

99945238769 - Poll Report (1)

Poll Report				
<b>Report Generated:</b>	Dec 01, 2021 4:21 PM			
<b>Topic</b>	Meeting ID	Actual Start Time	Actual Duration (minutes)	
<b>Day 2</b>	999 4523 8769	Dec 01, 2021 12:01 PM	270	
<b>Poll Details</b>				
<b>#</b>	User Name	User Email	Submitted Date/Time	1.In what ways have your management responsibilities expanded because of remote work?
1	dplihal		Dec 01, 2021 15:23:41	Technical help
1	Noelle Melton	nmelton@nw.org	Dec 01, 2021 15:23:51	All of the above
1	Wanda San Roman	wsanroman@nw.org	Dec 01, 2021 15:23:49	Well-being support
1	Suzanne Letendre	soakes@nw.org	Dec 01, 2021 15:23:48	All of the above
1	Maggie Grieve	mgrieve@nw.org	Dec 01, 2021 15:23:45	Well-being support
1	Brenna Cooley	bcooley@nw.org	Dec 01, 2021 15:24:00	Fostering belonging
1	Paula Planthaber	pplanthaber@nw.org	Dec 01, 2021 15:23:58	Fostering belonging
1	Laura Rohman	lrohman@nw.org	Dec 01, 2021 15:23:49	Fostering belonging
1	SPEAKER - Elizabeth Hollins	ehollins@nw.org	Dec 01, 2021 15:23:44	All of the above
1	SPEAKER Kemba Esmond	kesmond@nw.org	Dec 01, 2021 15:23:41	Coaching
1	Allison Bryant	abryant@nw.org	Dec 01, 2021 15:23:45	All of the above
1	Tayna Frett	tfrett@nw.org	Dec 01, 2021 15:23:38	Well-being support
1	NW - Robyn Hudson	rhudson@nw.org	Dec 01, 2021 15:23:53	All of the above
1	Megan Wessels	mwessels@nw.org	Dec 01, 2021 15:23:37	All of the above
1	Ilya Rozenblat	irozenblat@nw.org	Dec 01, 2021 15:23:49	All of the above
1	Harold Nassau	hnassau@nw.org	Dec 01, 2021 15:23:49	Well-being support
1	Kevin Prophet	kprophet@nw.org	Dec 01, 2021 15:23:39	Well-being support
1	Marietta Rodriguez	mrodriguez@nw.org	Dec 01, 2021 15:23:33	All of the above
1	Theresa Padovano	tpadovano@nw.org	Dec 01, 2021 15:23:36	All of the above
1	SPEAKER - Lynne Wallace (she/hers)	lwallace@nw.org	Dec 01, 2021 15:23:44	Well-being support
1	SPEAKER - Rachael McLaughlin	rmclaughlin@nw.org	Dec 01, 2021 15:23:33	All of the above
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1	Tasha Harris	tharris@nw.org	Dec 01, 2021 15:23:44	Well-being support
1	Valerie Navy-Daniels	vnavy-daniels@nw.org	Dec 01, 2021 15:23:41	All of the above
1	Sheila Anderson	shanderson@nw.org	Dec 01, 2021 15:23:58	All of the above
1	Michael Butchko	mbutchko@nw.org	Dec 01, 2021 15:23:31	Coaching
1	SPEAKER - Eileen Anderson	eanderson@nw.org	Dec 01, 2021 15:23:45	Well-being support
1	Michael Huthwaite	mhuthwaite@nw.org	Dec 01, 2021 15:23:38	All of the above
1	Katie Watts	kwatts@nw.org	Dec 01, 2021 15:23:47	All of the above
1	Christie Cade	ccade@nw.org	Dec 01, 2021 15:23:31	All of the above
1	Laurie OBrien	lobrien@nw.org	Dec 01, 2021 15:23:47	Fostering belonging
1	Christy Metzler	cmetzler@nw.org	Dec 01, 2021 15:23:44	Fostering belonging
1	Sean Chisolm	schisolm@nw.org	Dec 01, 2021 15:23:36	All of the above
1	William Caplan	wcaplan@nw.org	Dec 01, 2021 15:23:36	All of the above
1	Donna Tally	dtally@nw.org	Dec 01, 2021 15:23:50	All of the above
1	April Brady	abrady@nw.org	Dec 01, 2021 15:23:36	Coaching
1	NW: Amy Grayson	agrayson@nw.org	Dec 01, 2021 15:23:43	All of the above
1	Jessica Mulcahy	jmulcahy@nw.org	Dec 01, 2021 15:23:33	Fostering belonging
1	SPEAKER - Kelly Alexander	kalexander@nw.org	Dec 01, 2021 15:23:38	Coaching
1	Jen Christian (she/her)	jchristian@nw.org	Dec 01, 2021 15:23:46	Fostering belonging
1	Romi Hall	rhall@nw.org	Dec 01, 2021 15:24:01	Well-being support
1	Amine Benadada	abenadada@nw.org	Dec 01, 2021 15:23:40	All of the above
1	Shanti Abedin	sabedin@nw.org	Dec 01, 2021 15:24:05	Fostering belonging
1	Guy Meruvia	gmeruvia@nw.org	Dec 01, 2021 15:23:45	All of the above
1	Andy Blomme	ablomme@nw.org	Dec 01, 2021 15:23:57	Technical help
1	Greg Sharma-Holt (he/him/his)	gsharmaholt@nw.org	Dec 01, 2021 15:23:47	All of the above
1	Tonya Tyler	tyler@nw.org	Dec 01, 2021 15:24:02	All of the above
1	Tamar Greenspan	tgreenspan@nw.org	Dec 01, 2021 15:24:05	Fostering belonging
1	Danielle Neveaux	dneveaux@nw.org	Dec 01, 2021 15:23:43	Well-being support
1	SPEAKER - Matt Newsome	mnewsome@nw.org	Dec 01, 2021 15:23:35	All of the above
1	Lee Anne Adams	ladams@nw.org	Dec 01, 2021 15:23:40	All of the above
1	Carol Rogers (she/her)	crogers@nw.org	Dec 01, 2021 15:23:44	Fostering belonging
1	Sarah Kackar	skackar@nw.org	Dec 01, 2021 15:23:42	Well-being support
1	Gabriele Williams	gwilliams@nw.org	Dec 01, 2021 15:23:56	All of the above
1	SPEAKER - Brooke Finn	bfinn@nw.org	Dec 01, 2021 15:23:50	Fostering belonging
1	Kirsten Johnson-Obey (aka KJO)	kjohnson-obey@nw.org	Dec 01, 2021 15:23:43	All of the above
1	Susan M. Ifill	sifill@nw.org	Dec 01, 2021 15:23:39	All of the above
1	Jason McRae	jmcrae@nw.org	Dec 01, 2021 15:23:47	All of the above
1	Kevin Morris	kmorris@nw.org	Dec 01, 2021 15:23:44	Well-being support
1	RSimmons@nw.org	rsimmons@nw.org	Dec 01, 2021 15:23:48	Well-being support
1	Molly Barackman-Eder	mbarackman-eder@nw.org	Dec 01, 2021 15:23:34	Fostering belonging
1	K Peart	kpeart@nw.org	Dec 01, 2021 15:23:44	All of the above
1	Angela Gravely-Smith	agravelysmith@nw.org	Dec 01, 2021 15:23:55	Fostering belonging
1	Chris Deady (she/her)		Dec 01, 2021 15:23:40	Well-being support
1	Denise Bush	dbush@nw.org	Dec 01, 2021 15:23:54	Technical help
1	Jayna Bower	jbower@nw.org	Dec 01, 2021 15:23:42	All of the above
1	Kelly Stegall	kstegall@nw.org	Dec 01, 2021 15:23:38	All of the above
1	SPEAKER - Kenneth Chu	kchu@nw.org	Dec 01, 2021 15:23:32	Well-being support
