

Webinar

ULI Boston: Making Consistent Impact in a Hybrid Environment

Date: May 11, 2022

00:00:04 --> 00:00:07: Good afternoon, my name is Michelle Landers and I'm the
 00:00:07 --> 00:00:11: executive director here at Uli Boston, New England. I'd like
 00:00:11 --> 00:00:14: to welcome you to today's program. As you can see,
 00:00:14 --> 00:00:17: we're using the zoom meeting format again rather than the
 00:00:17 --> 00:00:20: webinar, so please feel free to share your camera, but
 00:00:20 --> 00:00:23: do stay muted. You can use the chat function to
 00:00:23 --> 00:00:26: communicate with other attendees, but do take a moment to
 00:00:26 --> 00:00:29: understand the difference between a message to everyone, a
 00:00:29 --> 00:00:30: message
 00:00:29 --> 00:00:30: to an individual.
 00:00:31 --> 00:00:34: We have a great discussion lined up for you today.
 00:00:34 --> 00:00:37: If you'd like to submit questions for the panel, please
 00:00:37 --> 00:00:40: feel free to do so anytime by sending it as
 00:00:40 --> 00:00:42: a direct message to me. And when we get to
 00:00:42 --> 00:00:44: Q&A, we can call on you to unmute and ask
 00:00:44 --> 00:00:45: your question live.
 00:00:46 --> 00:00:50: The recording of this session, along with all programming
 00:00:50 --> 00:00:53: across
 00:00:50 --> 00:00:53: the ULI platform, will be available on the ULI knowledge
 00:00:53 --> 00:00:56: Finder in the coming weeks at uli.org.
 00:00:56 --> 00:00:58: Before we jump into.
 00:00:58 --> 00:00:58: The panel.
 00:00:58 --> 00:01:02: I'd like to thank and introduce today's sponsor, Keller
 00:01:04 --> 00:01:07: Augusta.
 00:01:04 --> 00:01:07: Here with some opening remarks is Caitlin Kincaid take it
 00:01:07 --> 00:01:08: away, Caitlin?
 00:01:10 --> 00:01:14: Thanks, Michelle. I'm going to share my screen of a
 00:01:14 --> 00:01:17: couple of graphics to share with the group.
 00:01:20 --> 00:01:21: OK.
 00:01:30 --> 00:01:32: Bear with me for one second here.

00:01:34 --> 00:01:37: But thank you we if you don't know me, I'm
00:01:37 --> 00:01:42: Caitlin decade senior managing director at Keller Augusta.
We're a
00:01:42 --> 00:01:47: Boston beach based search firm focused exclusively on real
estate.
00:01:47 --> 00:01:52: We are really excited about this topic because we are
00:01:52 --> 00:01:56: talking to all of our clients and candidates about the
00:01:56 --> 00:02:00: new world that we're living in and navigating hybrid work.
00:02:00 --> 00:02:03: And, you know, prioritizing collaboration.
00:02:04 --> 00:02:08: And office time and sort of the in between. So
00:02:08 --> 00:02:12: I wanted to share with you. We recently completed a
00:02:13 --> 00:02:14: survey to about.
00:02:15 --> 00:02:17: 800
00:02:19 --> 00:02:21: I apologize guys here.
00:02:22 --> 00:02:30: 800 candidates and clients asking them to weigh in on.
00:02:32 --> 00:02:36: Hybrid the hybrid work and.
00:02:38 --> 00:02:39: And.
00:02:42 --> 00:02:45: And you know how? What people are, how people are
00:02:45 --> 00:02:48: prioritizing it, and can you see my screen? Sorry. Can
00:02:48 --> 00:02:49: someone just help me and?
00:02:51 --> 00:02:53: Not at the moment yet.
00:02:57 --> 00:03:01: In addition to navigating the hybrid work environment, also,
any
00:03:01 --> 00:03:04: technological challenges that come along with that.
00:03:07 --> 00:03:10: For some reason I'm sort of struggling with our my.
00:03:11 --> 00:03:12: Tap here.
00:03:17 --> 00:03:19: Do you want to email it to us? Caitlin, one
00:03:19 --> 00:03:20: of us, can share.
00:03:22 --> 00:03:22: Umm?
00:03:27 --> 00:03:29: OK, I got it.
00:03:31 --> 00:03:33: I apologize for that.
00:03:34 --> 00:03:36: There we go. OK here we.
00:03:36 --> 00:03:39: Are sorry about that. OK, so we have. We've just
00:03:39 --> 00:03:42: done a robust survey. Putting it out to candidates and
00:03:42 --> 00:03:45: clients that we work with. Sort of asking them you
00:03:45 --> 00:03:49: know what? What are you doing to make this work?
00:03:49 --> 00:03:51: What are your plans? Is this here to stay? Is
00:03:51 --> 00:03:54: this to be determined? And I think you know the
00:03:55 --> 00:03:57: feedback has been pretty interesting.
00:03:59 --> 00:04:00: We
00:04:01 --> 00:04:05: you know, I think candidates are.
00:04:07 --> 00:04:09: Prioritizing flexibility over.
00:04:10 --> 00:04:14: Of many other benefits, including compensation, which I think

is
00:04:14 --> 00:04:19: kind of interesting, I think that companies although you know
00:04:19 --> 00:04:22: the real estate industry, is a very in person business.
00:04:23 --> 00:04:26: It's hard to manage an asset, or, you know, interact
00:04:26 --> 00:04:30: with your tenants from home. So the idea of working
00:04:30 --> 00:04:34: remotely was challenging specifically to this industry, but I
think
00:04:34 --> 00:04:38: many companies are, you know, forced or embracing this
new
00:04:38 --> 00:04:41: normal because I think they know that.
00:04:41 --> 00:04:44: You know their employees are prioritizing it, so this is,
00:04:44 --> 00:04:47: you know, some highlights of some of the results of
00:04:47 --> 00:04:50: our survey, and I think if you can see, you
00:04:50 --> 00:04:50: know.
00:04:52 --> 00:04:54: The question was sort of returning to the office. What
00:04:54 --> 00:04:56: things are most important to you?
00:04:56 --> 00:05:00: And I think that you know the candidates are seeking
00:05:00 --> 00:05:05: that real time interaction, whether it's communications or
training or
00:05:05 --> 00:05:10: mentorship. You know the employees are prioritizing. You
know, the
00:05:10 --> 00:05:11: idea that being together.
00:05:13 --> 00:05:16: Works you know, down below here it shows sort of
00:05:16 --> 00:05:19: where there was overlap and I think coming back to
00:05:19 --> 00:05:22: the office people wanted to focus on benefits and program
00:05:22 --> 00:05:26: and engagement. You know, everybody wants to feel safe
and
00:05:26 --> 00:05:29: make sure that their protocols and policies in place to
00:05:29 --> 00:05:31: you make people feel comfortable.
00:05:33 --> 00:05:36: You know, talking about some of the benefits that are
00:05:36 --> 00:05:39: important to people as we move forward. You can see
00:05:39 --> 00:05:40: here, you know.
00:05:40 --> 00:05:45: Did the employees sort of putting that compensation and
flexible
00:05:45 --> 00:05:49: schedules at the top where the employer is like trying
00:05:49 --> 00:05:53: to focus on the flexible schedules and the compensation
down
00:05:53 --> 00:05:53: below?
00:05:55 --> 00:05:58: You know, I think one of the things like that.
00:05:58 --> 00:06:01: My fellow panelists are going to cover today is sort
00:06:01 --> 00:06:03: of. You know. How do we go from here? How
00:06:03 --> 00:06:06: is this impacted the way that we work the way
00:06:06 --> 00:06:07: that we think about future?
00:06:09 --> 00:06:14: Career moves and, you know, professional growth. You

know, I think the idea is that the one of the.

00:06:14 --> 00:06:17: Interesting stats that it's listed here that came back is

00:06:18 --> 00:06:21: that you know 72% of the employees that responded to

00:06:21 --> 00:06:24: the survey are considering a career change, and I think

00:06:24 --> 00:06:27: there's a lot of reasons why that's the case. But

00:06:27 --> 00:06:30: you know, I think it's something that the employer is

00:06:30 --> 00:06:33: hearing loud and clear and working hard to, you know,

00:06:33 --> 00:06:36: put strategies in place to retain the good people, whether

00:06:36 --> 00:06:40: that is coming up with the hybrid model, whether it's

00:06:40 --> 00:06:43: looking at compensation, whether it's you know, really

00:06:43 --> 00:06:47: engaging their

00:06:47 --> 00:06:49: teams, and making sure people are happy.

00:06:50 --> 00:06:53: You know, I think there are also people are looking

00:06:53 --> 00:06:56: at their competitors. Many requests we have from our clients

00:06:56 --> 00:06:58: is, you know, looking at compensation, looking at benefits,

00:06:59 --> 00:07:01: and

00:06:59 --> 00:07:01: you understanding how they align with some of the other

00:07:01 --> 00:07:03: firms who work with because if people want to be

00:07:03 --> 00:07:05: competitive and they want to remain.

00:07:07 --> 00:07:08: You know?

00:07:09 --> 00:07:11: And the place that people want to work and not

00:07:11 --> 00:07:14: lose people to their competitors. So I'm looking forward to

00:07:14 --> 00:07:16: this discussion. I'm going to turn it over to Tanya

00:07:16 --> 00:07:19: Mitchell, who's the director of Human Resources at the Davis

00:07:19 --> 00:07:21: Company who's going to lead our panel today.

