian McComak (he/him): So with that I want to welcome Jamie Klein, who is the founder and CEO of inspire human resources

18

00:04:50.400 --> 00:04:52.750

Brian McComak (he/him): and Rocky Howard.

19

00:04:52.780 --> 00:04:56.370

Brian McComak (he/him): See if I can get my computer to work. I miss Rocky

20

00:04:57.060 --> 00:05:06.169

Brian McComak (he/him): Rocky Howard. Oh, you were First I skipped over you. Sorry, Rocky Howard is the chief equity and impact officer at the Mom project.

21

00:05:06.180 --> 00:05:32.020

Brian McComak (he/him): Okay, we've had enough of my screen share. Hello, Everyone Lovely to see you, Jamie and Rocky delighted to have you here, and I wanted to invite you all you both to to share your own introduction, and i'll invite Jamie to go first, that at Hummingbird we have a tradition that we share both a little bit of who we are and what we do rather than just what we do, which is sort of typically what happened. So, Jamie, do you want to go first?

22

00:05:32.030 --> 00:05:49.590

Jaime Klein (she/her): Absolutely Well, great to be here by? And I think if you is a long time colleague and friend. So thanks for the invitation to join the conversation with Rocky. So i'm the founder and CEO of Inspire, and we've been around for 15 years, and the

23

00:05:49.600 --> 00:05:59.880

Jaime Klein (she/her): fiercely proud mom of 2 17 year olds, Benjamin and Anna, who are both seniors in our little town of New Jersey, where we are living, and if

24

00:06:00.140 --> 00:06:11.989

Jaime Klein (she/her): I feel like, if there was ever a marketing exercise for all all colleges that we're having 2 singers at the same time every day, there's like a new letter, or marketing the chair coming into our homes. That's what's going on in our house right now.

25

00:06:13.440 --> 00:06:43.410

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Awesome, awesome. What about you, Rocky? I love that my name is Rocky Howard. I identify as she her black Christian, Gen. X. White and mom I am, and have been married to the love of my life. For 31 years I have 4 children, 3 girls and a boy that range from 20 to 32 and you know what I I get to wake up in the morning and do what I really

26

00:06:43.420 --> 00:07:13.409

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I really love to do, which is to be an advocate for people who are historically under represented, and their voices isn't going to. They are their voices Aren't always heard, and to work with companies to make space for folks, and I am so excited. I recently took a new role with the mom project as chief equity and impact Officer will, I'll really get to spend more time with our clients, and actually working with them on making space and increasing economic opportunity

27

00:07:13.420 --> 00:07:14.410

for Mom.

28

00:07:14.970 --> 00:07:43.919

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Amazing! Amazing. Well, it it sounds like that. Jamie is about to become an empty Nestor, and you may be an Ng: nester. Is that right? Rocky? Yeah, no, don't fall for that. There's still 2. My son's room is right on the other side of that. And then there's what we in our house call the love the children. Do you know that house in everyone's neighborhood where all the kids are more than welcome to show up all the time on that house where that house we wouldn't have it any other way.

29

00:07:43.930 --> 00:07:56.619

Rocki Howard (she/her/black/Christian/GenX/wife/mom): But there's not only our children, but the children that we called the love for children.

30

00:07:56.630 --> 00:08:05.389

Rocki Howard (she/her/black/Christian/GenX/wife/mom): But I'm gonna tell you. Raymond and I are not crying our eyes out at the thought of being an empty Nestor we are that that's not devastating us.

31

00:08:06.430 --> 00:08:13.640

Brian McComak (he/him): Well, how about you, Jamie? How are you feeling about the a horizon of empty nest

32

00:08:13.780 --> 00:08:33.649

Jaime Klein (she/her): just celebrated 20 years, and I think I haven't quite even read my head around what is ahead for the acting lasting. But what I do know is that I hope to have just a touch more time to travel without being tethered to the school calendar and on mandatory sports stuff. Yeah.

33

00:08:33.659 --> 00:08:38.280

Jaime Klein (she/her): But i'm going to call you in 6 months here and tell me all the things. But I gotta know yeah.

34

00:08:38.990 --> 00:08:57.929

Brian McComak (he/him): well, and I will fully acknowledge that both my sister and I, at some point have, or more than one, let's acknowledge that have returned and home to live with mom and Dad. I live with mom and Dad for a while during the pandemic my sister did as well. So it's. I guess that there there, there's like a boomerang reality that's happened sometimes

35

00:08:58.300 --> 00:08:59.200

Rocki Howard (she/her/black/Christian/GenX/wife/mom): for sure.

36

00:08:59.290 --> 00:09:17.080

Jaime Klein (she/her): and I would want it any other way. But my mom and dad, when they raised my sister and I, they always talked about roots and wings. Right. You want to sit down these routes, where you know my sister and I kind of knew that our home was always home. But then these wings to kind of launch, and you know we can always come back, but I think it's centered us, so I try to use the same.

37

00:09:17.090 --> 00:09:23.680

Jaime Klein (she/her): The same mindset we've learned, you know. We just said to our kids, apply wherever you want, and so many friends are like you. Don't want something in 3 h

38

00:09:23.750 --> 00:09:29.519

Jaime Klein (she/her): from home, and it's like, No, they have to go and explore all the things, and so on. They'll come back. It's all good.

39

00:09:29.850 --> 00:09:59.839

Brian McComak (he/him): Yeah, absolutely. Absolutely well. Thank you both for sharing a little bit about yourself. You know I already mentioned that I am the I have the privilege to leave the hummingbird humanity team. I want to share a little bit more about me as well. I've spent over 25 years in various human resources Roles, if you name it in Hr. I can say I've done it in one way, shape or form. Some parts of each are better than others, and certainly it's wonderful to be with 2 other phenomenal colleagues in the Hr. Broader, Hr. People or Talent space. So

40

00:09:59.850 --> 00:10:13.749

Brian McComak (he/him): so thank you for being here. Jay again, Jamie and Rocky on the personal side. I am am white to gender man, so I want to acknowledge that there there's certainly privilege with the identity that my physical or visible identity that you that I enter spaces with.

41

00:10:13.760 --> 00:10:43.739

Brian McComak (he/him): I'm. Also a gay man and a disabled person, and those are experiences that I try to use to have. Those were those moments where I felt other, or I, I can outsider to connect with other individuals who also been marginalized in their live lives, not to say it's the same. It's on it. We're not in the competition. It's more about us. How do we just

understand each other? And so I try to use those moments to to connect with others, and then to use the privilege that I have to to make the world a better place. So today, though, we're gonna talk about humanity in the hybrid workplace.

42

00:10:44.320 --> 00:11:02.339

Brian McComak (he/him): And I wanted to start with Jamie did ask you, how do you? How do you even define this new reality of hybrid working. I I I actually had a client. We were. They were like we don't even like the word hybrid. So we can put the word blended instead of hybrid. So what how are you describing this in the in the work you're doing?

43

00:11:02.350 --> 00:11:16.190

Jaime Klein (she/her): Yeah, I want to start off by saying that no matter your size, zip, code, or industry, no one has this figured out, and we talked to all the companies of all the sizes and all the land, as our, you know, favorite Glen, and would say, like

44

00:11:16.590 --> 00:11:32.099

Jaime Klein (she/her): nobody has it figured out, and I think we just need to start there, because if people are saying that they have this fantastic, fully baked process. What they really mean is, we're human. We're winding down. Season 3 of the pandemic, and we're trying a lot of stuff, and we'll get back to you.

45

00:11:32.290 --> 00:11:45.669

Jaime Klein (she/her): So so your question is, you know, where are we in terms of hybrid? I think that there's language like Well, we're an organization that's a one and a 4, 2, and a 3, and like what is the same.

46

00:11:45.920 --> 00:12:03.439

Jaime Klein (she/her): They have a lot of organization have landed on if they can. Obviously a dermatology practice cannot. But if they have a role where they can be virtual, they're very much looking to have some anchor days that we are. The goal is to be in

47

00:12:03.450 --> 00:12:18.880

Jaime Klein (she/her): place in a location where people can come together and with intention get together for a real reason, and tactically, I don't know. They say, like Thursday and Friday. No one's in the office on Friday. So if you want to get drinks with someone or gather it's like, let's get together Thursday night.