1	Zach Davis	zdavis@nw.org	Dec 01, 2021 15:23:48	All of the above
1	kent hawkins	khawkins@nw.org	Dec 01, 2021 15:23:45	All of the above
1	Paul Singh	psingh@nw.org	Dec 01, 2021 15:23:42	Well-being support
#	User Name	User Email	Submitted Date/Time	1.On a scale of 1 - 5, how well do you feel you have the needed competencies to continue to
2	Ilya Rozenblat	irozenblat@nw.org	Dec 01, 2021 16:20:17	4 - I have started practicing them
2	Colette Pozzo	cpozzo@nw.org	Dec 01, 2021 16:20:15	5 - I see them helping me with those I lead
2	Gabriele Williams	gwilliams@nw.org	Dec 01, 2021 16:20:35	4 - I have started practicing them
2	Brenna Cooley	bcooley@nw.org	Dec 01, 2021 16:20:18	4 - I have started practicing them
2	Kirsten Johnson-Obey (aka KJO)	kjohnson-obey@nw.org	Dec 01, 2021 16:19:59	4 - I have started practicing them
2	kent hawkins	khawkins@nw.org	Dec 01, 2021 16:19:57	5 - I see them helping me with those I lead
2	Wanda San Roman	wsanroman@nw.org	Dec 01, 2021 16:20:02	4 - I have started practicing them
2	Chris Deady (she/her)		Dec 01, 2021 16:20:19	3 - I am learning what the needed competencies are
2	SPEAKER - Lynne Wallace (she/hers)	lwallace@nw.org	Dec 01, 2021 16:20:16	4 - I have started practicing them
2	Christy Metzler	cmetzler@nw.org	Dec 01, 2021 16:20:08	3 - I am learning what the needed competencies are
2	Michael Huthwaite	mhuthwaite@nw.org	Dec 01, 2021 16:20:02	5 - I see them helping me with those I lead
2	Lisa Hasegawa	lhasegawa@nw.org	Dec 01, 2021 16:19:57	3 - I am learning what the needed competencies are
2	dplihal		Dec 01, 2021 16:20:10	4 - I have started practicing them
2	Greg Sharma-Holt (he/him/his)	gsharmaholt@nw.org	Dec 01, 2021 16:20:10	3 - I am learning what the needed competencies are
2	Tamar Greenspan	tgreenspan@nw.org	Dec 01, 2021 16:20:19	4 - I have started practicing them
2	Guy Meruvia	gmeruvia@nw.org	Dec 01, 2021 16:20:09	3 - I am learning what the needed competencies are
2	Deletta Dean	ddean@nw.org	Dec 01, 2021 16:20:22	3 - I am learning what the needed competencies are
2	Nancy Kopf	nkopf@nw.org	Dec 01, 2021 16:20:02	4 - I have started practicing them
2	SPEAKER - Eileen Anderson	eanderson@nw.org	Dec 01, 2021 16:20:00	5 - I see them helping me with those I lead
2	Marco Moses		Dec 01, 2021 16:20:12	5 - I see them helping me with those I lead
2	Maggie Grieve	mgrieve@nw.org	Dec 01, 2021 16:19:57	4 - I have started practicing them
2	Sheila Anderson	shanderson@nw.org	Dec 01, 2021 16:20:12	5 - I see them helping me with those I lead
2	Molly Barackman-Eder	mbarackman-eder@nw.org	Dec 01, 2021 16:19:57	5 - I see them helping me with those I lead
2	William Caplan	wcaplan@nw.org	Dec 01, 2021 16:19:59	5 - I see them helping me with those I lead
2	Michelle Hudgins	mhudgins@nw.org	Dec 01, 2021 16:20:00	3 - I am learning what the needed competencies are
2	Allison Bryant	abryant@nw.org	Dec 01, 2021 16:20:15	1 - I need help!
2	SPEAKER - Kenneth Chu	kchu@nw.org	Dec 01, 2021 16:20:05	4 - I have started practicing them
2	Romi Hall	rhall@nw.org	Dec 01, 2021 16:20:00	2 - What competencies?
2	Clare Rosenberger	crosenberger@nw.org	Dec 01, 2021 16:20:02	4 - I have started practicing them
2	Andy Blomme	ablomme@nw.org	Dec 01, 2021 16:20:15	4 - I have started practicing them
2	Kate.	klitford@nw.org	Dec 01, 2021 16:20:12	2 - What competencies?
2	Sean Chisolm	schisolm@nw.org	Dec 01, 2021 16:19:58	3 - I am learning what the needed competencies are
2	SPEAKER - Brooke Finn	bfinn@nw.org	Dec 01, 2021 16:20:04	3 - I am learning what the needed competencies are
2	SPEAKER - Elizabeth Hollins	ehollins@nw.org	Dec 01, 2021 16:19:57	4 - I have started practicing them
2	NW: Amy Grayson	agrayson@nw.org	Dec 01, 2021 16:20:17	3 - I am learning what the needed competencies are
2	Theresa Padovano	tpadovano@nw.org	Dec 01, 2021 16:20:05	5 - I see them helping me with those I lead
2	Tasha Harris	tharris@nw.org	Dec 01, 2021 16:20:21	3 - I am learning what the needed competencies are
2	Fred Udochi	fudochi@nw.org	Dec 01, 2021 16:20:01	2 - What competencies?
2	Angela Gravely-Smith	agravelysmith@nw.org	Dec 01, 2021 16:20:07	4 - I have started practicing them
2	Zach Davis	zdavis@nw.org	Dec 01, 2021 16:20:05	5 - I see them helping me with those I lead
2	Tisha Allen	lallen@nw.org	Dec 01, 2021 16:20:04	4 - I have started practicing them
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2	April Brady	abrady@nw.org	Dec 01, 2021 16:20:04	5 - I see them helping me with those I lead
2	Paul Singh	psingh@nw.org	Dec 01, 2021 16:20:00	5 - I see them helping me with those I lead
2	Cristi Ford	cford@nw.org	Dec 01, 2021 16:19:55	5 - I see them helping me with those I lead
2	Danielle Neveaux	dneveaux@nw.org	Dec 01, 2021 16:20:17	5 - I see them helping me with those I lead
2	Christie Cade	ccade@nw.org	Dec 01, 2021 16:20:31	5 - I see them helping me with those I lead
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2	Marietta Rodriguez	mrodriguez@nw.org	Dec 01, 2021 16:19:58	2 - What competencies?
2	SPEAKER - Lisa Getter	lgetter@nw.org	Dec 01, 2021 16:20:14	3 - I am learning what the needed competencies are
2	SPEAKER - Rachael McLaughlin	rmclaughlin@nw.org	Dec 01, 2021 16:19:57	3 - I am learning what the needed competencies are
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12:48:05 From Tamar Greenspan to Everyone:  
I'm messy eating a salad over here, so please excuse me staying off camera