00:07:23 --> 00:07:27: Thank you so much, Caitlin, I really appreciate it. And

00:07:27 --> 00:07:31: as she mentioned, I am Tony Mitchell. I am the

00:07:31 --> 00:07:35: Director of Human Resources and DE 9 initiatives at Davis,

00:07:35 --> 00:07:39: which is a real estate development and investment company.

00:07:39 --> 00:07:43: I

00:07:39 --> 00:07:43: actually work pretty closely with Caitlin as it relates to

00:07:43 --> 00:07:47: a number of candidates and for our recruiting efforts.

00:07:48 --> 00:07:52: Some of the things that you know she highlighted is

00:07:52 --> 00:07:55: just, you know, as we've been talking about the new

00:07:55 --> 00:07:59: normal, you know this has been a conversation that we've

00:07:59 --> 00:08:02: had since we entered into COVID, but now it's somewhat

00:08:03 --> 00:08:05: is. Is it really about COVID or is it just

00:08:05 --> 00:08:09: about like looking at your life and looking at personal

00:08:09 --> 00:08:13: and professional things that you really want to do? And

00:08:13 --> 00:08:15: how do we build out for the future? So in

00:08:15 --> 00:08:19: this conversation we have some amazing panelists.

00:08:19 --> 00:08:22: Which I will introduce, and we can kind of talk

00:08:23 --> 00:08:27: about, you know their experiences, how they have worked with,

00:08:27 --> 00:08:32: just looked at their own professional careers, but then also

00:08:32 --> 00:08:36: how they worked with clients on trying to stand out.

00:08:36 --> 00:08:40: So first I have with us calling Aria, who is

00:08:40 --> 00:08:44: a principal and interior designer at Stantec and we have

00:08:44 --> 00:08:48: Corinne Brandt who is the founder and CEO of Co

00:08:48 --> 00:08:49: urbanize.

00:08:49 --> 00:08:54: Also, we have Julie Brown, which I'm actually very happy

00:08:54 --> 00:08:58: to finally meet Julie because funnily enough when I first

00:08:58 --> 00:09:02: heard about her when we entered into COVID and how

00:09:02 --> 00:09:07: she is a business strategist and an expert with networking

00:09:07 --> 00:09:11: and then we also have Lauren Jasinski who is the

00:09:11 --> 00:09:14: founder and CEO of 1 Circle. So with that being

00:09:14 --> 00:09:17: said I want to kind of just dive in and

00:09:17 --> 00:09:20: just, you know, engage these ladies.

00:09:20 --> 00:09:24: And just a conversation and ask them a number of

00:09:24 --> 00:09:28: questions and just kind of open up. And I'm going

00:09:28 --> 00:09:32: to throw this to Julie and Lauren like what has

00:09:32 --> 00:09:33: been your new normal.

00:09:36 --> 00:09:37: Bar and you're gonna go first.

00:09:40 --> 00:09:41: OK.

00:09:42 --> 00:09:45: Considering I work in an office by myself, not the

00:09:45 --> 00:09:49: pandemic, only affected what I did with other people like

00:09:49 --> 00:09:51: my clients because I'm the only one in the office,

00:09:52 --> 00:09:54: so I could still just go to the office and

00:09:54 --> 00:09:57: through the entire pandemic so I didn't. I think I

00:09:57 --> 00:10:00: worked from home for like the first two weeks of

00:10:00 --> 00:10:03: lockdown and then I went back to work but everything

00:10:03 --> 00:10:06: I did prior to the pandemic, everything was like FaceTime.

00:10:06 --> 00:10:09: All of the events were in person. All of this.

00:10:09 --> 00:10:11: I was one of those people. Was like you have

00:10:12 --> 00:10:14: to meet in person. You have to do the coffees.

00:10:14 --> 00:10:19: In person and I never really even thought about embracing

00:10:19 --> 00:10:22: a virtual work style, but what has changed for me

00:10:23 --> 00:10:27: during the pandemic is me as a networking expert. My

00:10:27 --> 00:10:32: network grew geographically during the pandemic because I

00:10:32 --> 00:10:36: was no longer limited by geography as far as who was allowed

00:10:36 --> 00:10:40: to meet with. So I attended events in California. I

00:10:40 --> 00:10:44: attended events in Texas like, obviously virtually and.

00:10:45 --> 00:10:47: I don't want to say the pandemic was the best

00:10:47 --> 00:10:51: thing that ever happened, because it's not. That's not the
00:10:51 --> 00:10:53: case at all, but there are people now in my
00:10:53 --> 00:10:56: network and networks that I am that I am tapped
00:10:56 --> 00:10:59: into across the country that I otherwise would not have
00:10:59 --> 00:11:02: had that opportunity to be a part of. So I
00:11:02 --> 00:11:05: took advantage of. I really took advantage of the virtual
00:11:05 --> 00:11:08: nature of how we were working and networking and
connecting
00:11:08 --> 00:11:10: over the past two years.
00:11:12 --> 00:11:14: Yeah no, and to tack onto it, Julie said. And
00:11:14 --> 00:11:17: also what Caitlin had mentioned. So I think I'm a
00:11:17 --> 00:11:20: good example of the of Caitlin stat. There of during
00:11:20 --> 00:11:23: the pandemic as it was setting in, I took the
00:11:23 --> 00:11:26: opportunity to sort of revision and think through what I
00:11:26 --> 00:11:29: wanted in terms of my next step and I've been
00:11:29 --> 00:11:32: a positive development for a long time and had always
00:11:32 --> 00:11:35: had sort of thoughts and dreams about starting my own
00:11:35 --> 00:11:37: company. And when the pandemic hit I think it was
00:11:38 --> 00:11:40: a moment of pause. We all had the chance to
00:11:40 --> 00:11:42: sort of reflect on what we were doing.
00:11:42 --> 00:11:45: Their jobs are lives and so about six months into
00:11:45 --> 00:11:48: the pandemic, I left the studio to start my own
00:11:48 --> 00:11:51: company 1 Circle Co where. So I'm doing a lot
00:11:51 --> 00:11:55: of what I did before multifamily development, but with the
00:11:55 --> 00:11:59: larger focus on health and Wellness and sustainability and
future
00:11:59 --> 00:12:02: projects. So it went from being at a very big
00:12:02 --> 00:12:05: corporate national developer to doing my own thing. And so
00:12:05 --> 00:12:08: it's a big shift. But I think it was the
00:12:08 --> 00:12:11: right move and I think it was just the opportunity
00:12:11 --> 00:12:12: to step back and.
00:12:12 --> 00:12:15: Sort of. Take a leap that I thought about but
00:12:15 --> 00:12:18: never seriously considered until the pandemic and and then
just
00:12:18 --> 00:12:19: felt. If not now, when?
00:12:21 --> 00:12:22: And made that leap.
00:12:22 --> 00:12:23: So.
00:12:23 --> 00:12:26: Thank you Lauren, and it's funny that you said you
00:12:26 --> 00:12:29: know you took that time to kind of reflect because
00:12:29 --> 00:12:32: that's kind of what it Caitlin and eluded in her
00:12:32 --> 00:12:36: presentation, where it wasn't just about COVID, but it was
00:12:36 --> 00:12:39: like a time for individuals to pause and say, what
00:12:39 --> 00:12:42: do I really want for myself? What do I want

00:12:42 --> 00:12:45: for my career and where employers have to kind of
00:12:45 --> 00:12:48: be mindful of that work? Life balance. So I'm going
00:12:49 --> 00:12:51: to kick it over to Corinne like.
00:12:51 --> 00:12:54: What did you need to do to kind of pivot
00:12:54 --> 00:12:57: and stand out? You know whether for yourself or for
00:12:57 --> 00:13:00: clients you know to get that opportunity.
00:13:01 --> 00:13:05: Yeah, so corbanese as an online community engagement
platform. We
00:13:05 --> 00:13:09: help real estate owner developers build and document
support for
00:13:10 --> 00:13:13: projects and help more people participate in the process. So
00:13:13 --> 00:13:18: when COVID happened, people weren't having public
meetings and we
00:13:18 --> 00:13:21: started getting lots of calls. What do we do? How
00:13:21 --> 00:13:25: do we make sure that we're reaching people inclusively
equitably?
00:13:25 --> 00:13:28: Because we can't have people meet in person safely. So
00:13:28 --> 00:13:31: we had to do a couple of things and the
00:13:31 --> 00:13:32: first was really.
00:13:32 --> 00:13:35: Step back and and hear the challenges that our customers
00:13:36 --> 00:13:38: were have were having and think through how do we
00:13:39 --> 00:13:41: help them pivot in this moment and support them.
00:13:43 --> 00:13:48: And two really interesting things happen. Our business grew
and
00:13:48 --> 00:13:52: the geography of our client based grew. So we work
00:13:52 --> 00:13:55: across 30 states in the US and in Canada, and
00:13:55 --> 00:13:59: we also took stock of what our team needed and
00:13:59 --> 00:14:03: we had team members who moved from the Boston area,
00:14:03 --> 00:14:08: got Airbnb's long term and places like Nashville, Hawaii,
Mexico,
00:14:08 --> 00:14:13: and they wanted more flexibility. And it's a very difficult.
00:14:13 --> 00:14:16: Marion market in in tech. So to be more competitive,
00:14:16 --> 00:14:20: we embrace being fully remote so that we could really
00:14:20 --> 00:14:24: have people across different time zones. Better serve our
customer
00:14:24 --> 00:14:27: base, have the talent that was needed in place and
00:14:27 --> 00:14:31: what also happened for me was I realized that this
00:14:31 --> 00:14:34: this really was something that I wanted that I had
00:14:34 --> 00:14:38: never realized before. COVID of being a remote company.
It's
00:14:38 --> 00:14:39: served me well as well.
00:14:40 --> 00:14:41: That's great.
00:14:43 --> 00:14:46: And again, I like that you made that you know
00:14:46 --> 00:14:50: determination that that's something that you needed for

yourself. But

00:14:50 --> 00:14:53: As for an organization that you embrace this, so I'm

00:14:53 --> 00:14:56: actually now going to kind of kick it over to

00:14:56 --> 00:14:59: Colleen because, you know, with your experiences, do you believe

00:15:00 --> 00:15:03: that most companies are embracing this? What we call this

00:15:03 --> 00:15:06: new hybrid model, or what we call the new normal?