48

00:12:20.130 --> 00:12:22.780

Brian McComak (he/him): Oh, my goodness, yeah, the

49

00:12:22.850 --> 00:12:30.439

Brian McComak (he/him): well and I want to just continue sort of anchoring like, how are we describing this world so rocky? What what do you think you would add to what? What Jamie share?

50

00:12:30.450 --> 00:12:58.029

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Yeah. So first of all, I want to lead with what J Jamie shared and really doubled down into that none of us have it figured out. And since we're talking about him, human centric leadership, I want to put my hand up and be the first one to say I don't have it figured it out right. It is a journey, and so it's interesting. We were talking about this earlier today, and this might be a good place for me to infuse this comment.

51

00:12:58.040 --> 00:13:07.329

Rocki Howard (she/her/black/Christian/GenX/wife/mom): We we need to leave with a little bit of patience and grace. We don't quite have it figured out, and every time you think you have a piece of it figured out.

52

00:13:07.340 --> 00:13:37.329

Rocki Howard (she/her/black/Christian/GenX/wife/mom): it shifts and changes. Remember how all excited we were when we went to our first first virtual, happy hour, and we thought this was the solution. All our problems. And then, 6 months later, everyone was like, If I go to another virtual, happy hour, get invited, i'm literally going to throw my computer against the wall. So it is a journey, and we just have to have grace and patience along the way. For me. I work for an organization that is fully remote with a core. And the reason I say

53

00:13:37.340 --> 00:14:05.430

Rocki Howard (she/her/black/Christian/GenX/wife/mom): that is because we have a for office. And so we use that office to bring people together, as Jamie said, with purpose. We do believe that people need to interact and bond, and so we bring our functional teams together in our office, you know, once, twice a year, and those teams get to come together and interact and sometimes and cross functional teams. And if you're in that location and want to gather a group, etc., together. You can do that.

54

00:14:06.530 --> 00:14:11.749

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I do think, when I hear people talking about hybrid, it is that

55

00:14:11.760 --> 00:14:39.669

Rocki Howard (she/her/black/Christian/GenX/wife/mom): you know that that that kind of combination between. You can work in the office. You don't have to work there all the time. You can work at home. There's some flexibility. Some people architect it like you're a red. And so you work in the office on Wednesday and Thursdays, and you Blue, and you work Monday through Thursdays, and some others have the flexibility to be able to say, You kind of come and go as you want to. But I do think that

56

00:14:39.680 --> 00:14:46.709

Rocki Howard (she/her/black/Christian/GenX/wife/mom): you know we're continuing to see a a combination of what people prefer and what people like

57

00:14:48.140 --> 00:15:00.390

Jaime Klein (she/her): we had about in the beginning. It was so fun to get on this virtual happy hours, right? And then you're like I'm going to do a college ring and a you know, whatever it like. It was like Reunion Central. But I think that

58

00:15:00.400 --> 00:15:16.920

Jaime Klein (she/her): the key is, if you're going to get together in person, has to be with intention as to be deliberate, and I think it's important that leaders also define. We're coming together because we want to also do some things that are just fun for funds. Right?

59

00:15:16.930 --> 00:15:28.290

Jaime Klein (she/her): You know. Leadership team retreat, and half of it, was, you know. Just have, you know, planning for 23, and part of it was doing a walking toward Manhattan to look behind the scenes for the theater district.

60

00:15:28.300 --> 00:15:39.409

Jaime Klein (she/her): and it was interesting to walk through the theater district and see that you know that, like pies, legalize like like like the college dorms, from what I hear. But my point is that

61

00:15:39.510 --> 00:15:46.089

Jaime Klein (she/her): that was that that's like a fun interest Experience, like we all experience together like how odd

62

00:15:46.110 --> 00:16:03.390

Jaime Klein (she/her): i'm square in Manhattan looked convert to one where to get the last he could have. I could not have architected anything in a hybrid environment that happened, and that hour and a half tour. It's like one of my highlights of 22. So it's like those types, of things, forget the 8. Our work that isn't the work day. It's like.

63

00:16:03.810 --> 00:16:04.700

Brian McComak (he/him): Hmm.

64

00:16:04.780 --> 00:16:15.639

Brian McComak (he/him): Oh, my goodness! Well, and one thing one thing that I I know. I think we've all used this phrase already in the conversation, and and I remember learning this from you first, Jamie, was

65

00:16:15.650 --> 00:16:28.329

Brian McComak (he/him): the difference between saying, Return to work and return to workplace. Would you share like? Why, that was important to you, because I I I still remember you, and like I, that was such an awa moment for me.

66

00:16:28.490 --> 00:16:37.089

Jaime Klein (she/her): Sure, I think that I don't know about you. I think we were too productive when we couldn't leave home like we

67

00:16:37.280 --> 00:16:50.179

Jaime Klein (she/her): work like we've never worked from home. Once we kind of figured out like the folding chair and the dining room table set up, and then realized, oh, gosh! I that hurts from the dining room chair. I need a better chair like once we do those iterations of tech setup.

68

00:16:50.200 --> 00:16:54.119

Jaime Klein (she/her): We got crazy, productive. So I don't think that the work ever stopped.

69

00:16:54.250 --> 00:17:01.090

Jaime Klein (she/her): and just to acknowledge that there is so much energy put in different quarters of 2021 part of 22 about the

70

00:17:01.100 --> 00:17:25.790

Jaime Klein (she/her): returned to office plan, and they were all based on where we were in our journey with the pandemic. But the work never stopped. What I do want to acknowledge that for a lot of our Hr. Comes, and facility, Brethren, that was their work, just getting ready, for whenever we could return to create the blue and the red, or whatever it might be, or densify the office space or reimagine. What lunch rooms look like.

71

00:17:25.800 --> 00:17:40.000

Jaime Klein (she/her): all that stuff, and a lot of those plans that were that were drafted in 20 didn't come into place until labor in 22, so I think that the work never ended. I think what has changed, though, is the attempt to try to

72

00:17:40.050 --> 00:17:43.900

Jaime Klein (she/her): make meaningful decisions and try to figure out

73

00:17:44.090 --> 00:17:52.849

Jaime Klein (she/her): apprenticeship and leadership, mentoring virtually that's the thing that I haven't seen fully come back. But no everyone's stumped, unhappy.

74

00:17:53.090 --> 00:17:56.799

Jaime Klein (she/her): make make happen for the organizations. Yeah.

75

00:17:57.070 --> 00:18:03.830

Rocki Howard (she/her/black/Christian/GenX/wife/mom): And I may take this on a tangent a bit. I hope not to. Maybe we'll see. But

76

00:18:03.840 --> 00:18:29.770

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I think what I love a good tangent, rocky, so go ahead, go for it. Let's go for a get tangent. But what I was sitting here thinking about is that we know how important language matters, and one of the things that I think has become increasingly more important as we spend more time behind our screen, and without the context of physically physically being together where we can see like.

77

00:18:29.780 --> 00:18:58.659

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Well, she said, that's okay. But her shoulders are a little bit up, and I can see the body a language, and they're leaning back. And this is not okay, right, that we have to be more purposeful about our language. And so when I think about that from a you know, equity and inclusion, perspective, all I kept hearing when you were saying Return to work versus return to workplace, which is brilliant. You're right. The work didn't change. And so now what's happening is we're changing language, and we're changing the

78

00:18:58.670 --> 00:19:10.450

Rocki Howard (she/her/black/Christian/GenX/wife/mom): connotations that come along with that. So what is interesting is that 3 years ago? Wow! I can't believe it's been that long, 3 years ago

79

00:19:10.460 --> 00:19:26.909

Rocki Howard (she/her/black/Christian/GenX/wife/mom): we kept saying, oh, no, we can't work from home. People can't do that. We'll never be productive. You cannot do it, and and and it was true. And if you worked from home unless it was in certain arenas where you were established. If you asked to work from home, it was like

80

00:19:27.610 --> 00:19:57.090

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I just don't know if we can do that, and and and leaders didn't know if they could meet people where they were. And there were all these connotations, and they weren't good about working from home, and of course, as someone who works for the mom project I have to throw in this other thing. We talk about working moms which I personally find to be very offensive. All mom's work. You work when you're at home like being a mom is a full time job. So we talk about dual working moms. I work inside the home, and I work out

81

00:19:57.100 --> 00:20:05.429

Rocki Howard (she/her/black/Christian/GenX/wife/mom): outside the home, and I think one of the things that as leaders we can start to be more thoughtful about

82

00:20:05.770 --> 00:20:12.000

Rocki Howard (she/her/black/Christian/GenX/wife/mom): is the words we're using, and the connotation that comes with them.