12:48:29 From Brooke Finn to Everyone:  
just please jump in the convo even off screen

12:48:47 From Lynne Wallace (she/hers) to Everyone:  
no worries, I slurped soup off camera the other day

12:53:48 From SPEAKER – Tina Trent to Everyone:  
Welcome Beth and Danielle!

12:54:34 From SPEAKER – Danielle Smith to Everyone:  
Thank you Tina, Happy to be here!

12:54:36 From SPEAKER – Marcus Williams to Everyone:  
Let us know what you all discussed in your Lunch and Conversation....

12:54:42 From Jen Christian (she/her) to Everyone:  
culture you experience varies depending on your division, your manager

12:55:27 From Susan M. Ifill to Everyone:  
@Jen C... that was heard in our group. Also, the culture is shifting

12:55:27 From SPEAKER – Brooke Finn to Everyone:  
what is the culture for staff who have only experienced the organization virtually?

12:56:12 From SPEAKER – Kenneth Chu to Everyone:  
we talked about how the current culture seems to be somewhat resistant to innovation and change and that the new strategic plan seems structured to challenge us to move towards dynamic innovation in order to successfully reach our goals

12:56:20 From SPEAKER – Lisa Getter to Everyone:  
Equal ownership of the upside and downside; sense of urgency – consensus driven environments can paralyze progress. Staying focused on the common goal.

12:57:07 From Valerie Navy–Daniels to Everyone:  
The people and teams most affected by a change are not always the ones invited to participate in project rollout planning. Sometimes only the SVP or manager, hence change often comes as a surprise for a program.

12:57:12 From William Caplan to Everyone:  
Fine line between involving too many people and not enough/not the right stakeholders in collaborative efforts.

12:57:19 From SPEAKER – Brooke Finn to SPEAKER – Tina Trent(Direct Message):  
do you need back up on note-taking today?

12:57:57 From William Caplan to Everyone:  
Need to be a "yes and" culture instead of a "no" culture.

12:58:09 From SPEAKER – Tina Trent to SPEAKER – Brooke Finn(Direct Message):  
I welcome any notes you can take!

12:58:25 From SPEAKER – Kenneth Chu to Everyone:  
@Brooke that's an interesting question and one that Field grapples with a lot because so many of our staff are remote and/or not DC based

12:58:42 From SPEAKER – Lynne Wallace (she/hers) to Everyone:  
virtual/remote culture may be different than the in-person culture, new employees are experiencing culture vicariously through longer-tenured employees even though they have not experienced the same situations and corporate experience

12:58:51 From Harold Nassau to Everyone:  
are we a corporation of 'facilitators' and communicators, --or deliver useful TA as we did with specialty teams.

12:59:19 From SPEAKER – Brooke Finn to SPEAKER – Tina Trent(Direct Message):  
will share what I have at the break

12:59:32 From SPEAKER – Tina Trent to SPEAKER – Brooke Finn(Direct Message):  
thank you!

12:59:41 From Kelly Stegall to Everyone:

In the current culture innovation happens behind a curtain or within a silo. If we want to encourage more innovation we should breakdown the barriers that keep innovation in the shadows.

13:00:08 From Jen Christian (she/her) to Everyone:

meeting heavy culture where not all meetings are equal. meetings still happen on Fridays despite meeting-free Friday. this was supposed to be a shift yet hard to find a division who does not meet and/or protects staff from meeting with others on Fridays.

13:00:29 From SPEAKER – Kenneth Chu to Everyone:

@Jen +1

13:00:32 From Kirsten Johnson–Obey (aka KJO) to Everyone:

positive – very mission focused but if there is collaboration, it can be too involved – many people at the table to opine, but sometimes not the right people. slows decisions. there are instances of no or limited collaboration which does not further the mission. some workloads are unmanageable but concern if raise will just get more from supervisor's plate. people don't bring things up if there is no accountability so perhaps more trainings for supervisors/leading leaders.

13:00:52 From William Caplan to Everyone:

@Jen Definitely need to ask whether we need meetings as opposed to email or a TEAMS thing...

13:00:55 From Donna Tally to Everyone:

Regarding "how" we see the strategic plan supporting culture change, I encourage us to focus on not "what" we do but "how" we work. Do we work together? Are we united as one NW? Is trust a necessary component to an evolution in culture? How do we spur motivation? How do we create a movement toward a new way of working together? How do we enhance comradery and creativity? How do we ensure that the culture is supportive of a shared understanding that our mission is our North Star? These are some questions for later but they may help us think about culture as "how" we work, not "what" we do.

13:01:15 From Molly Barackman–Eder to Everyone:

Good ones Lisa, William, KJO – balancing inclusive feedback to inform a decision even w/o 100% consensus (which may be unattainable).

13:05:24 From Paula Planthaber to Everyone:

Two CDFIs! Just sayin!

13:07:07 From SPEAKER – Brooke Finn to SPEAKER – L. Tia Blount(Direct Message):

is there some way to spotlight the 4 speakers: Elizabeth Hollins, Eileen Anderson, Danielle Smith and Beth Hyser

13:07:40 From Jayna Bower to Everyone:

SHOP – Sustainable Home Ownership Program; SBI – Sustainable Business Initiative.

13:19:48 From Jessica Mulcahy to SPEAKER – Brooke Finn(Direct Message):

I love the way she articulated her hiring practice and feel like that resonates with how we have done it when it has worked well.

13:26:46 From SPEAKER – Brooke Finn to Jessica Mulcahy(Direct Message):

yes, I want her to be our SVP HR

13:27:39 From SPEAKER – Elizabeth Hollins to Everyone:

Please do drop questions in the chat

13:28:28 From Jessica Mulcahy to SPEAKER – Brooke Finn(Direct Message):

she is really uniquely amazing. i'm enjoying beth's little asides. "I took that over for a little while..several years actually" lol

13:28:28 From SPEAKER – Brooke Finn to Everyone:

Can you say more about how you introduced the culture change and new customer-driven

paradigm to staff at all levels?

13:30:35 From Zach Davis to Everyone:

What role did your board play in authorizing this type of change? Was the board an obstacle or a partner in that journey?

13:32:14 From SPEAKER – Tina Trent to Everyone:

There's a summary of the Kotter change model in the meeting invite

13:32:58 From SPEAKER – Christie Cade to Everyone:

Did your values change as you embarked upon the culture change? And if so, what were the changes and what drove the values change? If not, what values were illuminated during the culture change process?

13:33:19 From SPEAKER – Tina Trent to Everyone:

Also a great article on SBI published by Stanford Social Innovation Review

13:33:31 From Kelly Stegall to Everyone:

Both Danielle and Beth mention that shifting seats on the bus as an aspect of their culture. I'd like to know what aspects of their culture had to shift to accommodate this mindset?

13:33:33 From Colette Pozzo to Everyone:

Beth---can you speak more (in general terms) as to how opposition to change showed up and how you tried to address it before you concluded your staff member was not moving forward?

13:47:56 From SPEAKER – Brooke Finn to Maggie Grieve(Direct Message):

You've been so good at doing exactly what Beth is saying

13:49:20 From Marietta Rodriguez to Everyone:

how did you both manage with team members who give lip service to the change but their actions undermine the change

13:51:14 From Donna Tally to Everyone:

What role did trust play in your culture change evolution? is trust necessary?

13:52:34 From SPEAKER – Beth Hyser to Everyone:

Trust and integrity of the leaders is crucial. I have to take time to get know each person and talk with them about change for them in their role and really address concerns as possible.

14:00:23 From SPEAKER – Tina Trent to Everyone:

Thank you Beth and Danielle!

14:00:29 From SPEAKER – Kenneth Chu to Everyone:

that was awesome!

14:00:33 From Shanti Abedin to Everyone:

Thank you

14:00:35 From Tayna Frett to Everyone:

This was great! Thank you

14:00:42 From Kirsten Johnson–Obey (aka KJO) to Everyone:

thank you!

14:00:44 From Tonya Tyler to Everyone:

Thank you for sharing.

14:00:47 From Jessica Mulcahy to Everyone:

Thank you!!

14:00:50 From SPEAKER – Christie Cade to Everyone:

Awesome! Thanks so much!!

14:00:56 From SPEAKER – Brooke Finn to Everyone:

thank you!!!

14:00:58 From Christy Metzler to Everyone:

Thank you, Beth and Danielle!

14:00:59 From April Brady to Everyone:

thank you, great job

14:01:03 From Clare Rosenberger to Everyone:

Thank you!!

14:01:40 From Allison Bryant to Everyone:

that was awesome! Thank you both!