00:15:07 --> 00:15:11: So overall the answer is yes and what we're seeing

00:15:11 --> 00:15:16: Stantec we're and architecture and engineering and interior design firm

00:15:16 --> 00:15:20: and I work with a lot of companies and their

00:15:20 --> 00:15:25: workplaces, both strategically and to design their spaces and then

00:15:25 --> 00:15:29: also in commercial mixed use. So you know, working with

00:15:29 --> 00:15:33: landlords to develop whether it's you know a office building

00:15:33 --> 00:15:37: or mixed use building. So what we're seeing is that.

00:15:37 --> 00:15:42: There were several trends brewing before the pandemic hit and

00:15:42 --> 00:15:46: one was that many companies, especially ones with large real

00:15:46 --> 00:15:52: estate portfolios including ourselves. We have a really large portfolio.

00:15:53 --> 00:15:58: They were already a well aware that office occupancy rates

00:15:58 --> 00:16:02: were at best between 38 and 50%. I mean 50%

00:16:02 --> 00:16:06: is actually kind of out of the norm, so there

00:16:06 --> 00:16:11: was a tightening of real estate that had already started,

00:16:11 --> 00:16:15: and so once COVID came and hybrid work and flexible

00:16:15 --> 00:16:20: work kicked into gear and even less people were seeing

00:16:20 --> 00:16:23: now are in the office as frequently.

00:16:23 --> 00:16:28: That reevaluation of real estate needs is increasing even more

00:16:28 --> 00:16:32: so, so you know. Previously companies were perhaps being a

00:16:32 --> 00:16:37: little conservative and taking shaving. Maybe 15% off of their

00:16:37 --> 00:16:41: real estate. Now that conservative estimate is roughly 30% and

00:16:41 --> 00:16:42: in some cases.

00:16:43 --> 00:16:47: Our office is even where we're taking 50% less real

00:16:47 --> 00:16:50: estate when we move in a few months. So and

00:16:50 --> 00:16:55: and and we feel comfortable doing that because we've done

00:16:55 --> 00:16:59: the research. Many companies that we work with do a

00:16:59 --> 00:17:02: lot of surveying. They look at a lot of badging

00:17:02 --> 00:17:07: data and just space utilization to understand how their spaces

00:17:07 --> 00:17:11: are being used and with what frequency. The other thing
00:17:12 --> 00:17:13: I think we saw happening.
00:17:14 --> 00:17:17: And I did a discussion right as pandemic hit about
00:17:17 --> 00:17:22: this. There are certain trends that happen after pandemics,
and
00:17:22 --> 00:17:26: one of them is that there's huge labor shortages and
00:17:26 --> 00:17:30: we're all experiencing that now. So even if there are
00:17:30 --> 00:17:35: companies that are apprehensive or begrudgingly embracing
flexible work, they're
00:17:35 --> 00:17:40: doing it because they really can't afford to lose people
00:17:40 --> 00:17:43: to lose talent. And if anything, they need to hire
00:17:43 --> 00:17:44: more.
00:17:44 --> 00:17:48: Talent so flexible work and this was mentioned earlier. It's
00:17:48 --> 00:17:51: it's seen as a retention and a recruitment technique and
00:17:51 --> 00:17:55: in some cases is more powerful than compensation.
00:17:57 --> 00:17:57: Wow.
00:17:59 --> 00:18:02: There's like two major points that you know that you
00:18:03 --> 00:18:06: hit on that I really appreciate, and I'm just like
00:18:06 --> 00:18:09: OK. Which one do I tackle first? So I think
00:18:09 --> 00:18:13: one I want to actually kind of throw back out
00:18:13 --> 00:18:17: to the group 1st about the trends and whether they're
00:18:17 --> 00:18:20: saying mostly I want to direct that to Karen and
00:18:20 --> 00:18:25: then we can revisit the conversation about labor shortages
and
00:18:25 --> 00:18:28: trends there. But current if you want to also talk
00:18:28 --> 00:18:29: about.
00:18:29 --> 00:18:32: Some of the trends that you're seeing, especially when it
00:18:32 --> 00:18:33: comes to office space.
00:18:34 --> 00:18:36: Turns in office space.
00:18:37 --> 00:18:41: Well, I think in terms of the the tech sector,
00:18:41 --> 00:18:44: a lot of people have moved to be more remote
00:18:44 --> 00:18:47: or more flexible. We were in a we work when
00:18:47 --> 00:18:51: the pandemic happened, and as a tech company we we
00:18:51 --> 00:18:54: were really glad that we are lease was coming up
00:18:54 --> 00:18:57: so we were able to move out very quickly. But
00:18:58 --> 00:19:01: a lot of people left the coworking space and since
00:19:01 --> 00:19:05: then we've gone back for occasional like work, section, work,
00:19:06 --> 00:19:08: work sessions to collaborate.
00:19:08 --> 00:19:12: And it's a very, very different culture and community dynamic
00:19:12 --> 00:19:16: in those coworking spaces there. So I see the coworking
00:19:16 --> 00:19:20: space has shifted more to suburban markets. It's really just
00:19:20 --> 00:19:23: changed the dynamic there, and I think a lot of
00:19:23 --> 00:19:27: people are rethinking what the the office looks like long

00:19:27 --> 00:19:27: term.

00:19:29 --> 00:19:33: But that's my perspective from having a tech company.

00:19:34 --> 00:19:35: Thank you.

00:19:36 --> 00:19:40: So going back to just the point made about just

00:19:41 --> 00:19:45: companies having to shift and to really make sure that

00:19:45 --> 00:19:52: one that they're aligning with organizations, and you know, aligning

00:19:52 --> 00:19:55: with just the talent pool out there.

00:19:56 --> 00:20:00: One I want to know, you know I can actually

00:20:01 --> 00:20:03: pose this to Julie of how our.

00:20:04 --> 00:20:09: Candidates selling themselves, you know, to get that like

00:20:09 --> 00:20:11: basically

00:20:11 --> 00:20:12: kind of what they want, you know to have that

00:20:16 --> 00:20:17: flexibility.

00:20:16 --> 00:20:17: You're on mute.

00:20:18 --> 00:20:20: I was married very early happens.

00:20:22 --> 00:20:25: Is an interesting question to ask somebody who is a

00:20:25 --> 00:20:28: solo preneur because I'm not interviewing anybody.

00:20:29 --> 00:20:33: But I think right now it's not. Unfortunately, it's like

00:20:33 --> 00:20:38: a buyers market versus a sellers market. Employ those

00:20:38 --> 00:20:42: seeking

00:20:42 --> 00:20:46: or looking to make changes in their career or looking

00:20:46 --> 00:20:49: to change. Jobs are actually more being sold to by

00:20:49 --> 00:20:53: the companies who are who are looking to hire. So

00:20:53 --> 00:20:57: it's almost like a a reverse question. It's how can

00:20:57 --> 00:20:59: the companies say we can accommodate the the the work

00:20:59 --> 00:21:02: environment that you want?

00:21:02 --> 00:21:04: And work flexibility that you want. I mean, when it

00:21:06 --> 00:21:09: comes to being the top candidate.

00:21:09 --> 00:21:11: I mean, I'm going to say being really good at

00:21:11 --> 00:21:14: your job as a barrier to entry for anything right

00:21:14 --> 00:21:17: now because there is so much talent out there, so

00:21:17 --> 00:21:20: it's how are you how you standing out from the

00:21:20 --> 00:21:23: crowd? Aside from the fact that you're really good at

00:21:23 --> 00:21:26: your job. So what other things have you done? Do

00:21:26 --> 00:21:29: you create content? Do you have you been? Have you

00:21:29 --> 00:21:32: had the opportunity to speak about your expertise? Like?

00:21:32 --> 00:21:35: What

00:21:35 --> 00:21:36: are the ways that you can stand out? Because like

00:21:36 --> 00:21:40: I said, it barrier to entry is being really really

00:21:36 --> 00:21:40: good at your job.