83

00:20:12.850 --> 00:20:21.020

Brian McComak (he/him): Yeah, I really I appreciate that that reminder, Rocky. And so I want. I just wanna to pause for just a second. And say, I, just to to do a quick

84

00:20:21.030 --> 00:20:51.010

Brian McComak (he/him): many recap. So we've we've. We've talked about the fact that we all but every organization, every company, is still trying to figure this out. Nobody has figured out the answer yet, and I might even offer that the right answer or the best answer is going to be different for different groups of humans and different organizations and workplaces. We've talked about some of the new language, whether it's returned to the workplace.

85

00:20:51.020 --> 00:21:10.110

Brian McComak (he/him): So as we're trying to define this new reality, what? What are the what's the language we're using? And then some of the the importance of intentionality. For why we make the decisions about when humans need to be together, what does that? What does that look like. And and how do we message that intentionality? And and what's the what's again the language that we use on that journey?

86

00:21:10.120 --> 00:21:25.830

Brian McComak (he/him): I I want to take us back for a second and just talk about, you know, as you both will know, I like to be one of those humans that's like. Let's just be humans. First, we're come second humans first, and you know, take us back to the

87

00:21:25.840 --> 00:21:38.509

Brian McComak (he/him): the beginning of the pandemic. So we were just talking about, like I 3 years ago, in January of 2,020, I'm. Sure none of us would have thought we would be here today. Having this conversation, we probably thought we would be like.

88

00:21:39.150 --> 00:21:49.080

Brian McComak (he/him): Maybe we could still get someone to do over to where we're virtual work program. You know the world changed in in March of 2020, and I know for me

89

00:21:49.450 --> 00:22:19.439

Brian McComak (he/him): it was hard. It was hard when all of a sudden I couldn't go to the workplace. I I'm. I tend to be more extroverted, I battling, signing depression. And so, all of a sudden, you said Brian, you can't see humans anymore, and you can't go to work, which is one of the places I got the most connection with other humans. And you know we were talking a few minutes ago about the spaces that were curated by by different groups to bring humans

together. And Jamie, of course I was part of the inspire team, and the calls that you created to for us to go

90

00:22:19.450 --> 00:22:46.200

Brian McComak (he/him): together is just humans to be like, Are you? Okay? Let's just talk. And the Jennifer Brown Community calls, which connected me with other colleagues, which is how I met Rocky, and, you know, first met Rocky, and you know those communities made a huge difference for me, for that person who was like I'm. I'm home alone. And this is hard. And how do I find connection and community? I? I want to just ask each of you and I'll Rocky. I'll start with you. How did the pandemic just affect you as a human?

91

00:22:46.290 --> 00:22:47.360

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Yeah.

92

00:22:47.560 --> 00:23:00.570

Rocki Howard (she/her/black/Christian/GenX/wife/mom): you know it's really interesting. I will remember that really clearly, because the week that we shut down in the Us. I had literally been traveling, and I traveled from Florida to New York, to California, to back.

93

00:23:00.820 --> 00:23:19.330

Rocki Howard (she/her/black/Christian/GenX/wife/mom): and as I was traveling back in the world was starting to shut down, I I had a little bit of a tickle in my throat, and I remember taking the last flight home on a Friday night and being terrified to even clear my throat because I thought they were gonna test me off the plane or think I had, you know.

94

00:23:19.620 --> 00:23:20.800

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Covid.

95

00:23:22.500 --> 00:23:36.750

Rocki Howard (she/her/black/Christian/GenX/wife/mom): But you know kind of coming and making that move in that transition brain. It's really interesting because I struggle with anxiety as well. But I am a introvert that behaves like an extrovert. I love my time with people.

96

00:23:36.810 --> 00:23:56.369

Rocki Howard (she/her/black/Christian/GenX/wife/mom): but i'm quite content. Here in my woman cave right, and had been moving to to do more work from home, because what happens

is when i'm with people all day I want to talk to them, and I want to interact with them, and I want to make space and time for them. And so I would do that, and then

97

00:23:56.420 --> 00:24:26.410

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I would go. Oh, like it's 30'clock. I need to sit down and actually do the work that i'm here to do, and I found that to be very challenging when you're a people priority person. And yet and still I noticed the days at that time I was taking. One day we just worked out was going to work from home one day, and those days where I worked from home. Even if I had video calls, it was so productive and a good balance, and I wanted those people in full transparency that there is literally

98

00:24:26.420 --> 00:24:35.409

Rocki Howard (she/her/black/Christian/GenX/wife/mom): not enough money, any link to pay me to go back to work and work in an office like that's of 0 interest to me personally.

99

00:24:36.960 --> 00:24:45.709

Rocki Howard (she/her/black/Christian/GenX/wife/mom): But it is also interesting. What I learned, and what I was reminded of of is even the small things that we take

100

00:24:46.260 --> 00:25:05.100

Rocki Howard (she/her/black/Christian/GenX/wife/mom): those of us who are privileged to take take his privilege right? So things like this was my woman Cave, which is why it's decorated the way it is. It's been, you know, redecorated a bit since I've started working, but I had a one in cave at home. So it was really easy for me to come and drop my computer and plug and go to work.

101

00:25:05.610 --> 00:25:12.370

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I had someone working for me that was in New York in a like, you know.

102

00:25:12.380 --> 00:25:26.760

Rocki Howard (she/her/black/Christian/GenX/wife/mom): 500 square foot apartment where her and her partner were working, and literally she would be sitting in the tub with her knees and her laptop, because it was the only place that she could get quiet in.

103

00:25:28.850 --> 00:25:40.890

Rocki Howard (she/her/black/Christian/GenX/wife/mom): There was another moment of privilege that I experienced during that time where we were doing what I thought was a really good job to make people or to help people get set up at home.

104

00:25:40.900 --> 00:26:01.080

Rocki Howard (she/her/black/Christian/GenX/wife/mom): You don't have to buy it. Come into the office and get the office chair. Come into the office and get the monitors like. We want this to be as much as you can can right like. Come, get it all we whatever you need. If you don't have a laptop, you know, because there were some people in our offices that we're working on at at their station. Excuse me.

105

00:26:01.180 --> 00:26:07.969

Rocki Howard (she/her/black/Christian/GenX/wife/mom): we'll buy you a laptop. No problem, right? So we think we're doing all the right things. And then someone

106

00:26:08.560 --> 00:26:18.869

Rocki Howard (she/her/black/Christian/GenX/wife/mom): who, by the way, was very close to me called me out of my privilege and said, you're making an assumption that someone has the right level of Internet to be able to work from home.

107

00:26:19.700 --> 00:26:22.620

Rocki Howard (she/her/black/Christian/GenX/wife/mom): And I just remember that moment of how

108

00:26:24.810 --> 00:26:25.850

Rocki Howard (she/her/black/Christian/GenX/wife/mom): i'm going.

109

00:26:25.940 --> 00:26:35.699

Rocki Howard (she/her/black/Christian/GenX/wife/mom): That was right. And so for me. It was also like it. It it. It was a time that I could never see coming.

110

00:26:35.710 --> 00:26:57.480

Rocki Howard (she/her/black/Christian/GenX/wife/mom): It was a time in the world where you were really nervous at that time. I still had kids in school. My son was finishing up his senior year. I give all the praise to anyone Who's on here? Who's had to get kids through virtual school, especially at that time, where they didn't have it all worked out. It was like the most stressful 3 months of my life.

111

00:26:57.640 --> 00:27:12.929

Rocki Howard (she/her/black/Christian/GenX/wife/mom): It it caused challenges literally with my son and his relationship with us as as we were trying to get through that. And so now you're asking people to navigate in small spaces things that you know

112

00:27:14.300 --> 00:27:34.070

Rocki Howard (she/her/black/Christian/GenX/wife/mom): that we just took for granted in the office. And now you know they're coming home, and they're having to take care of caretakers to children, to parents, to other people in the family. They're trying to navigate that with the traditional dynamics and rules that applied in the office, and no one quite knew what to do.

113

00:27:34.540 --> 00:27:35.210

Hmm.

114

00:27:35.380 --> 00:27:40.749

Rocki Howard (she/her/black/Christian/GenX/wife/mom): That's what it felt like. So so in 2 words. It just felt like chaos and foolishness.