14:01:58 From Sheila Anderson to Everyone:

Great job Eileen and Elizabeth moderating. Thank you Danielle and Beth

14:28:42 From Lisa Hasegawa to Everyone:

We need a much deeper well of trust to really do the innovation that's possible

14:29:33 From Lisa Hasegawa to Everyone:

there is great opportunity to cross train but so busy, doesn't seem possible. what can we do to facilitate this

14:29:47 From William Caplan to Everyone:

Flowcharting/process mapping/detailed workplans are critical for many of the ongoing projects we work on.

14:29:52 From Tisha Allen to Everyone:

can we commit to taking a proactive look at workflows and challenges/barriers within those

14:29:53 From Christy Metzler to Everyone:

We talked about really taking stock of our skill sets and leveraging internal talent.

14:30:07 From Jen Christian (she/her) to Everyone:

What are we willing to stop or pause in order to make the time, find the energy to DO this work? And who holds us to the stop or pause? The plates are overflowing. The days are long.

14:30:10 From Christie Cade to Everyone:

Are we "living our values" individually and collectively? If so, how do we know outside of our annual performance reviews and annual corporate goal setting?

14:30:12 From Laurie OBrien to Everyone:

Culture change is a journey. It is not linear. Culture change can mean many things to all different leaders within the organization. We need to get agreement on what culture we want represented.

14:30:28 From SPEAKER – Elizabeth Hollins to Everyone:

On the theme of getting the right people in the right seats, there is a fine art to building teams to implement our goals by harnessing the passion and expertise of team members.

14:30:52 From Jessica Mulcahy to Everyone:

As we institutionalize some innovations we tried during the "pandemic pivot", find moments to reflect and ensure that we are taking the opportunity to do so in ways that don't recreate the structures we are used to.

14:31:02 From Valerie Navy–Daniels to Everyone:

@ Lisa – what do you mean by "well of trust?"

14:31:04 From Jen Christian (she/her) to Everyone:

Do we all understand/agree on the desired goal of the change?

14:31:06 From Lisa Hasegawa to Everyone:

revamping job descriptions – uncertainty about how far we can take that

14:31:24 From Kelly Stegall to Everyone:

Having board awareness and support of cultural change/shift is important.

14:31:35 From Lisa Hasegawa to Everyone:

need to create incentives and resources for leadership to invest in culture change

14:32:10 From Theresa Padovano to Everyone:

Can we incentivize the managers and staff who are doing this already and support them and thus encourage others to adapt as well

14:35:11 From Christie Cade to Everyone:

How do we overcome the 'too busy' challenge that impacts our ability to engage in and advance culture change?

14:35:12 From Greg Sharma–Holt (he/him/his) to Everyone:

The speakers' journeys involved a small number of staff members. Is NW prepared to invest in replicating this effort up to scale for our 300 person corporation?

14:36:28 From Lisa Hasegawa to Everyone:

@Valerie we talked about trust that there will not be negative consequences. need for trust and relationships for cross collaboration to happen. "easier and safer" to keep the status quo so there needs to be trust that there are benefits to doing things different and that there wont be negative consequences for mistakes/failures

14:36:59 From kent hawkins to Everyone:

Well said Donna!

14:37:12 From Theresa Padovano to Everyone:

+1 @Donna

14:37:40 From SPEAKER – Lynne Wallace (she/hers) to Everyone:

The SBI examples had a business model driven need to undertake culture change. Have we identified the unifying opportunity to which we need to align our culture? Similarly, have we identified the culture that is needed? Does the work across our large complex organization need different cultures in different areas?

14:38:19 From Valerie Navy–Daniels to Everyone:

@ Lisa – gotcha. I agree and thanks for clarifying.

14:38:22 From SPEAKER – Beth Hyser to Everyone:

Make room on your plate (plates can get bigger!). Culture change will make more bandwidth down the road.

14:39:44 From Romi Hall to Everyone:

+1 @Lynne

14:40:23 From SPEAKER – Brooke Finn to Everyone:

Beth, we hope you're right!!!

14:41:14 From Michelle Hudgins to Everyone:

+1 Marietta...totally agree

14:42:04 From Sarah Kackar to Everyone:

+1 Marietta. I am one of those who started in March 2020, so this is the only version I have known.

14:42:13 From Christie Cade to Everyone:

We discussed cultural change and NWA evolution – do we know who we are today? who we want to be tomorrow? So much has occurred in the last 10 years and now the last 2 years

14:42:18 From Tayna Frett to Everyone:

Putting ourselves in a posture of empathy in understanding perspectives and frustrations of each other but also showing some Grace. Not allowing the past to restrict our ability to move forward or accept new ways of doing things.

Kind of like not trusting the new boyfriend because of how the old boyfriend treated you. (That's the best example I could think of).

14:42:30 From Lisa Hasegawa to Everyone:

@Lynne – the housing crisis! There is so much at stake. we have so much to bring in this moment

14:43:13 From Deletta Dean to Everyone:

+1 Tayna

14:43:14 From Katie Watts to Everyone:

@Tayna +1

14:44:08 From Lisa Hasegawa to Everyone:

Yes Tayna and Christie!

14:44:21 From Lisa Hasegawa to Everyone:

YESSS!!!

14:45:38 From SPEAKER – Beth Hyser to Everyone:

I am happy to support any of you as you commit to culture change in your area –  
bhyser@nwhomepartners.org; 651-348-5084

14:46:12 From Christie Cade to Everyone:

Thanks Michelle for elevating the sub cultures of teams and divisions as well. The SOR team has had a 90% change, additions and subtractions in the last 3 years. And, the external changes are also impacting our culture as well!

14:46:30 From NW: Amy Grayson to Everyone:

Our group discussed keeping the permission to fail forward and talk about lessons learned and adjust course as needed. Danielle and Beth shared that culture change needs to be practiced everyday.

14:47:04 From Marietta Rodriguez to Everyone:

good question April, I wondered that too

14:47:24 From SPEAKER – Lisa Getter to Everyone:

I call on my new fellow colleagues to not shy away from sharing your thoughts though it is easy to say...let me figure this organization and my new colleagues out before I say much. Discomfort and change go together.

14:47:28 From SPEAKER – Beth Hyser to Everyone:

We regularly use the 5 Why's – really dig in to why you do things the way you do? Workflow mapping should help uncover the inconsistency. We had to give up the sacred cows of "that's just the way we do it here:

14:47:51 From Brenna Cooley to Everyone:

Making sure people have the space/time to make those changes

14:48:16 From Marietta Rodriguez to Everyone:

@ Lisa, what does it look like?

14:48:24 From SPEAKER – Beth Hyser to Everyone:

The hardest part is just committing to start change.

14:49:04 From Carol Rogers (she/her) to Everyone:

@ Elizabeth refers to getting the right people in the right seats. Our group supported the idea of reviewing position descriptions and roles periodically to see if tasks and responsibilities can be redistributed to maximize skills and abilities.

14:50:28 From Allison Bryant to Everyone:

@ Carol – I agree with this 100%

14:50:36 From Christie Cade to Everyone:

1) Recognition of effort and role in the outcomes aligned with change, 2) Cultivating skills and knowledge that the staff desires 3) affording opportunities to engage, share voices and ideas where they have passion 4) acknowledgement in workplans and performance reviews...

14:50:56 From Carol Rogers (she/her) to Everyone:

@ Christie!

14:52:07 From Tayna Frett to Everyone:

Its also important to note that we as Leaders have power and opportunity to motivate, inspire and incentivize staff as well.

14:52:16 From SPEAKER – Matt Newsome to Everyone:

in this zoom: 30 minutes of video of people frantically checking email XD

14:52:31 From SPEAKER – Matt Newsome to Everyone:

also +1 to Tayna. we have the power :)

15:21:22 From William Caplan to Everyone:

Touchingbase (sorry!)