00:21:36 --> 00:21:40: There's no dummies here. There's no dummies in our

00:21:36 --> 00:21:40: industry

00:21:40 --> 00:21:43: whatsoever. So what are you doing for yourself for your
00:21:43 --> 00:21:46: own personal brand to stand out as far as a
00:21:46 --> 00:21:48: thought leader in your expertise?
00:21:49 --> 00:21:52: Thank you and.
00:21:53 --> 00:21:54: Lauren, what would you say?
00:21:56 --> 00:21:59: It is like this line of you know this question
00:21:59 --> 00:22:02: and conversation. What would you say for someone to kind
00:22:02 --> 00:22:05: of stand out like what basic practices that someone should
00:22:05 --> 00:22:09: actually build into just making sure that they continue to
00:22:09 --> 00:22:12: stand out to these organizations and then make sure that
00:22:12 --> 00:22:15: they are getting noticed by these organizations?
00:22:17 --> 00:22:20: I mean, it's a good question. I might answer it
00:22:20 --> 00:22:22: a couple different ways. I think 1 as a company
00:22:22 --> 00:22:25: standing out so less is the employee, but more as
00:22:25 --> 00:22:28: a company and I know Karen and our prep call.
00:22:28 --> 00:22:31: You spoke to this too. You mentioned Caitlin remote work
00:22:32 --> 00:22:35: and flexibility. I was recently hiring 2 part-time associates and
00:22:35 --> 00:22:38: posted on LinkedIn and tried to get the word out
00:22:38 --> 00:22:42: and ended up taking bringing on two part-time associates,
00:22:42 --> 00:22:45: one
00:22:42 --> 00:22:45: in New York and one in Virginia. So fully remote
00:22:45 --> 00:22:47: understanding that they would never.
00:22:47 --> 00:22:50: Potentially come to Boston for the time being and now
00:22:50 --> 00:22:54: 11 associate will be graduating Graduate School and
00:22:54 --> 00:22:57: hopefully moving
00:22:57 --> 00:23:00: to Boston full time and she'll be here in person,
00:22:57 --> 00:23:00: but even still, as we were working on, you know
00:23:00 --> 00:23:04: the benefits package and what that role would look like.
00:23:04 --> 00:23:07: We've settled on three days in the office and two
00:23:07 --> 00:23:10: days out and it's still very remote. We're still very
00:23:10 --> 00:23:13: flexible, I should say, and the idea of having a
00:23:13 --> 00:23:16: lot of PTO and but potentially being able to work
00:23:16 --> 00:23:18: from other places. So PTO.
00:23:18 --> 00:23:20: To be able to travel and have time off. But
00:23:20 --> 00:23:23: then maybe you're working from that other location. As you
00:23:24 --> 00:23:26: mentioned Karen a couple days a week or you know
00:23:26 --> 00:23:30: whatever that looks like. So I think flexibility is key,
00:23:30 --> 00:23:32: but as an employer it was nice because I was
00:23:32 --> 00:23:35: able to recruit from across the country. Really, if you
00:23:35 --> 00:23:38: think about it for those first two hires and now
00:23:38 --> 00:23:42: going forward, you know I'll probably look more locally, but
00:23:42 --> 00:23:44: that was really nice and I know Karen you had

00:23:44 --> 00:23:47: said you had the benefit of that as well.
00:23:51 --> 00:23:53: And if you want to speak to that, it was
00:23:53 --> 00:23:54: great because I love how.
00:23:54 --> 00:23:58: You clean that way, yeah? So we, we've hired fully
00:23:58 --> 00:24:01: remote and we have people across.
00:24:02 --> 00:24:05: Five or six different time zones right now, and so
00:24:05 --> 00:24:08: that actually enables us to to support clients in a
00:24:08 --> 00:24:11: different way. But there's two things that come from that.
00:24:12 --> 00:24:14: One is, it's very hard when you hire remotely and
00:24:14 --> 00:24:18: you're in different time zones to hire more junior team
00:24:18 --> 00:24:23: members that require more training, more mentorship, more
professional development
00:24:23 --> 00:24:26: like we realize we're just not staffed to do that.
00:24:26 --> 00:24:29: And so we hire people who are more experienced who
00:24:29 --> 00:24:32: can hit the ground running who already have their skills
00:24:32 --> 00:24:33: or their crafts.
00:24:33 --> 00:24:36: A little bit more developed. Who are who are more
00:24:37 --> 00:24:40: senior in their career and that's been helpful for us.
00:24:40 --> 00:24:43: But I have people who are like somebody who is
00:24:43 --> 00:24:46: last week in Mexico and this week said I'm in
00:24:46 --> 00:24:49: Montreal now. I'll be here for a few months there
00:24:49 --> 00:24:53: being being still still working. You know we'll take their
00:24:53 --> 00:24:56: their time, but I think people want to have that
00:24:56 --> 00:25:00: flexibility. Want to be able to work and travel on
00:25:00 --> 00:25:01: their own schedule?
00:25:02 --> 00:25:03: Thank you.
00:25:05 --> 00:25:08: I'm actually kind of wanna piggyback off of what you
00:25:09 --> 00:25:12: just said because I have seen this as well and
00:25:12 --> 00:25:15: if you don't mind I want to call Caitlin into
00:25:15 --> 00:25:20: this. It's more about the individuals who are more junior
00:25:20 --> 00:25:23: and how are they you know what have you been
00:25:23 --> 00:25:28: seeing as trend wise or getting those individuals
opportunities to
00:25:28 --> 00:25:32: stand out or what have you suggested to them because
00:25:32 --> 00:25:35: you know companies are looking for.
00:25:35 --> 00:25:37: A little bit more senior talent which you don't have
00:25:37 --> 00:25:39: to spend that much time in that staying.
00:25:41 --> 00:25:44: I mean, I think it's I think we're seeing like
00:25:44 --> 00:25:47: two groups, if you will, within the up and coming
00:25:47 --> 00:25:51: professionals, I think there's definitely those people that are
embracing.
00:25:51 --> 00:25:54: You know, they were down in Florida for a couple
00:25:54 --> 00:25:58: weeks and the you know cold temperatures working remotely

and
00:25:58 --> 00:26:01: you maybe they went on a ski trip and that
00:26:01 --> 00:26:04: kind of thing and really embracing to to your point.
00:26:04 --> 00:26:07: Current like the ability to kind of work where you
00:26:07 --> 00:26:10: want to be. But then there's definitely the the group
00:26:11 --> 00:26:11: of people.
00:26:11 --> 00:26:15: That are desperately seeking the mentorship and the in
person
00:26:15 --> 00:26:18: guidance, you know, I think if someone were to call
00:26:18 --> 00:26:21: us to ask us to do an assignment for an
00:26:21 --> 00:26:25: analyst or an associate, you know we're really trying to
00:26:25 --> 00:26:28: give feedback to our clients that those candidates are just
00:26:28 --> 00:26:32: lighter because they've missed the many of them didn't have
00:26:32 --> 00:26:33: internships.
00:26:34 --> 00:26:40: They missed like that critical. You know. Collaborative
training hands
00:26:40 --> 00:26:44: on exposure. You know, for those formative years, so I
00:26:44 --> 00:26:48: think that's that's something that you know we're certainly
facing
00:26:48 --> 00:26:52: in the candidate pool. But I would say, you know.
00:26:53 --> 00:26:56: Many of those candidates do want you know to get
00:26:57 --> 00:27:00: back together with their peers and you know their managers
00:27:00 --> 00:27:03: and have that you know real time exposure.
00:27:04 --> 00:27:08: Thank you Caitlin. So actually I'm gonna kick it over
00:27:08 --> 00:27:11: to Colleen. Can you tell me what have you found
00:27:11 --> 00:27:15: as some of the biggest challenges you've experienced with
this
00:27:15 --> 00:27:18: hybrid or model or the new normal?
00:27:18 --> 00:27:22: Yeah, it's it's a great question and I think Caitlin
00:27:22 --> 00:27:27: you were definitely alluding to some of the biggest challenges
00:27:27 --> 00:27:29: right now would be mentoring.
00:27:30 --> 00:27:35: Younger staff, especially, and I think.
00:27:36 --> 00:27:40: You know if I'm going to generalize, it's different across
00:27:40 --> 00:27:44: industries. Depending on the type of work you're doing and
00:27:44 --> 00:27:48: the technology. But what I find intriguing is that we're
00:27:48 --> 00:27:52: in this like weird transition period across the board. Whether
00:27:52 --> 00:27:55: it's real estate or digital tools, and we're kind of
00:27:55 --> 00:27:58: the Guinea pigs, we're all going to look back at
00:27:58 --> 00:28:02: this time. Like, especially the kids that are like 20
00:28:02 --> 00:28:05: in their 20s. Right now. They're going to look back
00:28:05 --> 00:28:06: right there.
00:28:06 --> 00:28:11: Remember when and the struggles that we had and because
00:28:11 --> 00:28:16: I think the younger generations now are so much better

00:28:16 --> 00:28:20: equipped to develop the new workflows that.

00:28:21 --> 00:28:24: Get over the hurdle of having to be in person

00:28:24 --> 00:28:28: to get that mentorship, and I see it happening already.

00:28:28 --> 00:28:32: Now. I'm actually changing the workflows that I do with

00:28:32 --> 00:28:36: younger stuff because I have to because there's no way

00:28:36 --> 00:28:40: to the earlier points made about hiring folks in different.

00:28:40 --> 00:28:40: Time zones.

00:28:40 --> 00:28:42: And across the nation.

00:28:43 --> 00:28:46: I've been doing the same thing, so I've been, you

00:28:46 --> 00:28:50: know, with this labor shortage and the fact that we're

00:28:50 --> 00:28:54: a national company, I have the ability to pull staff

00:28:54 --> 00:28:58: from other offices and pull talent of different abilities together,

00:28:58 --> 00:29:02: and I have several projects where I haven't met people

00:29:02 --> 00:29:05: like over for over a year, and we've only worked

00:29:05 --> 00:29:09: virtually, and they're at all different levels, so it's really

00:29:09 --> 00:29:13: forced all of us to figure out what is working,

00:29:13 --> 00:29:14: what doesn't work.

00:29:14 --> 00:29:18: And you know there I don't have any concrete rules.

00:29:18 --> 00:29:21: We're still in that transition, so I think it's going

00:29:21 --> 00:29:25: to be incredibly interesting to, you, know, ten 1520 years.