115

00:27:42.360 --> 00:28:12.289

Brian McComak (he/him): Oh, my goodness, yes, and well, and it it will, and and I think you know I appreciate your your introvert that acts like an extrovert like the other. The I actually. One thing that was interesting for me is I actually learned to I on the Mvti. I fall right in the middle. And so I actually learned to embrace my introvert side and find like joy, and spending time with myself. So you know I i'm one of those i'm gonna look for the silver linings of this, and that was one of them is I learned how to to be with me in a different way.

116

00:28:12.300 --> 00:28:31.089

Brian McComak (he/him): But you know, when you talk about the the role of parents, I feel i'm single. I don't have kids at least not yet, although my sister's pregnant, I get to be an uncle zoom so very excited about that she and her wife shared with that shared that with with us over the holidays so thrilled for them. Of course the you know I was

117

00:28:31.100 --> 00:29:00.729

Brian McComak (he/him): in fall 2020 when some some school districts were starting to go back to school in some way, shape or form. I was living with friends as part of my nomad year during the pandemic, and my friends, Phil and Shawn, who I was living with at the time at 3 boys, 2 or

6 and one was 5, and through my door I had a sort of separated space that was connected to the house. I heard all of the joy that Phil and Shawn were navigating to to get their 3 boys to

118

00:29:00.740 --> 00:29:14.839

Brian McComak (he/him): you. Go back to school, but not at school, and in their you know their workstations, and and I appreciated the challenges of life as a parent in a way that I never had before. So I want to honor all parents who are

119

00:29:14.930 --> 00:29:44.909

Brian McComak (he/him): engaged, and part of that conversation because it's it was it was certainly was eye-opening for me. So, my! My! Yet we can get with the question Mark, because I know I I do want kids, and i'm like that's a lot, so you know. But but I but it was also wonderful to see how they love those little humans and and how they. You know how they grow up, and and how those moments help them thrive. So you know. So, kudos to you for showing up for your your young, your your son Rocky, and your kids, and i'm I know it wasn't easy always, but I know

120

00:29:44.920 --> 00:29:45.879

makes a difference.

121

00:29:46.080 --> 00:29:47.700

Brian McComak (he/him): Jamie. How did it affect you?

122

00:29:47.780 --> 00:30:03.969

Jaime Klein (she/her): How much time do you have. So let's I tend to, as the people in my house would tell me. This is probably my most annoying quality. I tend to live in the future. So I actually was paying pretty close attention to everything going on in Wuhan, starting in late January.

123

00:30:04.290 --> 00:30:16.760

Jaime Klein (she/her): and which again may be tricky to be around. But when things hit what was crystal clear from your kids, we're both in ninth grade at that time, was that

124

00:30:16.910 --> 00:30:26.820

Jaime Klein (she/her): I wanted to just, you know. Keep the company on track and keep the house on track, and it was just. I know there's a certain amount of self care that I just try to like

125

00:30:26.830 --> 00:30:41.089

Jaime Klein (she/her): attempt to put into each day, and I was like Jamie Co. Inclined. Whatever you're doing, you gotta dial it up times 5, because you need to like, just get ready, for you would have felt like that like cognitive overload, like just also like triage decision making like.

126

00:30:41.250 --> 00:30:43.160

Jaime Klein (she/her): How many of you, you know we live in a

127

00:30:43.250 --> 00:31:02.110

Jaime Klein (she/her): very modest house in the birds outside the city, in Joey, as they say, but like, can we go on the front lawn and we do a class in the you know we like on the back little long, like just what were the options? How far could you go? Could you say I don't, neighbor, I mean i'm talking real early days, but I think that every I think during that time

128

00:31:02.120 --> 00:31:10.809

Jaime Klein (she/her): what I was clear on was that I need to dial up self care. I needed to also make sure that I was really authentic with our kids, and just say.

129

00:31:10.840 --> 00:31:12.669

Jaime Klein (she/her): do not have all the answers.

130

00:31:12.680 --> 00:31:42.580

Jaime Klein (she/her): You've got great questions. I continue not have all the answers, but i'm going to tell you the things that I know. I'm going to just not sugar. Put anything for you, and we're just going to keep kind of keep you posted. But what I do know is whatever we do it on our own during the family just needs in the dining room at 6, because we're in. Just try to have some assemblies of a family meal. There are no fresh vegeties to be found, but I have some frozen peanuts that we're going to cook a microwave and pretend that we're getting some greens in us. But it was just like trying to create, find, like these, like micro moments of any type of like

131

00:31:42.590 --> 00:31:45.560

Jaime Klein (she/her): structure and consistency. Just that there was

132

00:31:45.590 --> 00:31:47.100

Jaime Klein (she/her): some

133

00:31:47.390 --> 00:32:05.070

Jaime Klein (she/her): some structure. But you know it's a funny thing. It was like all of us were working, of course, like just like meeting Rick like the kitchen, sometimes just like quickly heat up food I was like, oh, this is like the break room. I don't know if, like, there's those little moments that I just think back on. But I am

134

00:32:05.080 --> 00:32:18.680

Jaime Klein (she/her): a late onset introvert. I think I tend to. I learned during this time that I actually do enjoy some time just to be really still. And so for me. That's a civil warning of

135

00:32:18.930 --> 00:32:28.999

Jaime Klein (she/her): of the pandemic. I was looking for them, but I think I realized during this time that just taking some time to be really still in quiet. My mind is really

136

00:32:29.020 --> 00:32:34.679

Jaime Klein (she/her): like car, and the instructions like it's not even negotiable, like I've seen some downtime. Yeah.

137

00:32:34.810 --> 00:32:46.970

Jaime Klein (she/her): So if I can work with a 10 to 12 h day with like a couple of like green juices and be like, All right, let's do it again tomorrow. I realized right this time that I just need to paste myself and do more self care and just

138

00:32:47.040 --> 00:32:52.490

Jaime Klein (she/her): we just a morsel of time for just to break at the end of the day. So I can get up and try to do it again the next day. Yeah.

139

00:32:52.640 --> 00:32:53.370

Jaime Klein (she/her): yeah.

140

00:32:53.690 --> 00:32:54.520

Brian McComak (he/him): Yeah.

141

00:32:54.690 --> 00:33:17.819

Brian McComak (he/him): Well, it's something. And and I I know that all 3 of us would say we we can only truly speak for ourselves. One thing that I think that I heard in there that I feel like I

could say is probably true, for everyone is that we all had to find our new, whatever normal was, and that and not everyone loves the phrase, the new normal. And I respect that you, whatever language works for you. But just the concept of

142

00:33:17.830 --> 00:33:35.210

Brian McComak (he/him): my world shifted overnight, and humans like stability and consistency for the most part. That's generally how we're programmed. And all of a sudden it's like we're gonna just rip this carpet out from under you. It's all of us at the same time. And now we're all trying to find our place. And so you know, I think that

143

00:33:35.220 --> 00:33:57.180

Brian McComak (he/him): that's an interesting reality that we face just as individuals so, and I love the you know the the lens of self-care and self-reflection. And what does this mean for me? And what does this mean for my units, my people? I want to take this to another lens. And now and say, what does it mean for each of you as leaders or managers? How did it, You know? Now you're like, okay, i'm aware that my world is shifted.

144

00:33:57.330 --> 00:34:07.920

Brian McComak (he/him): It's also true for anyone that I'm: that's part of my team or part of the organization i'm responsible for. So how did that shift or change how you showed up as a as a manager leader. Jamie, I i'll start with you.