15:21:23 From SPEAKER – Brooke Finn to Everyone:

flexibility

15:21:25 From SPEAKER – Kenneth Chu to Everyone:

trust  
15:21:25 From SPEAKER – Kelly Alexander to Everyone:  
meetings  
15:21:26 From SPEAKER – Elizabeth Hollins to Everyone:  
Flexibility  
15:21:27 From Michael Butchko to Everyone:  
tension  
15:21:29 From Valerie Navy–Daniels to Everyone:  
patience  
15:21:30 From Laura Rohman to Everyone:  
Energy  
15:21:31 From SPEAKER – Lynne Wallace (she/hers) to Everyone:  
adaptive  
15:21:33 From Kelly Stegall to Everyone:  
Pivot  
15:21:36 From Suzanne Letendre to Everyone:  
connection  
15:21:36 From Brenna Cooley to Everyone:  
communication  
15:21:36 From K Peart to Everyone:  
Challenge – creating relationships  
15:21:37 From Kevin Morris to Everyone:  
communication  
15:21:37 From Tamar Greenspan to Everyone:  
silence  
15:21:37 From Carol Rogers (she/her) to Everyone:  
understanding  
15:21:38 From SPEAKER – Rachael McLaughlin to Everyone:  
Adaptability  
15:21:39 From Theresa Padovano to Everyone:  
prioritize  
15:21:39 From Fred Udochi to Everyone:  
Coordination  
15:21:41 From Paula Planthaber to Everyone:  
existing  
15:21:41 From Jayna Bower to Everyone:  
flexibility  
15:21:42 From Shanti Abedin to Everyone:  
Juggle  
15:21:42 From Valerie Navy–Daniels to Everyone:  
grace  
15:21:42 From Tonya Tyler to Everyone:  
Insightful  
15:21:42 From Maggie Grieve to Everyone:  
flexibility, supporting one another  
15:21:43 From Wanda San Roman to Everyone:  
greater communication  
15:21:43 From Jen Christian (she/her) to Everyone:  
tidalwave  
15:21:43 From Marietta Rodriguez to Everyone:  
flexibility

15:21:44 From Jessica Mulcahy to Everyone:  
Excitement

15:21:45 From Chris Deady (she/her) to Everyone:  
Focus

15:21:46 From SPEAKER – Elizabeth Hollins to Everyone:  
compassion

15:21:47 From Zach Davis to Everyone:  
distraction

15:21:49 From Ilya Rozenblat to Everyone:  
distractions

15:21:53 From Valerie Navy–Daniels to Everyone:  
unprecedented

15:21:54 From Danielle Neveaux to Everyone:  
grace

15:21:56 From Christie Cade to Everyone:  
listening

15:21:57 From RSimmons@nw.org to Everyone:  
acceptance

15:21:58 From Allison Bryant to Everyone:  
Juggling

15:21:59 From Laurie OBrien to Everyone:  
communication all digitally thru many different means

15:22:00 From Megan Wessels to Everyone:  
Collaboration

15:22:02 From Kirsten Johnson–Obey (aka KJO) to Everyone:  
spontaneity

15:22:03 From Katie Watts to Everyone:  
communication

15:22:03 From April Brady to Everyone:  
boundaries

15:22:05 From Fred Udochi to Everyone:  
Flexibility

15:22:08 From Noelle Melton to Everyone:  
Flooded

15:22:45 From Fred Udochi to Everyone:  
Stress

15:22:56 From Ilya Rozenblat to Everyone:  
motivation

15:23:11 From SPEAKER – Eileen Anderson to Everyone:  
appreciative

15:28:56 From SPEAKER – Brooke Finn to SPEAKER – Tina Trent(Direct Message):  
sent some notes via email

15:32:35 From SPEAKER – Tina Trent to SPEAKER – Brooke Finn(Direct Message):  
thank you!

15:32:56 From SPEAKER – Tina Trent to Everyone:  
[https://neighborworksamerica-my.sharepoint.com/:f:/g/personal/cmetzler\\_nw\\_org/ErMgxs8ClvBAvXlZvP-uDkwBVgCHjC-9O\\_K975DH0dIVRQ?e=CzrKeD](https://neighborworksamerica-my.sharepoint.com/:f:/g/personal/cmetzler_nw_org/ErMgxs8ClvBAvXlZvP-uDkwBVgCHjC-9O_K975DH0dIVRQ?e=CzrKeD)

15:33:14 From SPEAKER – Tina Trent to Everyone:  
Slide is available using the link

15:33:51 From SPEAKER – Tina Trent to Everyone:

If you can't use the whiteboard, please designate a note taker – thank you :)

16:06:20 From SPEAKER – Tina Trent to Everyone:

Anyone who has a saved whiteboard, please email to me and we'll compile for Daphne

16:07:54 From Kevin Prophet to Everyone:

Well there's a deficiency with using Zoom remotely! LOL

16:08:50 From Sheila Anderson to Everyone:

Creating greater engagement and inclusion also means we have to be attentive to time zones especially for start and end times for meetings.

16:18:23 From SPEAKER – Lynne Wallace (she/hers) to Everyone:

Our group also discussed many of the same topics about intentionality to lead to keep people connected and the investment in time.

16:18:26 From Lisa Hasegawa to Everyone:

Field division has always been "hybrid"! And WER is mostly remote even before Covid19. We need to think about lessons to share.

16:21:01 From Kirsten Johnson–Obey (aka KJO) to Everyone:

this might be a better question to ask our staff :)

16:21:14 From Noelle Melton to Everyone:

KJO +1

16:21:23 From SPEAKER – Kenneth Chu to Everyone:

yes +1

16:21:54 From Christie Cade to Everyone:

Would be great to define the competencies that we need to be great managers and leaders in a hybrid environment

16:22:09 From SPEAKER – Wanda L. Scott to Everyone:

Thanks @Kirsten we will.

16:22:41 From Noelle Melton to Everyone:

Christie +1

16:23:00 From SPEAKER – Lisa Getter to Everyone:

Christie +10

16:23:31 From Lisa Hasegawa to Everyone:

<https://hbr.org/2021/11/rebuilding-relationships-across-teams-in-a-hybrid-workplace>

16:23:36 From Noelle Melton to Everyone:

If we value these competencies, defining + repeating these competencies seems imperative.

16:25:08 From Angela Gravely–Smith to Everyone:

Thanks Lisa.

16:25:37 From Deletta Dean to Everyone:

@Lisa, thanks

16:25:40 From Jen Christian (she/her) to Everyone:

Will this assessment overlap with the REDI assessment timeframe? Will each assessment inform the work of the other? (REDI assessment informs hybrid, vice-versa)

16:26:00 From Marietta Rodriguez to Everyone:

Yes that is our plan

16:26:07 From Jen Christian (she/her) to Everyone:

Great – thanks!

16:28:05 From Christy Metzler to Everyone:

take aways: providing opportunities to newer staff to engage in the strategic plan implementation; need to share success stories that lift up both programmatic and ops staff and help communicate the mission and values; customer feedback from our key partners about how they see our values showing up.

16:28:24 From SPEAKER – Elizabeth Hollins to Everyone:

I'm hopeful that we are positioning the organization to be more agile, relative to hybrid work

and implementation of the strategic plan.

16:28:25 From William Caplan to Everyone:

FOCUS: Focus on our priorities in our newly narrowed-down strategic plan, focus on our colleagues and the people who report to us who may or may not be in the office with us.

16:28:26 From Gabriele Williams to Everyone:

It doesn't have to be absolutely perfect the first time around. There's always room and most importantly, it's ok to improve as we go through the process. Thanks, Matt!

16:29:06 From Kevin Morris to Everyone:

There seems to be a lot of energy to move towards a culture that celebrates learning and innovation. Also, the discussion with Beth and Danielle was great with the focus on culture, flexibility and efficiency/customer value.