00:29:25 --> 00:29:28: Look back and see the development of the tools that

00:29:28 --> 00:29:32: we're using now, especially as it relates to mentoring.

00:29:33 --> 00:29:36: Because

00:29:36 --> 00:29:39: it's it's not going away. We can't just say oh,

00:29:40 --> 00:29:43: mentoring has to happen in person. That's not the solution.

00:29:43 --> 00:29:45: That's great, but we're forever changed, right? So we walked

00:29:46 --> 00:29:50: through the door.

00:29:50 --> 00:29:55: I think the other thing in Caitlin. You mentioned this

00:29:55 --> 00:29:55: too is that the workforce Americans were workaholics, right?

00:29:56 --> 00:29:56: We

00:29:56 --> 00:29:59: we.

00:29:59 --> 00:30:00: We

00:30:00 --> 00:30:04: we live to work and that's.

00:30:04 --> 00:30:07: Deeply.

00:30:07 --> 00:30:11: You know, ingrained in us, but at the same time

00:30:11 --> 00:30:15: I think we all got a taste of wow. If

00:30:15 --> 00:30:20: I'm not commuting 2 plus hours a day, every day,

00:30:20 --> 00:30:24: what does that mean? If I have the ability to.

00:30:24 --> 00:30:28: Work at varying times because now my my project

00:30:28 --> 00:30:32: requirements

00:30:28 --> 00:30:32: are and demands are, you know, a little more loose

00:30:28 --> 00:30:32: than that. I get to set those expectations as long

00:30:28 --> 00:30:32: as I get my job done right, there's nobody doing

00:30:32 --> 00:30:35: a bed check that I'm at my desk as long
00:30:35 --> 00:30:36: as I get my work done.
00:30:38 --> 00:30:41: People really enjoy that time so.
00:30:43 --> 00:30:46: For you know whatever they want to do, whether it's
00:30:46 --> 00:30:50: skiing, being with families, doing yoga, who knows. So I
00:30:51 --> 00:30:54: think I think those are two of the biggest things,
00:30:54 --> 00:30:59: and I wouldn't say they're hurdles. They're just, you know,
00:30:59 --> 00:31:02: it's. It's kind of made us change course a little
00:31:02 --> 00:31:05: bit, so I'm I'm. I'm like a history person I
00:31:06 --> 00:31:09: just I'm really excited to see what happens in 10
00:31:09 --> 00:31:10: years.
00:31:11 --> 00:31:14: Colleen, thank you. It's funny you have made a point
00:31:15 --> 00:31:18: of just and you mentioned something about the difference in
00:31:19 --> 00:31:21: generations and I know I was going to try to
00:31:22 --> 00:31:24: leave some of the questions to them, but I am
00:31:25 --> 00:31:28: also monitoring the chat but I would also like kind
00:31:28 --> 00:31:31: of ask you. Do you see something different when it
00:31:31 --> 00:31:35: it has to do with candidates or you know individuals
00:31:35 --> 00:31:39: of different generations like is anything standing out to you
00:31:39 --> 00:31:41: or how would you even guide?
00:31:41 --> 00:31:44: Individuals to kind of stand out.
00:31:45 --> 00:31:47: Stand out as candidates.
00:31:48 --> 00:31:51: I think now more than ever.
00:31:53 --> 00:31:53: The.
00:31:53 --> 00:31:58: Candidates have to show that their their own entrepreneurs,
00:31:58 --> 00:32:03: right?
00:31:58 --> 00:32:03: They're very self entrepreneurial and that they will get the
00:32:03 --> 00:32:06: work done right and they'll do it well. Just as
00:32:06 --> 00:32:10: Julie said that, you know, there's a lot of talented
00:32:10 --> 00:32:14: staff out there, but it's not just talent you have
00:32:14 --> 00:32:18: to be self motivated, especially in this hybrid environment.
00:32:19 --> 00:32:21: More
00:32:19 --> 00:32:21: so than ever, you have to be.
00:32:22 --> 00:32:26: Able to see the bigger picture and how you fit
00:32:26 --> 00:32:29: into that and how you know you are part of
00:32:29 --> 00:32:29: a.
00:32:29 --> 00:32:30: Team
00:32:30 --> 00:32:34: that needs to keep the project moving and so it's
00:32:34 --> 00:32:38: important for you to communicate and relay when you need
00:32:38 --> 00:32:38: help.
00:32:40 --> 00:32:43: So I think candidates really need to.
00:32:44 --> 00:32:46: Show that they can do that.
00:32:47 --> 00:32:50: And that's that regardless of generations.

00:32:50 --> 00:32:55: Or, you know, any generation and then the ability to
00:32:55 --> 00:33:01: be flexible. Honestly, because what I've learned even more
so
00:33:01 --> 00:33:06: now is that every you know people have different work
00:33:06 --> 00:33:07: styles, so.
00:33:08 --> 00:33:13: It's more important now to, especially with different
generations to
00:33:13 --> 00:33:17: recognize. OK, maybe this person isn't as fluent in a
00:33:17 --> 00:33:22: certain way of communicating whether it's digital or a person
00:33:22 --> 00:33:27: or whatever. Like recognizing that and saying OK like what's
00:33:27 --> 00:33:30: the best way that we can work together and to
00:33:30 --> 00:33:35: accomplish what our project goals are. So it's it's funny
00:33:35 --> 00:33:38: because there's you know the the.
00:33:38 --> 00:33:41: Skills of your trade, but a lot of what I'm
00:33:41 --> 00:33:45: finding even more so now is are the soft skills
00:33:45 --> 00:33:48: the people skills are so important and it it's.
00:33:49 --> 00:33:52: It's one of those things that I I I work
00:33:52 --> 00:33:54: a lot with the local universities and I tell the
00:33:54 --> 00:33:58: staff there and the professors. I'm like this PeopleSoft skills.
00:33:59 --> 00:34:03: Are so important we can train people in the technical
00:34:03 --> 00:34:08: software and tools that we use. That's easy, but
communications
00:34:08 --> 00:34:13: seem bigger picture and and working with teams. Those
make
00:34:13 --> 00:34:14: people stand out.
00:34:16 --> 00:34:19: Thank you so I'm gonna pivot just a little and
00:34:19 --> 00:34:24: throw this to just, you know, Julie and Lauren just
00:34:24 --> 00:34:29: with this hybrid environment. You know, have you learned to
00:34:29 --> 00:34:34: do something different to gain opportunities or business
connections?
00:34:36 --> 00:34:39: What again just really kind of enforcing? How are you
00:34:39 --> 00:34:44: building those long lasting connections with clients? Or you
know
00:34:44 --> 00:34:47: whoever? If it's a candidate client or just building out
00:34:47 --> 00:34:49: those opportunities?
00:34:51 --> 00:34:54: All Star, so first my entire career pivoted into virtual.
00:34:54 --> 00:34:57: So I was speaking on stages across the country in
00:34:57 --> 00:35:00: front of live audiences. And then when COVID I'm like
00:35:00 --> 00:35:04: first COVID second COVID third COVID like first COVID
happened.
00:35:04 --> 00:35:08: Everything was cancelled because we had this like 2 weeks
00:35:08 --> 00:35:11: and everything was postponed. We're like, OK we'll do it
00:35:11 --> 00:35:14: live in a couple months and then we realized that

00:35:14 --> 00:35:17: wasn't going to happen. So then I had to learn
00:35:17 --> 00:35:20: a whole new skill set of presenting to an audience.
00:35:21 --> 00:35:25: Personally, so that's a different skill set. Obviously different
technology,
00:35:25 --> 00:35:28: so I now I'm relearning how to be in front
00:35:28 --> 00:35:30: of a live audience. I had a big you know
00:35:30 --> 00:35:33: yesterday in front of a sold out audience. It's weird
00:35:33 --> 00:35:36: pivoting back from from digital to to in person or
00:35:37 --> 00:35:38: virtual to in person.
00:35:39 --> 00:35:42: So part of my company went.
00:35:43 --> 00:35:47: In a completely different direction that I had not anticipated,
00:35:47 --> 00:35:49: and I saw somebody put it as Susan put in
00:35:49 --> 00:35:52: a question about a conventions and conference in in the
00:35:53 --> 00:35:55: conference space. And I don't have an answer.
00:35:55 --> 00:35:56: For that but.
00:35:57 --> 00:35:59: For a long time, I think we thought we would
00:35:59 --> 00:36:02: do everything hybrid. There would be an option to stay
00:36:02 --> 00:36:04: at home and there would be an option to go
00:36:04 --> 00:36:06: in person, but I think that's going to be on
00:36:06 --> 00:36:08: a case by case basis with each conference on whether
00:36:08 --> 00:36:11: or not they have the infrastructure to do that, because
00:36:11 --> 00:36:13: that's a lot of infrastructure to do that I know.
00:36:14 --> 00:36:17: People are chomping at the bit to get back to
00:36:17 --> 00:36:20: in person conferences. I have a big importance in person
00:36:20 --> 00:36:24: keynote next week. Another thing that I did to stay
00:36:24 --> 00:36:27: connected with my network was I started creating a lot
00:36:27 --> 00:36:31: of really good content and useful content. So during the
00:36:31 --> 00:36:34: pandemic I launched my podcast as a way of I
00:36:34 --> 00:36:37: with all the people in my network and all the
00:36:37 --> 00:36:41: people that I'm connected to, there's no way it could
00:36:41 --> 00:36:44: possibly be in touch with each person every week.
00:36:44 --> 00:36:47: I feel like I could touch them every week, but
00:36:47 --> 00:36:51: with creating really good content and disseminating it in
multiple
00:36:51 --> 00:36:55: ways. So on LinkedIn it's obviously disseminated via text and
00:36:55 --> 00:36:58: written word, and then my podcast is via audio.
00:36:59 --> 00:37:02: So finding ways to continually be in contact with my
00:37:02 --> 00:37:05: network to deliver value was a way that I not
00:37:05 --> 00:37:09: only stay connected, but grew my network because people
started
00:37:09 --> 00:37:13: finding me through through those mediums. And another
thing is
00:37:13 --> 00:37:17: just being really, really cognizant of the fact that you