145

00:34:08.130 --> 00:34:09.480

Jaime Klein (she/her): Yeah, and

146

00:34:09.500 --> 00:34:21.030

Jaime Klein (she/her): you know what I just want to reflect on. I'm i'm 50. So like i'm thinking of like other challenges as a leader right like I was in Manhattan on 9 11, or you know you can have a downturn

147

00:34:21.270 --> 00:34:22.040

Jaime Klein (she/her): when

148

00:34:22.239 --> 00:34:38.939

Jaime Klein (she/her): when you think of like 9 11 for those of us who were impacted wherever we were like, there was someone you could call a family friend that like didn't live in a city that

was as closely impacted, and they were like God. That seems crazy. I'm watching on cnn. And how are you? But like

149

00:34:38.949 --> 00:34:49.580

Jaime Klein (she/her): their city didn't have smoke? And I think what happened during the pandemic is everyone had smoke like it like like like your dentist who should be focused well

150

00:34:49.730 --> 00:34:50.370

Jaime Klein (she/her): like

151

00:34:50.469 --> 00:34:57.109

Jaime Klein (she/her): it was smoke like it's been a pandemic in our house for 3 years. Also like just to also realize

152

00:34:57.210 --> 00:35:02.670

Jaime Klein (she/her): we're trying to do the best that we can, but also realize that there was no one that had

153

00:35:02.780 --> 00:35:10.640

Jaime Klein (she/her): tons of gas in the tank. No one had tons of reserve. So your question is how I led during the pandemic. So

154

00:35:10.900 --> 00:35:14.350

Jaime Klein (she/her): there's this phrase that I use. I probably sounds right, but it's like

155

00:35:14.530 --> 00:35:22.520

Jaime Klein (she/her): leading with heart like I always talk about like, you know, if you have to make tough decisions a later like, how do you first think about the people locations? And so

156

00:35:22.570 --> 00:35:24.709

Jaime Klein (she/her): I think you know.

157

00:35:25.410 --> 00:35:35.500

Jaime Klein (she/her): So my situation is a little bit unique, just to give quick context. When I started the company 15 years ago, there was no such thing as fractional work for Hr. People. So

158

00:35:35.610 --> 00:35:51.079

Jaime Klein (she/her): we that's that's what I started doing. And now there's 30 plus folks that all work as part time employees doing this. So everyone has been at Home Office, and all inside is needed, so I didn't feel like I privileged there right? I do just like rear tech the infrastructure.

159

00:35:51.130 --> 00:36:07.250

Jaime Klein (she/her): What I did need to do, though, is realize that as each, our people, my whole team is like these containers of holding other people's stress, and these containers of always having the energy to plan for clients, and I needed to find a way to

160

00:36:07.260 --> 00:36:17.820

Jaime Klein (she/her): make sure that all the containers had space, because all in we were like one of those huge Weber made containers that are like big enough to hold on it's like all the containers of the containers. So

161

00:36:17.830 --> 00:36:28.739

Jaime Klein (she/her): what I tried to for the company was dial up self care. So things like we Brian mentioned. We hosted this thing on Thursdays just called in, or Fridays called inside inspire. It was just like.

162

00:36:28.780 --> 00:36:35.780

Jaime Klein (she/her): Come, just check in share a joke share what you're doing for self-care, or did you find a great Netflix series like just to create that

163

00:36:36.110 --> 00:36:37.509

Jaime Klein (she/her): We also end up

164

00:36:37.560 --> 00:36:41.350

Jaime Klein (she/her): launching a well-being pledge and I've learned about this from

165

00:36:41.770 --> 00:36:44.169

Jaime Klein (she/her): lbn, but the idea was that

166

00:36:44.200 --> 00:37:00.619

Jaime Klein (she/her): truly stating in meetings part of the company mission making, talking about the importance of well being, and I can share it with anybody if that's helpful if they want to think about architectures. But what it talks about is

167

00:37:00.630 --> 00:37:08.560

Jaime Klein (she/her): like taking care of ourselves in a way that doesn't feel like more work giving ourselves and each other, you know grace and mutual respect, and just like

168

00:37:08.580 --> 00:37:17.939

Jaime Klein (she/her): keeping it real when life happens. And just literally, we have this thing where we can to stay. The other folks like other hashtag on their back to you, and it just means like there's something complicated

169

00:37:18.200 --> 00:37:23.120

Jaime Klein (she/her): in addition to work going on right now, and i'll get back to you. I just can't right now, and it's like a safe word.

170

00:37:23.150 --> 00:37:25.800

Jaime Klein (she/her): so like those types of little

171

00:37:26.220 --> 00:37:38.969

Jaime Klein (she/her): little things, and then, just to really honest conversations with people about what kind of capacity they had. But you know what they could take, on, what core hours work for them. So those types, those types of things.

172

00:37:39.130 --> 00:37:45.430

Jaime Klein (she/her): came to mind as a leader. Realizing that we then wanted to have the energy to help these other companies figure out how to lead.

173

00:37:45.590 --> 00:37:58.320

Brian McComak (he/him): because it was really stressful for them to. Yeah, yeah. And I I wanted to just add one to one another. Quick! Follow up for you, Jamie, because I was part of this at the time, is, how did you navigate the

174

00:37:58.330 --> 00:38:13.009

Brian McComak (he/him): boundaries that you set for consultants who were, particularly when we started to go back into workplaces. I remember very clear that you were, and it was, it felt good to be a consultant that Jamie was gonna say no. If the consultants doesn't feel good, then the answer is like, we can't do it.

175

00:38:13.250 --> 00:38:15.319

Jaime Klein (she/her): Oh, absolutely. So

176

00:38:15.500 --> 00:38:16.549

Jaime Klein (she/her): we

177

00:38:17.330 --> 00:38:24.709

Jaime Klein (she/her): So my family calls me a little fauci. I'm like pretty intense about just all the safety trying to enstate

178

00:38:24.780 --> 00:38:28.119

Jaime Klein (she/her): everybody from risk kind of stuff with this pandemic situation. So

179

00:38:28.560 --> 00:38:41.930

Jaime Klein (she/her): just one, you know. So one it was asking: employees, Where are you on your journey? Are you comfortable going back at all? If you then it was like. You know this we would ask companies for their policy like masks. You know, masks, how much.

180

00:38:41.940 --> 00:38:51.230

Jaime Klein (she/her): really, really, really, granularly, to send us their policy, and we would share it with the expert in advance and say, is this comfortable for you? And

181

00:38:51.430 --> 00:39:06.000

Jaime Klein (she/her): sometimes companies were further along on their journey, it jumping back in that our experts were. We just said, we're so sorry we can help you. But we can introduce you another company that can. But yeah, that was just that was just what we wanted to do

182

00:39:06.240 --> 00:39:10.029

Jaime Klein (she/her): from the beginning. Yeah. So.

183

00:39:10.040 --> 00:39:39.509

Brian McComak (he/him): And I appreciate the and I remember that time and what I what i'm hearing is, and that some guy just what they say is really important. And not only in this conversation, but just generally in the workplace, is understanding what an individual needs where they are, and finding ways to meet that need to meet them where they are, which I think is is harder from an Hr. Professional or a manager, perspective perspective or a a leader perspective. And it's also, I think, more effective, like like that You and Gender trust and

184

00:39:39.580 --> 00:39:41.540

Brian McComak (he/him): engagement in a different way.

185

00:39:41.690 --> 00:39:52.290

Jaime Klein (she/her): Yeah, I mean, look, we all have these 120 years on Earth like you just gotta be doing the work that you love. And if you're, you know, like you're with the good people, and you're doing the good work you're always

186

00:39:52.400 --> 00:39:57.370

Jaime Klein (she/her): What do you believe you're going to always crush it, and I think you can get more done with some, you know.

187

00:39:57.700 --> 00:40:05.529

Jaime Klein (she/her): Fill someone as well as a human, and also over. Deliver for the client like, if all like, you get more than 20 h at the

188

00:40:05.590 --> 00:40:08.460

Jaime Klein (she/her): feeling good about the work than 60 h. So

189

00:40:08.550 --> 00:40:15.600

Jaime Klein (she/her): I don't remember we were little, and we'd go to elementary school. I know I, this great third great teacher, and like you for a little index card with like.

190

00:40:15.630 --> 00:40:21.910

Jaime Klein (she/her): well, those of you at home what your favorite color is, what you like for lunch. It was kind of like your current feeding instructions. It's almost like.

191

00:40:22.240 --> 00:40:23.879

Jaime Klein (she/her): I think it's an

192

00:40:23.900 --> 00:40:27.150

Jaime Klein (she/her): I think in professional relationships like just asking folks like

193

00:40:27.640 --> 00:40:34.520

Jaime Klein (she/her): what's really important to you, and what holidays are really important to you. And you know just really understanding what

194

00:40:34.600 --> 00:40:37.739

Jaime Klein (she/her): what makes people check, I think, is is everything.

195

00:40:37.810 --> 00:40:38.720

Brian McComak (he/him): Yeah.

196

00:40:38.880 --> 00:40:53.510

Brian McComak (he/him): Yeah. Well, I want to hear Rocky from you about how change how you leave and manage, and then we're going to pivot into like some of our recommendations and tips and things like that. So but let's start with Rocky. How did how did the pandemic shift? How you let and manage that, particularly in this working environment. Space?