16:29:45 From Valerie Navy-Daniels to Everyone:

Pleased that our new staff work environment will be an inclusive process including all staff perspectives. I also like that we are delving into work pain points, the solutions of which may improve our effectiveness, efficiency and value internally and externally.

16:30:07 From Kirsten Johnson-Obey (aka KJO) to Everyone:

Our new strategic plan can be the catalyst for culture change that helps us accomplish our mission.

16:30:10 From Brenna Cooley to Everyone:

intentionality around strategic collaboration, space for experimentation/innovation

16:30:46 From Maggie Grieve to Everyone:

Changing culture to be more supportive, innovative and engaging requires creativity and ongoing commitment.

16:31:09 From Carol Rogers (she/her) to Everyone:

Continue to provide opportunities for feedback from our teams/staff to learn more about their experience in the remote and eventually hybrid workplace.

16:31:15 From Lisa Hasegawa to Everyone:

We all need to be focused on culture change

That we have the support and room to innovate.

Supporting emotional health and well being is so important

Hybrid - We can do it!

16:31:20 From Suzanne Letendre to Everyone:

I think we can trust ourselves and our staff to successfully adapt to a hybrid model because we succeeded during a pandemic to work totally remotely.

16:31:31 From SPEAKER - Brooke Finn to SPEAKER - Tina Trent(Direct Message):

Daphne just emailed and asked that we save the chat. I can try, but good if you can too.

16:31:41 From Laura Rohman to Everyone:

Curiosity to try things without everything being perfectly in place and blessed by everyone. Giving consideration to seeing how failures actually move of forward.

16:31:42 From Carol Rogers (she/her) to Everyone:

@ Suzanne - yes!

12:48:05 From Tamar Greenspan to Everyone:  
I'm messy eating a salad over here, so please excuse me staying off camera

12:48:29 From Brooke Finn to Everyone:  
just please jump in the convo even off screen

12:48:47 From Lynne Wallace (she/hers) to Everyone:  
no worries, I slurped soup off camera the other day

12:53:48 From SPEAKER – Tina Trent to Everyone:  
Welcome Beth and Danielle!

12:54:34 From SPEAKER – Danielle Smith to Everyone:  
Thank you Tina, Happy to be here!

12:54:36 From SPEAKER – Marcus Williams to Everyone:  
Let us know what you all discussed in your Lunch and Conversation....

12:54:42 From Jen Christian (she/her) to Everyone:  
culture you experience varies depending on your division, your manager

12:55:27 From Susan M. Ifill to Everyone:  
@Jen C... that was heard in our group. Also, the culture is shifting

12:55:27 From SPEAKER – Brooke Finn to Everyone:  
what is the culture for staff who have only experienced the organization virtually?

12:56:12 From SPEAKER – Kenneth Chu to Everyone:  
we talked about how the current culture seems to be somewhat resistant to innovation and change and that the new strategic plan seems structured to challenge us to move towards dynamic innovation in order to successfully reach our goals

12:56:20 From SPEAKER – Lisa Getter to Everyone:  
Equal ownership of the upside and downside; sense of urgency – consensus driven environments can paralyze progress. Staying focused on the common goal.

12:57:07 From Valerie Navy–Daniels to Everyone:  
The people and teams most affected by a change are not always the ones invited to participate in project rollout planning. Sometimes only the SVP or manager, hence change often comes as a surprise for a program.

12:57:12 From William Caplan to Everyone:  
Fine line between involving too many people and not enough/not the right stakeholders in collaborative efforts.

12:57:19 From SPEAKER – Brooke Finn to SPEAKER – Tina Trent(Direct Message):  
do you need back up on note-taking today?

12:57:57 From William Caplan to Everyone:  
Need to be a "yes and" culture instead of a "no" culture.

12:58:09 From SPEAKER – Tina Trent to SPEAKER – Brooke Finn(Direct Message):  
I welcome any notes you can take!

12:58:25 From SPEAKER – Kenneth Chu to Everyone:  
@Brooke that's an interesting question and one that Field grapples with a lot because so many of our staff are remote and/or not DC based

12:58:42 From SPEAKER – Lynne Wallace (she/hers) to Everyone:  
virtual/remote culture may be different than the in-person culture, new employees are experiencing culture vicariously through longer-tenured employees even though they have not experienced the same situations and corporate experience

12:58:51 From Harold Nassau to Everyone:  
are we a corporation of 'facilitators' and communicators, --or deliver useful TA as we did with specialty teams.

12:59:19 From SPEAKER – Brooke Finn to SPEAKER – Tina Trent(Direct Message):  
will share what I have at the break

12:59:32 From SPEAKER – Tina Trent to SPEAKER – Brooke Finn(Direct Message):  
thank you!

12:59:41 From Kelly Stegall to Everyone:

In the current culture innovation happens behind a curtain or within a silo. If we want to encourage more innovation we should breakdown the barriers that keep innovation in the shadows.

13:00:08 From Jen Christian (she/her) to Everyone:

meeting heavy culture where not all meetings are equal. meetings still happen on Fridays despite meeting-free Friday. this was supposed to be a shift yet hard to find a division who does not meet and/or protects staff from meeting with others on Fridays.

13:00:29 From SPEAKER – Kenneth Chu to Everyone:

@Jen +1

13:00:32 From Kirsten Johnson–Obey (aka KJO) to Everyone:

positive – very mission focused but if there is collaboration, it can be too involved – many people at the table to opine, but sometimes not the right people. slows decisions. there are instances of no or limited collaboration which does not further the mission. some workloads are unmanageable but concern if raise will just get more from supervisor's plate. people don't bring things up if there is no accountability so perhaps more trainings for supervisors/leading leaders.

13:00:52 From William Caplan to Everyone:

@Jen Definitely need to ask whether we need meetings as opposed to email or a TEAMS thing...

13:00:55 From Donna Tally to Everyone:

Regarding "how" we see the strategic plan supporting culture change, I encourage us to focus on not "what" we do but "how" we work. Do we work together? Are we united as one NW? Is trust a necessary component to an evolution in culture? How do we spur motivation? How do we create a movement toward a new way of working together? How do we enhance comradery and creativity? How do we ensure that the culture is supportive of a shared understanding that our mission is our North Star? These are some questions for later but they may help us think about culture as "how" we work, not "what" we do.

13:01:15 From Molly Barackman–Eder to Everyone:

Good ones Lisa, William, KJO – balancing inclusive feedback to inform a decision even w/o 100% consensus (which may be unattainable).

13:05:24 From Paula Planthaber to Everyone:

Two CDFIs! Just sayin!

13:07:07 From SPEAKER – Brooke Finn to SPEAKER – L. Tia Blount(Direct Message):

is there some way to spotlight the 4 speakers: Elizabeth Hollins, Eileen Anderson, Danielle Smith and Beth Hyser

13:07:40 From Jayna Bower to Everyone:

SHOP – Sustainable Home Ownership Program; SBI – Sustainable Business Initiative.

13:19:48 From Jessica Mulcahy to SPEAKER – Brooke Finn(Direct Message):

I love the way she articulated her hiring practice and feel like that resonates with how we have done it when it has worked well.

13:26:46 From SPEAKER – Brooke Finn to Jessica Mulcahy(Direct Message):

yes, I want her to be our SVP HR

13:27:39 From SPEAKER – Elizabeth Hollins to Everyone:

Please do drop questions in the chat

13:28:28 From Jessica Mulcahy to SPEAKER – Brooke Finn(Direct Message):

she is really uniquely amazing. i'm enjoying beth's little asides. "I took that over for a little while..several years actually" lol

13:28:28 From SPEAKER – Brooke Finn to Everyone:

Can you say more about how you introduced the culture change and new customer-driven

paradigm to staff at all levels?