00:37:17 --> 00:37:20: have to work at relationships. So even if we're working
00:37:20 --> 00:37:24: at them in a virtual medium and we're doing everything
00:37:24 --> 00:37:27: virtually, you still have to put in the effort to
00:37:27 --> 00:37:29: to make sure that you are fostering.
00:37:29 --> 00:37:33: Relationships and maintaining relationships so not letting the
excuse of
00:37:33 --> 00:37:36: not being able to get together in person be the
00:37:36 --> 00:37:39: reason why our relationship started to flounder or flounder or
00:37:39 --> 00:37:42: not. Even that just didn't get stronger or didn't.
00:37:42 --> 00:37:42: Grow.
00:37:44 --> 00:37:47: Thank you so actually Lauren can. Before I kick it
00:37:47 --> 00:37:47: over.
00:37:47 --> 00:37:47: To.
00:37:47 --> 00:37:48: You
00:37:49 --> 00:37:52: it's funny because I when I sent out an email
00:37:52 --> 00:37:55: to Julie and got a response back of just notification
00:37:55 --> 00:37:58: of like what is she doing today and it was
00:37:58 --> 00:38:01: very engaging and one of the things that I pulled
00:38:01 --> 00:38:04: also from like her site is you know something she
00:38:04 --> 00:38:07: has on there. This is do you know why some
00:38:07 --> 00:38:11: people get ahead in their careers and businesses while
others
00:38:11 --> 00:38:15: lie behind simple they have a network of people invested
00:38:15 --> 00:38:17: in their success and if you could just add a
00:38:17 --> 00:38:21: little bit more tidbit of how do you get individuals
00:38:21 --> 00:38:22: to invest in your success.
00:38:23 --> 00:38:27: It's really easy. You be invested in their success first,
00:38:27 --> 00:38:30: like you help. I mean you help them be successful.
00:38:30 --> 00:38:33: You do everything you can. Do, you know, sort of
00:38:33 --> 00:38:36: a rising tide lifts all boats. So if you are
00:38:36 --> 00:38:41: really good connection in somebody's network there the
reciprocity reflex
00:38:41 --> 00:38:44: clicks and is not quid pro quo because quid pro
00:38:44 --> 00:38:48: quo doesn't work. That's literally this. For that things
happening
00:38:48 --> 00:38:52: at the same time the transaction happens at the same
00:38:52 --> 00:38:54: time. But the idea of reciprocity.
00:38:54 --> 00:38:58: In your relationships, finding ways to help each other when
00:38:58 --> 00:39:01: that person needs it, not when you need to give
00:39:01 --> 00:39:04: somebody something. You know what I mean. So the easiest
00:39:04 --> 00:39:07: thing I can say is if you want a network
00:39:07 --> 00:39:09: invested in your success, give first.
00:39:10 --> 00:39:14: Thank you and Lauren if you wanted to add your

00:39:14 --> 00:39:17: insights of just how you know what are you doing
00:39:17 --> 00:39:18: differently.
00:39:20 --> 00:39:23: So as I mentioned, starting on my own and and
00:39:23 --> 00:39:27: growing this company in a remote environment, I tried to
00:39:27 --> 00:39:32: figure out ways to boost my presence, platform visibility
digitally
00:39:32 --> 00:39:36: and it was simple. Things like really dialing in my
00:39:36 --> 00:39:40: LinkedIn profile, which I did. A little sidebar webinar on
00:39:40 --> 00:39:44: and learned you know keywords and how to just sort
00:39:44 --> 00:39:48: of really create a robust profile and but then as
00:39:48 --> 00:39:51: gone as far as creating a monthly newsletter.
00:39:51 --> 00:39:54: To go out to my network with updates on projects
00:39:54 --> 00:39:57: that I'm working on and company news and so that's
00:39:57 --> 00:40:00: getting on folks radar every month. And it's just a
00:40:00 --> 00:40:04: nice reminder and I regularly get emails saying how much
00:40:04 --> 00:40:07: they you know folks love to hear about things that
00:40:07 --> 00:40:10: we're working on and then also more just sort of
00:40:10 --> 00:40:14: on the branding marketing side. We created an Instagram
and
00:40:14 --> 00:40:18: Facebook profile for the company, which we're really just
trying
00:40:18 --> 00:40:21: to grow from a brand awareness standpoint, more like
business.
00:40:21 --> 00:40:24: Need to beat AC less be to be there but
00:40:24 --> 00:40:28: just the idea of trying to stay present. Trying to
00:40:28 --> 00:40:32: stay on folks tridar whether it's newsletters or on social
00:40:32 --> 00:40:35: media as we now get to come back in person
00:40:35 --> 00:40:39: as Julie said to more in person networking we sort
00:40:39 --> 00:40:42: of shored up our digital presence in the meantime to
00:40:42 --> 00:40:44: to stay relevant.
00:40:45 --> 00:40:48: Thank you units and I like how you kind of
00:40:48 --> 00:40:52: pivoted in leaned in on more technology. Karen is there
00:40:52 --> 00:40:56: anything that you want to add? Or was there something
00:40:56 --> 00:41:00: that you did differently? What advice or techniques would you
00:41:00 --> 00:41:05: suggest to anybody to make those long lasting connections
and
00:41:05 --> 00:41:06: impressions?
00:41:07 --> 00:41:10: I think the biggest change for me is I thought
00:41:10 --> 00:41:13: that to build a lot of the business relationships that
00:41:13 --> 00:41:16: I had to be meeting with people in person. So
00:41:16 --> 00:41:18: I was traveling a lot. A lot of coffees in
00:41:18 --> 00:41:21: person meetings and what I've been able to see is
00:41:21 --> 00:41:25: just the dramatic shift from taking what was a conversation

00:41:25 --> 00:41:27: on a phone to zoom has really enabled me to
00:41:27 --> 00:41:31: have a deeper, more faster connection with people, I think
00:41:31 --> 00:41:34: because you know, people are in their homes. Sometimes
you
00:41:34 --> 00:41:37: hear kids in the background, a cat pops in.
00:41:37 --> 00:41:41: Like you're able to break the ice and to connect
00:41:41 --> 00:41:44: at a deeper level a lot faster. You know I've
00:41:44 --> 00:41:46: had clients tell me I'm in an apron and I've
00:41:47 --> 00:41:50: got the kids here. I'm making dinner, you know, and
00:41:50 --> 00:41:54: we're having this conversation and you just get a little
00:41:54 --> 00:41:57: bit closer, faster than if you were in a Starbucks
00:41:57 --> 00:42:00: or in an office environment. And so I think being
00:42:00 --> 00:42:03: able to lean in and be real and to also
00:42:03 --> 00:42:06: acknowledge what people may have going on in their life
00:42:06 --> 00:42:07: a little bit.
00:42:07 --> 00:42:11: Or in those first minutes that you're on, a zoom
00:42:11 --> 00:42:16: call has made some of these connections and opportunities
much
00:42:16 --> 00:42:17: richer faster.
00:42:18 --> 00:42:21: Thank you so much. So I want to make sure
00:42:21 --> 00:42:25: that I leave some time to address some of the
00:42:25 --> 00:42:29: questions in the chat, and I know that we've answered
00:42:29 --> 00:42:32: one or two, but I believe that there were some
00:42:32 --> 00:42:36: from Connor as a related to just is like the
00:42:36 --> 00:42:39: offset of hybrid work. Does it have to do with
00:42:39 --> 00:42:43: just housing prices or you know in the urban areas?
00:42:43 --> 00:42:47: I don't know if anybody would like to feel that
00:42:47 --> 00:42:48: Colleen.
00:42:49 --> 00:42:54: Actually just posted a response because I couldn't help
myself.
00:42:56 --> 00:43:00: Well, I you know I would. I would love to
00:43:00 --> 00:43:05: dig into those actual numbers more, especially as it relates
00:43:05 --> 00:43:12: to the different regions of the country's demographics and
industries.
00:43:12 --> 00:43:17: You know, Boston, we have an incredible wealth of
intelligence
00:43:17 --> 00:43:24: and talent here which drives incredible industries like life
sciences
00:43:24 --> 00:43:25: and tech.
00:43:26 --> 00:43:30: And there's this ripple effect, right? As we're all seeing
00:43:30 --> 00:43:35: those companies also, you know, have the highest rents for
00:43:35 --> 00:43:39: real estate and also are able to afford some of
00:43:39 --> 00:43:42: the best salaries. And so then you know rents can
00:43:42 --> 00:43:46: also go up with that, but not every every industry