197

00:40:53.520 --> 00:41:13.409

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Yeah. Well, i'm gonna I want to bring a different perspective, because, like. Whoever wants to follow. Jamie is so much great. So I I wanna I want to remind us what else was going on at this time is that there was so much going around with social justice.

198

00:41:13.420 --> 00:41:30.869

Rocki Howard (she/her/black/Christian/GenX/wife/mom): right? And we had not only experienced Covid, but during that time we, you know, experience the murder of George Floyd, and, you know, bring on a tailor, and and the list goes on and on. And so for me, who at that time in my career

199

00:41:31.370 --> 00:41:41.960

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I had to make some decisions in my career, and so during that time I shift it my focus to be more on the diversity piece, right? And so when I think about.

200

00:41:42.080 --> 00:42:07.729

Rocki Howard (she/her/black/Christian/GenX/wife/mom): And yet and still I still had teams that reported to me right. And I've I've carried that into even my current role. But I think there was an interesting focus there about trying to now look at people through the eyes of multiple dimensions of diversity, and how they may be experiencing this new way of working, and this

201

00:42:07.740 --> 00:42:10.350

Rocki Howard (she/her/black/Christian/GenX/wife/mom): total, incomplete

202

00:42:10.780 --> 00:42:12.069

Rocki Howard (she/her/black/Christian/GenX/wife/mom): fear

203

00:42:12.380 --> 00:42:30.470

Rocki Howard (she/her/black/Christian/GenX/wife/mom): that some of the triggers that we could see if someone was not mentally healthy. You couldn't see those as clearly in this virtual work environment, and that really became a a deep concern to me, right? And so I think

204

00:42:30.480 --> 00:42:42.359

Rocki Howard (she/her/black/Christian/GenX/wife/mom): now you're trying to say, and trying to understand, and trying to have conversations with people, and teach leaders who may not be where you are, where you were, and look like

205

00:42:42.370 --> 00:42:50.700

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Jennifer Brown. How to be an inclusive leader right? I love. When she talks about kind of these, you know these 4.

206

00:42:51.230 --> 00:43:20.580

Rocki Howard (she/her/black/Christian/GenX/wife/mom): It levels of where you are in your diversity journey as a leader, and guess what you may be a level 4 over here. But if you think about this to mention the diversity. You maybe is 0. And so how do I? And then how do others adapt the language to have the right conversations with people to meet them where they are in their journey, and to address their dimin in, and not only address but respect

207

00:43:20.590 --> 00:43:33.989

Rocki Howard (she/her/black/Christian/GenX/wife/mom): their dimensions of diversity. Right? And so what do I do for someone who is experiencing deep trauma when they see something in the news.

208

00:43:34.000 --> 00:44:03.869

Rocki Howard (she/her/black/Christian/GenX/wife/mom): What what do I do for something? Someone who may be hearing impaired, and is really struggling with with not being able to read lips in this way that this virtual meeting world is working. What do I do with someone who struggles with anxiety or depression, and is now living by themselves. I mean, we have. Let's think back to that. There were people who literally did not leave their house, Brian.

209

00:44:03.880 --> 00:44:08.619

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Thank you so much, who literally did not leave their house for like a year

210

00:44:08.740 --> 00:44:20.489

Rocki Howard (she/her/black/Christian/GenX/wife/mom): right? And they live by themselves, and they didn't have an animal even to keep them like. I can't think of anything more isolating than that. And how are we

211

00:44:20.680 --> 00:44:34.259

Rocki Howard (she/her/black/Christian/GenX/wife/mom): like literally making sure we're paying extra care and intention. So one place that worked we actually put together these health teams they weren't identified, but we kind of did it by the by, by, you know, kind of

212

00:44:34.270 --> 00:44:54.149

Rocki Howard (she/her/black/Christian/GenX/wife/mom): in behind the scenes. And so if we knew that Brian was living by himself, there was a rotation of people who made sure that they touched base with Brian to make sure that Brian was okay, or that we heard from Brian, or if he didn't seem okay, that

213

00:44:54.270 --> 00:45:04.589

Rocki Howard (she/her/black/Christian/GenX/wife/mom): we we we triggered some alerts, and so for me in a way that never happened before. And look, I've paid

214

00:45:04.600 --> 00:45:22.259

Rocki Howard (she/her/black/Christian/GenX/wife/mom): thousands of dollars in therapy. I have no problems with doing that. But in ways that didn't happen before I was focused on like, how do we make people healthy in, or or at least not actually, how do we know? But but how do we make it? Okay, to say you're not okay.

215

00:45:22.270 --> 00:45:35.080

Rocki Howard (she/her/black/Christian/GenX/wife/mom): And and this is this is a problem right? Like because we're conditioned to say, okay, we're conditioned to hey, Brian, how you doing today? I'm: okay. And I don't stop and go.

216

00:45:35.280 --> 00:45:46.479

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Is he really okay? Did he say that differently? I'm like, okay, he said. Okay, so like like. Now let me move on to my check box right? And so we conditioning ourselves to

217

00:45:47.050 --> 00:45:48.279

Rocki Howard (she/her/black/Christian/GenX/wife/mom): stop.

218

00:45:48.620 --> 00:45:52.420

Gloria Marcano: Be a little bit more

219

00:45:52.510 --> 00:45:57.560

Rocki Howard (she/her/black/Christian/GenX/wife/mom): to be a little bit more intentional.

220

00:45:57.850 --> 00:46:18.529

Rocki Howard (she/her/black/Christian/GenX/wife/mom): because you couldn't be in a room of people like I was really known as the leader. It's very funny that when when the pandemic hit I remember us wrapping up and closing the building, and someone saying to me, Well, my God! What are we going to do without the rocky hugs? And do you know how to leave without a hug? Because people will come into the building and they'd always get a rocky hug like. And so

221

00:46:18.590 --> 00:46:23.070

Rocki Howard (she/her/black/Christian/GenX/wife/mom): it it was my way of really kind of being very thoughtful about.

222

00:46:23.420 --> 00:46:32.189

Rocki Howard (she/her/black/Christian/GenX/wife/mom): How do I now hug people virtually. And how do I meet them where they are giving given their dimensions of diversity?

223

00:46:32.230 --> 00:46:33.109

Brian McComak (he/him): Yeah.

224

00:46:34.060 --> 00:46:36.209

Brian McComak (he/him): yes. Well.

225

00:46:36.370 --> 00:46:44.749

Brian McComak (he/him): so so many Tibets of wisdom and realities that some that humans are facing and recruiting. I just want to say thank you for

226

00:46:44.950 --> 00:47:06.070

Brian McComak (he/him): surfacing the important conversation around the systemic oppression, and certainly the murder of George Floyd open so many of our eyes in ways that we hadn't before. And certainly i'm one of those humans that wish i'd paid attention in different ways. Before that time I can't go back, but I could try to do better going forward so, and and i'm gonna i'm gonna keep us on the

227

00:47:06.120 --> 00:47:35.810

Brian McComak (he/him): working hybrid workplace train, because I I because I always want to talk about the reality systemic compression and and those are important conversations. But we're gonna we're gonna. We're gonna do that in a future session of of you and such a leading. So trust that we will cover that topic. And Rocky and I have some things up our sleeve that we're gonna share at some point in the future. So stay tuned for that I want to talk about. But I just want. I do want to acknowledge that, because I think it is an important conversation that the reality of the pandemic, while we're talking about humans as a whole.

228

00:47:35.820 --> 00:47:49.759

Brian McComak (he/him): did have an impact on different groups of humans in very different ways. And and certainly there are some of those that are that are terrible and tragic that we need to do better at. So we I think that that is an important part of this conversation.

229

00:47:49.770 --> 00:48:19.750

Brian McComak (he/him): You know. I want to talk in our last. We have about about 12 min left, and just share some of our our tips, for for how do we get this right, or what are the things that you might challenge leaders to not do? And I'm gonna share 2 things that come to mind for me, and then i'll invite each of you to to share your your thoughts. The first is something that we learned at at Hummingbird was so Hummingbird. I launched in May of 2,020. So we're 100% virtual.