13:30:35 From Zach Davis to Everyone:

What role did your board play in authorizing this type of change? Was the board an obstacle or a partner in that journey?

13:32:14 From SPEAKER – Tina Trent to Everyone:

There's a summary of the Kotter change model in the meeting invite

13:32:58 From SPEAKER – Christie Cade to Everyone:

Did your values change as you embarked upon the culture change? And if so, what were the changes and what drove the values change? If not, what values were illuminated during the culture change process?

13:33:19 From SPEAKER – Tina Trent to Everyone:

Also a great article on SBI published by Stanford Social Innovation Review

13:33:31 From Kelly Stegall to Everyone:

Both Danielle and Beth mention that shifting seats on the bus as an aspect of their culture. I'd like to know what aspects of their culture had to shift to accommodate this mindset?

13:33:33 From Colette Pozzo to Everyone:

Beth---can you speak more (in general terms) as to how opposition to change showed up and how you tried to address it before you concluded your staff member was not moving forward?

13:47:56 From SPEAKER – Brooke Finn to Maggie Grieve(Direct Message):

You've been so good at doing exactly what Beth is saying

13:49:20 From Marietta Rodriguez to Everyone:

how did you both manage with team members who give lip service to the change but their actions undermine the change

13:51:14 From Donna Tally to Everyone:

What role did trust play in your culture change evolution? is trust necessary?

13:52:34 From SPEAKER – Beth Hyser to Everyone:

Trust and integrity of the leaders is crucial. I have to take time to get know each person and talk with them about change for them in their role and really address concerns as possible.

14:00:23 From SPEAKER – Tina Trent to Everyone:

Thank you Beth and Danielle!

14:00:29 From SPEAKER – Kenneth Chu to Everyone:

that was awesome!

14:00:33 From Shanti Abedin to Everyone:

Thank you

14:00:35 From Tayna Frett to Everyone:

This was great! Thank you

14:00:42 From Kirsten Johnson–Obey (aka KJO) to Everyone:

thank you!

14:00:44 From Tonya Tyler to Everyone:

Thank you for sharing.

14:00:47 From Jessica Mulcahy to Everyone:

Thank you!!

14:00:50 From SPEAKER – Christie Cade to Everyone:

Awesome! Thanks so much!!

14:00:56 From SPEAKER – Brooke Finn to Everyone:

thank you!!!

14:00:58 From Christy Metzler to Everyone:

Thank you, Beth and Danielle!

14:00:59 From April Brady to Everyone:

thank you, great job

14:01:03 From Clare Rosenberger to Everyone:

Thank you!!

14:01:40 From Allison Bryant to Everyone:

that was awesome! Thank you both!

14:01:58 From Sheila Anderson to Everyone:

Great job Eileen and Elizabeth moderating. Thank you Danielle and Beth

14:28:42 From Lisa Hasegawa to Everyone:

We need a much deeper well of trust to really do the innovation that's possible

14:29:33 From Lisa Hasegawa to Everyone:

there is great opportunity to cross train but so busy, doesn't seem possible. what can we do to facilitate this

14:29:47 From William Caplan to Everyone:

Flowcharting/process mapping/detailed workplans are critical for many of the ongoing projects we work on.

14:29:52 From Tisha Allen to Everyone:

can we commit to taking a proactive look at workflows and challenges/barriers within those

14:29:53 From Christy Metzler to Everyone:

We talked about really taking stock of our skill sets and leveraging internal talent.

14:30:07 From Jen Christian (she/her) to Everyone:

What are we willing to stop or pause in order to make the time, find the energy to DO this work? And who holds us to the stop or pause? The plates are overflowing. The days are long.

14:30:10 From Christie Cade to Everyone:

Are we "living our values" individually and collectively? If so, how do we know outside of our annual performance reviews and annual corporate goal setting?

14:30:12 From Laurie OBrien to Everyone:

Culture change is a journey. It is not linear. Culture change can mean many things to all different leaders within the organization. We need to get agreement on what culture we want represented.

14:30:28 From SPEAKER – Elizabeth Hollins to Everyone:

On the theme of getting the right people in the right seats, there is a fine art to building teams to implement our goals by harnessing the passion and expertise of team members.

14:30:52 From Jessica Mulcahy to Everyone:

As we institutionalize some innovations we tried during the "pandemic pivot", find moments to reflect and ensure that we are taking the opportunity to do so in ways that don't recreate the structures we are used to.

14:31:02 From Valerie Navy–Daniels to Everyone:

@ Lisa – what do you mean by "well of trust?"

14:31:04 From Jen Christian (she/her) to Everyone:

Do we all understand/agree on the desired goal of the change?

14:31:06 From Lisa Hasegawa to Everyone:

revamping job descriptions – uncertainty about how far we can take that

14:31:24 From Kelly Stegall to Everyone:

Having board awareness and support of cultural change/shift is important.

14:31:35 From Lisa Hasegawa to Everyone:

need to create incentives and resources for leadership to invest in culture change

14:32:10 From Theresa Padovano to Everyone:

Can we incentivize the managers and staff who are doing this already and support them and thus encourage others to adapt as well

14:35:11 From Christie Cade to Everyone:

How do we overcome the 'too busy' challenge that impacts our ability to engage in and advance culture change?

14:35:12 From Greg Sharma–Holt (he/him/his) to Everyone:

The speakers' journeys involved a small number of staff members. Is NW prepared to invest in replicating this effort up to scale for our 300 person corporation?

14:36:28 From Lisa Hasegawa to Everyone:

@Valerie we talked about trust that there will not be negative consequences. need for trust and relationships for cross collaboration to happen. "easier and safer" to keep the status quo so there needs to be trust that there are benefits to doing things different and that there wont be negative consequences for mistakes/failures

14:36:59 From kent hawkins to Everyone:

Well said Donna!

14:37:12 From Theresa Padovano to Everyone:

+1 @Donna

14:37:40 From SPEAKER – Lynne Wallace (she/hers) to Everyone:

The SBI examples had a business model driven need to undertake culture change. Have we identified the unifying opportunity to which we need to align our culture? Similarly, have we identified the culture that is needed? Does the work across our large complex organization need different cultures in different areas?

14:38:19 From Valerie Navy–Daniels to Everyone:

@ Lisa – gotcha. I agree and thanks for clarifying.

14:38:22 From SPEAKER – Beth Hyser to Everyone:

Make room on your plate (plates can get bigger!). Culture change will make more bandwidth down the road.

14:39:44 From Romi Hall to Everyone:

+1 @Lynne

14:40:23 From SPEAKER – Brooke Finn to Everyone:

Beth, we hope you're right!!!

14:41:14 From Michelle Hudgins to Everyone:

+1 Marietta...totally agree

14:42:04 From Sarah Kackar to Everyone:

+1 Marietta. I am one of those who started in March 2020, so this is the only version I have known.

14:42:13 From Christie Cade to Everyone:

We discussed cultural change and NWA evolution – do we know who we are today? who we want to be tomorrow? So much has occurred in the last 10 years and now the last 2 years

14:42:18 From Tayna Frett to Everyone:

Putting ourselves in a posture of empathy in understanding perspectives and frustrations of each other but also showing some Grace. Not allowing the past to restrict our ability to move forward or accept new ways of doing things.

Kind of like not trusting the new boyfriend because of how the old boyfriend treated you. (That's the best example I could think of).

14:42:30 From Lisa Hasegawa to Everyone:

@Lynne – the housing crisis! There is so much at stake. we have so much to bring in this moment

14:43:13 From Deletta Dean to Everyone:

+1 Tayna

14:43:14 From Katie Watts to Everyone:

@Tayna +1

14:44:08 From Lisa Hasegawa to Everyone:

Yes Tayna and Christie!