00:43:46 --> 00:43:51: can afford those salaries. So for example, we again before
00:43:51 --> 00:43:55: COVID so funny. I like literally a month before COVID
00:43:55 --> 00:43:56: hit we had.
00:43:56 --> 00:43:59: That's right up our hybrid work policy and we have
00:43:59 --> 00:44:02: been doing hybrid work for quite some time. We are
00:44:02 --> 00:44:06: office specifically has a lot of working moms, so we've
00:44:06 --> 00:44:10: been really flexible about work in general. But what we
00:44:10 --> 00:44:13: were starting to see is exactly what Connor was alluding
00:44:13 --> 00:44:16: to was. That housing is just so expensive in the
00:44:16 --> 00:44:20: Northeast region and a lot of our talent when they're
00:44:20 --> 00:44:23: getting to those points in their life where they want
00:44:23 --> 00:44:24: to buy a first.
00:44:24 --> 00:44:25: Home.
00:44:25 --> 00:44:28: Are moving further and further and further away.
00:44:28 --> 00:44:32: Because that's really what is affordable, and so we were
00:44:32 --> 00:44:35: realizing in order to keep our talent in order to
00:44:35 --> 00:44:36: hire talent.
00:44:37 --> 00:44:40: We had to be willing to embrace hybrid work, even
00:44:40 --> 00:44:44: more so, and flexible schedules because people we just
couldn't
00:44:44 --> 00:44:45: expect them to.
00:44:45 --> 00:44:47: Commute from Maine or new.
00:44:47 --> 00:44:51: Hampshire, or Rhode Island on the regular and and this
00:44:51 --> 00:44:54: is what I was getting back to with this ability
00:44:54 --> 00:44:59: to be, you know, entrepreneurial and to be really organized
00:44:59 --> 00:45:02: and diligent. You know we were able to find great
00:45:02 --> 00:45:07: talent that you know exemplified everything that you would
want
00:45:07 --> 00:45:08: in and out.
00:45:08 --> 00:45:11: Of the office, you know they get their work done.
00:45:12 --> 00:45:15: They are self motivated and so it was easy for
00:45:15 --> 00:45:18: us to make that decision. You know, I I don't
00:45:18 --> 00:45:21: have the numbers Connor, but I I.
00:45:21 --> 00:45:22: If you want to get together and.
00:45:22 --> 00:45:25: We can do some research I think would be great
00:45:25 --> 00:45:28: because I do think it's something when we talk about,
00:45:28 --> 00:45:32: you know, the diversity of our cities and everything like
00:45:32 --> 00:45:33: housing is a.
00:45:33 --> 00:45:34: Huge.
00:45:34 --> 00:45:38: Part of that and and having a diverse mix of
00:45:38 --> 00:45:38: housing.
00:45:39 --> 00:45:42: For the workforce is super important.

00:45:43 --> 00:45:45: Clearly, did you want to add to that?

00:45:45 --> 00:45:48: I just wanted to add this quick little thing I

00:45:48 --> 00:45:51: saw on the news this morning about the hybrid. The

00:45:51 --> 00:45:55: ability to have a hybrid come into the office when

00:45:55 --> 00:45:57: when you want and work from home when you want

00:45:57 --> 00:46:01: is the cost of gas right now, because as companies

00:46:01 --> 00:46:04: ask for their employees to come back into the office,

00:46:04 --> 00:46:07: gas is almost \$5 a gallon right now and and

00:46:07 --> 00:46:10: they were interviewing people, saying we wish we still had

00:46:10 --> 00:46:14: the opportunity to work remotely because it's the cost of

00:46:14 --> 00:46:14: gas.

00:46:14 --> 00:46:18: Is really impacting their family budgets, so that is something

00:46:18 --> 00:46:21: that companies have to think. So think about as well

00:46:21 --> 00:46:24: as the housing prices get more expensive and people are

00:46:24 --> 00:46:27: now living further away from major cities. The cost to

00:46:27 --> 00:46:31: commute in if they're driving is really exorbitant right now

00:46:31 --> 00:46:34: with the cost of gas, so that's just another thing

00:46:34 --> 00:46:37: to think about that's on the minds of people who

00:46:37 --> 00:46:40: are deciding whether or not they're going to take a

00:46:40 --> 00:46:41: certain job over another.

00:46:43 --> 00:46:46: Agree and I know one of the points in the

00:46:46 --> 00:46:50: chat was also like the commute and these were all

00:46:50 --> 00:46:53: factors before COVID, but I think also.

00:46:55 --> 00:46:58: Being home remotely made everyone pause and just again

00:46:58 --> 00:47:01: as

00:47:02 --> 00:47:06: we talked about reflect like what is what is best

00:47:06 --> 00:47:10: for themselves, their personal lives, their careers, and again

00:47:10 --> 00:47:13: we're

00:47:13 --> 00:47:16: talking about long lasting impressions. You want to make

00:47:16 --> 00:47:20: sure

00:47:20 --> 00:47:23: that you are having that taken that time rather being

00:47:23 --> 00:47:23: in a car or spending money and actually connecting more

00:47:24 --> 00:47:24: with people. So this that balance. I don't know if

00:47:25 --> 00:47:28: there was anyone else who wanted to add to that

00:47:28 --> 00:47:32: Lauren.

00:47:32 --> 00:47:36: I'll just say that.

00:47:36 --> 00:47:39: Absolutely, we saw we saw through the pandemic where

00:47:39 --> 00:47:43: rents

00:47:43 --> 00:47:47: were falling in downtown Boston. Or, you know, somewhat

00:47:47 --> 00:47:51: holding

00:47:51 --> 00:47:55: steady in some neighborhoods, but growing throughout the

00:47:55 --> 00:47:59: pandemic with

00:47:59 --> 00:48:03: this idea that all of these people are moving to

00:47:39 --> 00:47:42: the suburbs and rents have continued to grow 567 percent
00:47:42 --> 00:47:44: in the suburbs. So I think it it starts to
00:47:44 --> 00:47:47: tell that story that it's the commute, but you're also
00:47:48 --> 00:47:51: saving thousands of thousands of dollars from a housing
perspective,
00:47:51 --> 00:47:54: so it'll just be really interesting to see where that
00:47:54 --> 00:47:56: starts to level off.
00:47:56 --> 00:47:59: Because the suburbs can't support Boston housing prices,
but as
00:47:59 --> 00:48:02: they continue to grow 567 percent a year, you start
00:48:02 --> 00:48:05: to narrow the gap. So it's just a really interesting
00:48:05 --> 00:48:07: dynamic over the next few years to watch.
00:48:08 --> 00:48:12: Thank you, I'm just trying to see is there any
00:48:12 --> 00:48:15: other questions out there?
00:48:19 --> 00:48:21: Ohh everyone's quiet.
00:48:22 --> 00:48:26: So ladies, is there anything else that you want to
00:48:26 --> 00:48:27: leave?
00:48:28 --> 00:48:32: You know to kind of speak on any other lasting
00:48:32 --> 00:48:36: impressions. Any other suggestions tidbits?
00:48:38 --> 00:48:41: I'll actually kind of lean into Karen Karen, sorry.
00:48:41 --> 00:48:42: 1st.
00:48:46 --> 00:48:49: Let's see, I think one one thing that was talked
00:48:49 --> 00:48:53: about earlier is around hiring and across different
generations. But
00:48:53 --> 00:48:56: also how do you get the right talent in place
00:48:56 --> 00:48:58: and something that we've seen?
00:48:59 --> 00:49:00: Well.
00:49:00 --> 00:49:04: Two specific things is more assignment based interviewing
so like
00:49:04 --> 00:49:07: giving people a real taste of the actual work that
00:49:08 --> 00:49:08: they'll do.
00:49:10 --> 00:49:13: To make sure that we're on the same page and
00:49:13 --> 00:49:16: then really robust clear onboarding, I think there's so much
00:49:17 --> 00:49:20: that people pick up has kind of osmosis, and when
00:49:20 --> 00:49:23: you're not in the office, that's really hard, so having
00:49:23 --> 00:49:27: a lot more explicit communication if you can't read body
00:49:27 --> 00:49:31: language through zoom, getting back to those soft skills that
00:49:31 --> 00:49:34: Lauren talked to to really make sure that you've got
00:49:34 --> 00:49:38: the right people and the right resources and support system
00:49:38 --> 00:49:40: for them to be successful is a lot more.
00:49:40 --> 00:49:44: Effort in this environment, then in the before times.
00:49:46 --> 00:49:48: Thank you.
00:49:50 --> 00:49:53: Julie, do you have anything you want to add to

00:49:53 --> 00:49:53: that?

00:49:54 --> 00:49:57: As far as the search for talent, I would be

00:49:57 --> 00:50:00: remiss if I didn't mention that 85% of jobs are

00:50:00 --> 00:50:04: filled through networking, so the companies that are actively

00:50:04 --> 00:50:07: looking

00:50:04 --> 00:50:07: for to fill positions. What are you doing from a

00:50:07 --> 00:50:11: networking front? Are you asking your current employees

00:50:11 --> 00:50:14: what their peer group is looking for, and how they

00:50:15 --> 00:50:18: you could potentially talk to their peer group about what

00:50:18 --> 00:50:21: it would be like to work in your office on

00:50:21 --> 00:50:24: your projects? So I would just say lean into the

00:50:24 --> 00:50:25: people that you have.

00:50:25 --> 00:50:28: And lean into their networks to see if you can

00:50:28 --> 00:50:30: fill the positions that you're looking for.

00:50:33 --> 00:50:37: I'll just add from a flexibility standpoint. We talked to

00:50:37 --> 00:50:40: geography but also time and Karen made me think of

00:50:40 --> 00:50:43: it when you mentioned sort of project based interviews. I

00:50:43 --> 00:50:44: think you said so.