230

00:48:19.760 --> 00:48:36.979

Brian McComak (he/him): The I actually haven't met most of the team for the first 18 months we work together. I think I have met almost well. I think almost everyone in person now. But there, actually, there's a couple of people that I still haven't met a person, and you know, if you would have asked me 3 years ago, if i'd be hiring people that I never met in person like

231

00:48:36.990 --> 00:48:56.860

Brian McComak (he/him): I would have said, I don't think you know what you're talking about. You don't know how hiring works so. But now I've learned that you can build bonds and connections and virtual spaces in different ways and powerful ways and meaningful ways. And you know, but one of the things that has has happened for us is, we use slack as our communication tool, and

232

00:48:56.870 --> 00:49:09.469

Brian McComak (he/him): as I think we've all learned at other points in our lives that written communication can lose with without the non verbal queues and the tone and intonation that sometimes the message can get lost, and we were finding that

233

00:49:09.940 --> 00:49:15.130

Brian McComak (he/him): not often, but enough it would happen where 2 people would be going back and forth in slack.

234

00:49:15.340 --> 00:49:28.929

Brian McComak (he/him): and the energy would like ramp up. And we're like i'm really frustrated. You're not hearing me. I'm really frustrated not hearing me, and we decided to implement a safe word. So if that one of those moments happens, we just say pineapple, the conversation stops.

235

00:49:28.940 --> 00:49:37.730

Brian McComak (he/him): and then we take it into a verbal conversation, whether video, chat, or phone call. And what we have learned is

236

00:49:37.770 --> 00:50:06.909

Brian McComak (he/him): every time we did that it was just a misunderstanding that people were reading the words differently, and once they talked on the phone or in the video chat, it made it easier. So that was. That's one Tibet that I wanted to share. That, I think, is really interesting to find a way to acknowledge that those those written communications can get get confusing at time so, and I was gonna share a second one. I'm sure it will come back to me. But it's not there right now, so i'm gonna go. Rocky. What's what's your

237

00:50:06.920 --> 00:50:08.209

Brian McComak (he/him): suggestion

238

00:50:08.240 --> 00:50:11.050

Brian McComak (he/him): that you would offer or challenge you might offer?

239

00:50:12.070 --> 00:50:41.560

Rocki Howard (she/her/black/Christian/GenX/wife/mom): You know I I do think it's very complicated. And and so here here's what I would say a lot of times. You think you're doing all of the right things right? We do all hands meetings, and we do hr caffeine, boost, and we've had listening circles when things are going on, and we have one on one meetings, and we have team meetings, and so, you know, as a leader. You're going. Okay, here's up to your point. We have slack, which I I think

240

00:50:41.710 --> 00:50:57.619

Rocki Howard (she/her/black/Christian/GenX/wife/mom): kind of honestly I love slack, but it also makes me feel like I do when I go into chunky cheese. I'm just a little bit overwhelmed it's just too much going on, and I don't know what to look at at any given time. Right?

241

00:50:57.630 --> 00:51:07.079

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I think Chunky Cheese is like the devil spawn. We could do a whole. But but I do think

242

00:51:07.250 --> 00:51:14.170

Rocki Howard (she/her/black/Christian/GenX/wife/mom): you know, as a leader. You kind of go. Here's all of this information. You're giving it. We're doing all these things to communicate.

243

00:51:14.200 --> 00:51:15.100

Rocki Howard (she/her/black/Christian/GenX/wife/mom): But

244

00:51:15.110 --> 00:51:40.809

Rocki Howard (she/her/black/Christian/GenX/wife/mom): you're looking at it through your point of view. And so like this year, we created what we call the Talent and Culture Council, where we brought people through from various organizations, levels to mentions of diversity in our organization to feed information back to us, because what we think is working and checks all the boxes really may not, and you may need to listen to other people

245

00:51:40.820 --> 00:51:48.970

Rocki Howard (she/her/black/Christian/GenX/wife/mom): who will represent the whole and kind of tell you the truth. And then I think for me one thing that's worked really well?

246

00:51:49.010 --> 00:51:53.930

Rocki Howard (she/her/black/Christian/GenX/wife/mom): Is this simple question now, there's some action that has to sit behind this.

247

00:51:54.030 --> 00:51:59.659

Rocki Howard (she/her/black/Christian/GenX/wife/mom): I ask people quite often, what can I do to help in support.

248

00:52:00.560 --> 00:52:02.220

Rocki Howard (she/her/black/Christian/GenX/wife/mom): and then I listen.

249

00:52:02.440 --> 00:52:09.759

Rocki Howard (she/her/black/Christian/GenX/wife/mom): and a lot of times they'll say nothing, or I don't know, or whatever. But when someone gives me an answer to that question.

250

00:52:09.770 --> 00:52:31.809

Rocki Howard (she/her/black/Christian/GenX/wife/mom): then I genuinely action it, and if I cannot action it, I tell them that I can't action it and tell them why. And so I think that's a way of building. We've got some things going on in the chat. I Can' about trust and safety and psychological safe environments. If you know that as a leader

251

00:52:32.070 --> 00:52:40.780

Rocki Howard (she/her/black/Christian/GenX/wife/mom): You, if you tell this later, I need help and support this way, and they're willing to do it. Nothing's more safe than that.

252

00:52:40.810 --> 00:53:10.250

Brian McComak (he/him): Yeah, Absolutely. Absolutely. Yeah. And I think I would. I I want to just sort of anchor back to the the journey. We've gone on. We've we we started with talking about some of the definitions and the ways that this is playing out in the conversations we're having about hybrid workplaces, and we talked about how it infected us as humans. And then how it changed, how we leave and manage. And now we're talking about some of the decisions that we can make it. Some of the considerations, and and some of those, of course, have already come up in the conversation. We talked about how companies and organizations are thinking about

253

00:53:10.730 --> 00:53:21.789

Brian McComak (he/him): well being and and supporting mental health. I I definitely have with our clients, and this even in conversations, I mean, seen a significant rise in how companies are

254

00:53:21.800 --> 00:53:51.730

Brian McComak (he/him): acknowledging the realities of mental health. Certainly we know we have a epidemic that has a crisis that has with existed before the pandemic, but has really become even more of a concern over the course of the last 3 years, and companies are trying to find ways to meet those needs, and I would really encourage companies if you're not doing that to figure it out and to step into that. And if you need help, reach out to Jamie or Rocky or I. We're here to help. I also put a mental health and workplace resource, guide in our chat and zoom, and we'll make sure we share the

255

00:53:51.740 --> 00:54:08.669

Brian McComak (he/him): the link and linkedin as well. And you know, I think you know, Rocky, you know that again. This I think this is an you reinforced another message which is those individual conversations that with individual humans, about what do you need? What I really love, that you added. There is the importance of

256

00:54:08.690 --> 00:54:10.610

Brian McComak (he/him): an honest response.

257

00:54:10.640 --> 00:54:27.660

Brian McComak (he/him): If they have a request, Can I meet that request, or can I not? It's it's uncomfortable to say I? It's up within my power, or you know what it's up so that I have. But I

you can offer an alternative, but I think it's. I think that's something that often gets missed, and that breaks that safety.

258

00:54:27.670 --> 00:54:52.269

Brian McComak (he/him): And you know, and I and I appreciate you acknowledging the this sort of conversation around trust and safety. How are we creating environments that allow people to have these conversations? So I think, is actually a good question, regardless so definitely a future conversation on on humans that are leading is, how do we create trust and safety, regardless of whether it's virtual or in person? Because I think that's so important, what's what's on your mind, Jamie, what's your Tibet?

259

00:54:52.280 --> 00:55:04.010

Jaime Klein (she/her): 400 things, so I think, to remember how, before the pandemic you would go into someone's office or queue workspace, and you would see like a picture of them and

260

00:55:04.050 --> 00:55:13.560

Jaime Klein (she/her): the humans pets. They were most important to them, and it was typically in a very pretty frame, noted broccoli, and their teeth like it was like slightly photoshopped living.

261

00:55:13.610 --> 00:55:19.560

Jaime Klein (she/her): And you're like oh, and in your mind you'd be like oh, that's that's their home team, or that's kind of the

262

00:55:19.710 --> 00:55:21.209

Jaime Klein (she/her): that's what they do life with.

263

00:55:21.420 --> 00:55:28.060

Jaime Klein (she/her): So I think what we, what we've seen during the pandemic that we cannot unsee

264

00:55:28.150 --> 00:55:32.890

Jaime Klein (she/her): is what really life is like for people, and I think

265

00:55:33.150 --> 00:55:35.069

Jaime Klein (she/her): moving forward. It's about like

266

00:55:35.080 --> 00:55:59.479

Jaime Klein (she/her): like remembering what we've seen like. Remember, in the early days when, like that, like teenager that Photoshop, you know Broccoli and their teeth teenager in the frame, was but like maybe that person ever spoke about how they had a family. Suddenly that person like leaned into your zoom calls and like help them with the tech support, right or like ever was down, and like suddenly, like that dog was like on the keyboard. It was just like like a boss like it's just like these up moments, so I think.

267

00:55:59.550 --> 00:56:05.459

Jaime Klein (she/her): as we're moving forward, it's always, I think it's also important to remember that even though

268

00:56:05.470 --> 00:56:20.520

Jaime Klein (she/her): we're in this hybrid kind of eking away out of the pandemic moment to not forget the things it used to really fill people up that you learn all about right. It's like if you know that they've had dinner as a family, for I don't know over like a 1,000 days in a row, because they weren't traveling for work.

269

00:56:20.530 --> 00:56:35.759

Jaime Klein (she/her): and, like Don't schedule 60'clock meeting with them, because that's what their families in the habit of seeing them for Mac and Cheese mine, or whatever is going on. I think the other thing is, we learn during this time is more holistically what people have going on at home so rocky. I was thinking.

270

00:56:35.770 --> 00:56:49.550

Jaime Klein (she/her): I really appreciate what you said earlier about privilege. I think a family and friends who have kids in their home who have ongoing learning disabilities, mental health challenges, like all those services stopped during the pandemic like it wasn't safe to have you know

271

00:56:50.000 --> 00:57:08.169

Jaime Klein (she/her): someone come into your house and help you with speech therapy with a master like you just couldn't do it. So you might, you and you kind of like got you got filled in on that. Join the pandemic. These people just spoke more openly about what was going on, and how challenging it was for them. So now that we know all that stuff doesn't that make for richer relationships and richer

272

00:57:08.180 --> 00:57:19.040

Jaime Klein (she/her): professional connections. And let's let's keep those conversations going up. There's an author that I really respect to a friend, Erica Keswin, and she talked on one of our panel last year about like

273

00:57:19.050 --> 00:57:30.809

Jaime Klein (she/her): when you need people as like. How are you really really doing like we started to do that during the pandemic, but like we should always be doing that as leaders. So I guess in some mind there's like this new shorthand

274

00:57:30.950 --> 00:57:32.660

Jaime Klein (she/her): authenticity.

275

00:57:32.680 --> 00:57:41.710

Jaime Klein (she/her): Bring your full self to work leadership. That, I think is very modern, that we need to have continue to create the most modern workplaces. Yeah.

276

00:57:41.840 --> 00:57:54.750

Jaime Klein (she/her): like. So like Rocky. Maybe you can't give those hugs in person. But I have a film. There are other ways you could give people. You can show people the love, and that your light shine on them, even though they can't get it in person. So we just need to keep those things going. Yeah.

277

00:57:55.020 --> 00:58:07.409

Jaime Klein (she/her): yeah, yeah. And we're all waiting it. And again, just realizing we are a time that we are. We're kind of all in Beta as humans and as workplaces. But I think the most modern workplaces will continue to.

278

00:58:07.420 --> 00:58:15.020

Jaime Klein (she/her): We've an inclusion. We've been wellness. We've been like all in you what it's measured. Get done to keep that going at the top of the house as much as you can.

279

00:58:16.410 --> 00:58:46.349

Brian McComak (he/him): Oh, My gosh! So many good tidbits there. I think the the the and I and Jamie I love, that you brought us back to this just general, the the concept and the framework. So what does it mean to be a human center bigger today? And I think i'll i'll, and with one challenge, and then i'll invite us to to to to share some final thoughts as we wrap up our time

together. Go so quickly, and one thing that actually i'll mention is, we're going to be putting together a a humanity and hybrid working.

280

00:58:46.360 --> 00:59:16.230

Brian McComak (he/him): so we'll be releasing that guide next month, so we'll borrow from all the the great things that Rocky and Jamie have shared, and some research that we've done actually. And by we I mean Jd. By Doris Williams, who's done lots of great research to put that guide together. So we'll be sharing that next month, and i'm certainly will be sharing that the recording to to today's session the really the challenge that I want to offer to leaders and managers and decision makers is Don't. Go backwards. I've seen so many companies and some of the clients, and I've I've said this to some of the Ceos that I get to work with and say.

281

00:59:16.390 --> 00:59:34.050

Brian McComak (he/him): I think you're making a bad call by saying we're gonna go back to the workplace that we did before we learned that we can pro achieve success in this virtual environment. And we also learned that for some people it actually works better, and and for some people they want. They were the the in person space. And

282

00:59:34.060 --> 00:59:48.790

Brian McComak (he/him): is it more complex, I think, to to treat people like individuals and humans. Yes, so I get that. It can be a little harder. I think it's also more rewarding and more impactful for those people, and ultimately your business, your organization. So so don't go back.

283

00:59:48.990 --> 00:59:52.420

Brian McComak (he/him): Try, try and blaze the new trail and keep going.

284

00:59:52.530 --> 01:00:04.339

Brian McComak (he/him): What what I want to invite just each of you both to share is what what brings you joy today, and any just final words, and how people can can connect with you so rocky. Do you want to go first?

285

01:00:04.530 --> 01:00:08.449

Rocki Howard (she/her/black/Christian/GenX/wife/mom): You know what's bringing me joy today? Is this wonderful

286

01:00:08.460 --> 01:00:33.860

Rocki Howard (she/her/black/Christian/GenX/wife/mom): group of people that i'm spending time with? You know, Brian and Jamie like. When Brian and I first met, we instantaneously connected, and that ability to build a community and add to that community. And this year certainly brings me joy. My linkedin has been dropped in the chat. Please feel free to follow or connect with me there. It's the best way to get to me. Thank you both, Brian. Thanks for creating this format.

287

01:00:33.920 --> 01:00:50.870

Jaime Klein (she/her): Absolutely. Thanks so much for being here. Rocky Jamie. What about you? Okay, so yes, to getting to spend time with the 2 of you tactically. The thing that's bringing me joy is between. I have a light next to me. It's called Happy Light, and it's like a light that makes me feel I call it My!

288

01:00:50.890 --> 01:01:06.169

Jaime Klein (she/her): It's like a button on it, and I call my boca button. I feel like i'm like Boca Florida when I press it, and this blue light thing is on my desk really from Halloween to Passover Easter time. So that's my joy thing, just like, Bring in the light, and

289

01:01:06.330 --> 01:01:13.619

Jaime Klein (she/her): you know the days are going to touch longer. We're almost towards spring, little by little by little, and that's things for me to join this particular.

290

01:01:16.520 --> 01:01:46.169

Brian McComak (he/him): I love that. Yes, it and it was. It's such a pleasure. Thank you both for saying Yes, I I will share what's what's bringing me joy, and some of you who follow me on social or that Certainly. Hummingbird team know that my dog Bosco is our chief happiness. Officer at Hummingbird has been sick, and we got good news today that he's doing his cortisol levels are back to normal, and he gets to come home tomorrow or Friday, it's not I. I keep thinking. Tomorrow's Friday. I don't know why i'm accelerating the week, so so the chief happiness officer will be back

291

01:01:46.320 --> 01:01:59.759

Brian McComak (he/him): in action, which is important to me, certainly as my companion, and also just as the joy and inspiration that Roscoe brings to the hummingbird community. I look forward to you all getting to see vas go again soon.

292

01:01:59.980 --> 01:02:29.400

Brian McComak (he/him): So, Jamie Rocky. Thank you so much. Everyone who's joined us weather live. We're watching us watching the replay. Thank you so much for choosing to spend time with us. I hope this session has been helpful. Please feel free to reach out to us of the Hummingbird team you can reach out@helloathummingbirdhumanity.com and share your recommendations, your feedback, your thoughts, if you want to hear a topic reach out to me on LinkedIn, and because we're here to be of service to you and and help you all create workplaces

293

01:02:29.410 --> 01:02:38.019

Brian McComak (he/him): where humans thrive. So again thanks again for joining us for our first episode of human-centered leading and until next time. Stay safe and be well

294

01:02:38.200 --> 01:02:39.470

Brian McComak (he/him): by everyone.