00:50:46 --> 00:50:49: Slightly different take on that where the two associates that

00:50:49 --> 00:50:51: I brought on I mentioned they were part time and

00:50:51 --> 00:50:54: so it's sort of served as like a three or

00:50:54 --> 00:50:57: six month interview process to some extent. To really

00:50:57 --> 00:51:00: understand

00:50:57 --> 00:51:00: how we work together, their work styles and approaches.

00:51:00 --> 00:51:04: And

00:51:00 --> 00:51:04: so I think that's another opportunity that that the pandemic

00:51:04 --> 00:51:06: has allowed in remote work is that you can do

00:51:06 --> 00:51:09: that from a time standpoint as well and sort of

00:51:09 --> 00:51:11: have a longer sort of on ramp to maybe a

00:51:11 --> 00:51:14: full time position, but it's really part time and you're

00:51:14 --> 00:51:16: just sort of getting to know each other.

00:51:16 --> 00:51:19: Work you know, for some extended period of time, look

00:51:19 --> 00:51:21: like an internship of sorts, but.

00:51:22 --> 00:51:24: Yeah, so there was that too.

00:51:25 --> 00:51:28: It's, you know, before I kinda ask Colleen to give

00:51:28 --> 00:51:32: her so it's funny that you just had said well

00:51:32 --> 00:51:36: but internships, have you seen anything different when it

00:51:36 --> 00:51:39: relates

00:51:36 --> 00:51:39: to industry internships with this hybrid model?

00:51:42 --> 00:51:45: I personally haven't, but I would actually be curious if

00:51:45 --> 00:51:47: Caitlin has seen internships, you know.

00:51:49 --> 00:51:52: Like what we had before. It's just such an interesting

00:51:52 --> 00:51:53: role that summer internship.

00:51:54 --> 00:51:56: Yeah, I think I mean, I think the summer of

00:51:56 --> 00:51:59: 2022 is shaping up for. I mean, I know a

00:51:59 --> 00:52:00: lot of firms are.

00:52:02 --> 00:52:06: Bringing in larger than normal classes of internships, maybe

00:52:06 --> 00:52:10: just

00:52:06 --> 00:52:10: sort of fuel. A pipeline of talent to their organization.

00:52:10 --> 00:52:13: You know from what I've heard, because I, you know,

00:52:13 --> 00:52:16: generally talked to a couple of young up and comers

00:52:16 --> 00:52:21: looking for internships. Since I've made several introductions

00:52:21 --> 00:52:24: and folks

00:52:21 --> 00:52:24: like we, we have plenty of intern. So I think

00:52:24 --> 00:52:26: this year should feel normal.

00:52:27 --> 00:52:31: But I think again, that young up and coming professional

00:52:31 --> 00:52:36: missed that opportunity because many were cancelled for at

00:52:36 --> 00:52:38: least

00:52:36 --> 00:52:38: one year, if not two years.

00:52:39 --> 00:52:42: So you know, I think it will be. Hopefully, this

00:52:42 --> 00:52:44: year we'll you know these these students will be able

00:52:44 --> 00:52:46: to gain that real time exposure.

00:52:48 --> 00:52:50: And I'll just say I saw on the chat. I

00:52:50 --> 00:52:53: think Susan you had mentioned about employers asking too

00:52:53 --> 00:52:56: much.

00:52:53 --> 00:52:56: This was definitely they were on board and getting paid

00:52:56 --> 00:52:58: and what not. But I agree with you there, there's

00:52:58 --> 00:52:59: a balance between.

00:53:00 --> 00:53:02: You know someone's working on something for a week just

00:53:02 --> 00:53:05: and then they don't. They never get hired, but yeah,

00:53:05 --> 00:53:06: so the this just to clarify that.

00:53:09 --> 00:53:13: And Colleen, is there any other additional insights that you'd

00:53:13 --> 00:53:13: like to share?

00:53:15 --> 00:53:18: I think we we had a lot of great discussions.

00:53:18 --> 00:53:22: This group. This panel leading up to this.

00:53:22 --> 00:53:23: Discussion today.

00:53:23 --> 00:53:27: And one of the things we did touch upon previously.

00:53:28 --> 00:53:32: And I'll use the generic term that everyone is using

00:53:32 --> 00:53:36: these days, which is Wellness when we talk about talent,

00:53:36 --> 00:53:42: recruitment, retention, you know, flexible work obviously. And

00:53:36 --> 00:53:42: thinking about

00:53:42 --> 00:53:46: commutes and all that stuff and and blending of personal

00:53:46 --> 00:53:49: and work time is important. But I I would definitely

00:53:49 --> 00:53:53: stress when we we talked about this idea that employees

00:53:53 --> 00:53:58: want to know that you're invested and thinking about their

00:53:58 --> 00:53:58: physical.
00:53:58 --> 00:54:01: And mental and emotional well-being.
00:54:03 --> 00:54:08: You know, we've all been through probably one of the
00:54:08 --> 00:54:13: craziest moments of our lives, right? For all sorts of
00:54:13 --> 00:54:18: reasons, and this notion, you know, this real threat that
00:54:18 --> 00:54:19: we had to our.
00:54:19 --> 00:54:20: Health.
00:54:20 --> 00:54:24: And and sadly, you know some some some people, you
00:54:24 --> 00:54:28: know it was a threat and and I think it's
00:54:28 --> 00:54:32: left a mark on us and so this idea.
00:54:32 --> 00:54:32: That
00:54:32 --> 00:54:33: employers.
00:54:34 --> 00:54:34: Are
00:54:36 --> 00:54:41: recognizing that and our invested in making sure that the
00:54:41 --> 00:54:46: whole employee is being thought about and cared for.
Whether
00:54:46 --> 00:54:50: that means you know you have more access to E
00:54:50 --> 00:54:56: or emotional mental health programs or better insurance
programs or
00:54:56 --> 00:55:01: more PTO. I think we're starting to see that ripple
00:55:01 --> 00:55:05: into recruitment and retention as well.
00:55:06 --> 00:55:06: And it's.
00:55:06 --> 00:55:07: Important.
00:55:07 --> 00:55:07: That
00:55:07 --> 00:55:09: they aren't doing it. They should be doing it.
00:55:10 --> 00:55:11: Yeah, I mean.
00:55:13 --> 00:55:17: I think a lot of organizations they want to embrace
00:55:17 --> 00:55:21: it. They want to do what's best and they're they're
00:55:21 --> 00:55:25: they're feeling it out and they're trying to figure it
00:55:25 --> 00:55:28: out and work with their employees. So I know we
00:55:28 --> 00:55:32: are getting close to time and I want to, you
00:55:32 --> 00:55:36: know, give a round of applause to these amazing ladies.
00:55:36 --> 00:55:40: And I want to thank Colleen, Julie, Lauren, Karen and
00:55:40 --> 00:55:43: Caitlin. Thank you so much. Thank you for sharing.
00:55:43 --> 00:55:47: And providing your insight to the group, and I am
00:55:47 --> 00:55:51: going to give it back to Michelle, that's a close
00:55:51 --> 00:55:52: us out.
00:55:53 --> 00:55:56: Thanks Tanya and thank you to Clean Curran Julie and
00:55:56 --> 00:56:00: Lauren. What a fabulous discussion and incredibly timely.
You know,
00:56:00 --> 00:56:03: as these COVID waves are coming and going, I think
00:56:03 --> 00:56:07: flexibility is absolutely more important than it's ever been.
And

00:56:08 --> 00:56:11: you know this requirement that everyone in the office five
00:56:11 --> 00:56:14: days a week simply doesn't work. If half of your
00:56:14 --> 00:56:17: team is up sick, so this was incredibly timely again
00:56:17 --> 00:56:20: and I also want to thank all the Members who
00:56:20 --> 00:56:23: participated. If you're looking for opportunities.
00:56:23 --> 00:56:26: To connect in person we have a great panel. Next
00:56:26 --> 00:56:29: week we're going to be out in Worcester looking at
00:56:29 --> 00:56:32: the Polar Park and how transformative that project has been
00:56:32 --> 00:56:35: and that area of Worcester. We have a fabulous panel
00:56:36 --> 00:56:38: followed by a tour and then tickets to the game,
00:56:38 --> 00:56:40: so I hope that you can take a look at
00:56:41 --> 00:56:43: that. I had posted the link on our website and
00:56:43 --> 00:56:46: I'm also gonna post a link. I would be remiss
00:56:46 --> 00:56:49: in missing this opportunity to share with our network ULI
00:56:49 --> 00:56:52: is hiring or seeking a director who's going to work
00:56:52 --> 00:56:52: on.
00:56:53 --> 00:56:56: Many of the important issues that are facing Boston as
00:56:56 --> 00:56:59: well as our entire District Council, which covers all of
00:56:59 --> 00:57:03: New England issues around housing around climate, change,
resiliency and
00:57:03 --> 00:57:06: all the things that are happening in the small and
00:57:06 --> 00:57:08: large communities that we serve. So if you know anyone
00:57:08 --> 00:57:12: who might be interested, please share that opportunity with
them
00:57:12 --> 00:57:14: and then with that I think we'll let everyone go.
00:57:14 --> 00:57:17: This again has been a fabulous discussion if you'd like
00:57:17 --> 00:57:21: to share with this webinar, will recording will be available
00:57:21 --> 00:57:23: on the ULI knowledge platform. UI knowledge Finder.
00:57:23 --> 00:57:26: Platform in the coming weeks and we hope to see
00:57:26 --> 00:57:29: you around another ULI program soon. Thank you
everybody.
00:57:30 --> 00:57:31: Thank you.

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