14:44:21 From Lisa Hasegawa to Everyone:

YESSS!!!

14:45:38 From SPEAKER – Beth Hyser to Everyone:

I am happy to support any of you as you commit to culture change in your area –  
bhyser@nwhomepartners.org; 651-348-5084

14:46:12 From Christie Cade to Everyone:

Thanks Michelle for elevating the sub cultures of teams and divisions as well. The SOR team has had a 90% change, additions and subtractions in the last 3 years. And, the external changes are also impacting our culture as well!

14:46:30 From NW: Amy Grayson to Everyone:

Our group discussed keeping the permission to fail forward and talk about lessons learned and adjust course as needed. Danielle and Beth shared that culture change needs to be practiced everyday.

14:47:04 From Marietta Rodriguez to Everyone:

good question April, I wondered that too

14:47:24 From SPEAKER – Lisa Getter to Everyone:

I call on my new fellow colleagues to not shy away from sharing your thoughts though it is easy to say...let me figure this organization and my new colleagues out before I say much. Discomfort and change go together.

14:47:28 From SPEAKER – Beth Hyser to Everyone:

We regularly use the 5 Why's – really dig in to why you do things the way you do? Workflow mapping should help uncover the inconsistency. We had to give up the sacred cows of "that's just the way we do it here:

14:47:51 From Brenna Cooley to Everyone:

Making sure people have the space/time to make those changes

14:48:16 From Marietta Rodriguez to Everyone:

@ Lisa, what does it look like?

14:48:24 From SPEAKER – Beth Hyser to Everyone:

The hardest part is just committing to start change.

14:49:04 From Carol Rogers (she/her) to Everyone:

@ Elizabeth refers to getting the right people in the right seats. Our group supported the idea of reviewing position descriptions and roles periodically to see if tasks and responsibilities can be redistributed to maximize skills and abilities.

14:50:28 From Allison Bryant to Everyone:

@ Carol – I agree with this 100%

14:50:36 From Christie Cade to Everyone:

1) Recognition of effort and role in the outcomes aligned with change, 2) Cultivating skills and knowledge that the staff desires 3) affording opportunities to engage, share voices and ideas where they have passion 4) acknowledgement in workplans and performance reviews...

14:50:56 From Carol Rogers (she/her) to Everyone:

@ Christie!

14:52:07 From Tayna Frett to Everyone:

Its also important to note that we as Leaders have power and opportunity to motivate, inspire and incentivize staff as well.

14:52:16 From SPEAKER – Matt Newsome to Everyone:

in this zoom: 30 minutes of video of people frantically checking email XD

14:52:31 From SPEAKER – Matt Newsome to Everyone:

also +1 to Tayna. we have the power :)

15:21:22 From William Caplan to Everyone:

Touchingbase (sorry!)

15:21:23 From SPEAKER – Brooke Finn to Everyone:

flexibility

15:21:25 From SPEAKER – Kenneth Chu to Everyone:

trust  
15:21:25 From SPEAKER – Kelly Alexander to Everyone:  
meetings  
15:21:26 From SPEAKER – Elizabeth Hollins to Everyone:  
Flexibility  
15:21:27 From Michael Butchko to Everyone:  
tension  
15:21:29 From Valerie Navy–Daniels to Everyone:  
patience  
15:21:30 From Laura Rohman to Everyone:  
Energy  
15:21:31 From SPEAKER – Lynne Wallace (she/hers) to Everyone:  
adaptive  
15:21:33 From Kelly Stegall to Everyone:  
Pivot  
15:21:36 From Suzanne Letendre to Everyone:  
connection  
15:21:36 From Brenna Cooley to Everyone:  
communication  
15:21:36 From K Peart to Everyone:  
Challenge – creating relationships  
15:21:37 From Kevin Morris to Everyone:  
communication  
15:21:37 From Tamar Greenspan to Everyone:  
silence  
15:21:37 From Carol Rogers (she/her) to Everyone:  
understanding  
15:21:38 From SPEAKER – Rachael McLaughlin to Everyone:  
Adaptability  
15:21:39 From Theresa Padovano to Everyone:  
prioritize  
15:21:39 From Fred Udochi to Everyone:  
Coordination  
15:21:41 From Paula Planthaber to Everyone:  
existing  
15:21:41 From Jayna Bower to Everyone:  
flexibility  
15:21:42 From Shanti Abedin to Everyone:  
Juggle  
15:21:42 From Valerie Navy–Daniels to Everyone:  
grace  
15:21:42 From Tonya Tyler to Everyone:  
Insightful  
15:21:42 From Maggie Grieve to Everyone:  
flexibility, supporting one another  
15:21:43 From Wanda San Roman to Everyone:  
greater communication  
15:21:43 From Jen Christian (she/her) to Everyone:  
tidalwave  
15:21:43 From Marietta Rodriguez to Everyone:  
flexibility

15:21:44 From Jessica Mulcahy to Everyone:  
Excitement

15:21:45 From Chris Deady (she/her) to Everyone:  
Focus

15:21:46 From SPEAKER – Elizabeth Hollins to Everyone:  
compassion

15:21:47 From Zach Davis to Everyone:  
distraction

15:21:49 From Ilya Rozenblat to Everyone:  
distractions

15:21:53 From Valerie Navy–Daniels to Everyone:  
unprecedented

15:21:54 From Danielle Neveaux to Everyone:  
grace

15:21:56 From Christie Cade to Everyone:  
listening

15:21:57 From RSimmons@nw.org to Everyone:  
acceptance

15:21:58 From Allison Bryant to Everyone:  
Juggling

15:21:59 From Laurie OBrien to Everyone:  
communication all digitally thru many different means

15:22:00 From Megan Wessels to Everyone:  
Collaboration

15:22:02 From Kirsten Johnson–Obey (aka KJO) to Everyone:  
spontaneity

15:22:03 From Katie Watts to Everyone:  
communication

15:22:03 From April Brady to Everyone:  
boundaries

15:22:05 From Fred Udochi to Everyone:  
Flexibility

15:22:08 From Noelle Melton to Everyone:  
Flooded

15:22:45 From Fred Udochi to Everyone:  
Stress

15:22:56 From Ilya Rozenblat to Everyone:  
motivation

15:23:11 From SPEAKER – Eileen Anderson to Everyone:  
appreciative

15:28:56 From SPEAKER – Brooke Finn to SPEAKER – Tina Trent(Direct Message):  
sent some notes via email

15:32:35 From SPEAKER – Tina Trent to SPEAKER – Brooke Finn(Direct Message):  
thank you!

15:32:56 From SPEAKER – Tina Trent to Everyone:  
[https://neighborworksamerica-my.sharepoint.com/:f:/g/personal/cmetzler\\_nw\\_org/ErMgxs8ClvBAvXlIzvP-uDkwBVgCHjC-9O\\_K975DH0dIVRQ?e=CzrKeD](https://neighborworksamerica-my.sharepoint.com/:f:/g/personal/cmetzler_nw_org/ErMgxs8ClvBAvXlIzvP-uDkwBVgCHjC-9O_K975DH0dIVRQ?e=CzrKeD)

15:33:14 From SPEAKER – Tina Trent to Everyone:  
Slide is available using the link

15:33:51 From SPEAKER – Tina Trent to Everyone:

If you can't use the whiteboard, please designate a note taker – thank you :)

16:06:20 From SPEAKER – Tina Trent to Everyone:

Anyone who has a saved whiteboard, please email to me and we'll compile for Daphne

16:07:54 From Kevin Prophet to Everyone:

Well there's a deficiency with using Zoom remotely! LOL

16:08:50 From Sheila Anderson to Everyone:

Creating greater engagement and inclusion also means we have to be attentive to time zones especially for start and end times for meetings.

16:18:23 From SPEAKER – Lynne Wallace (she/hers) to Everyone:

Our group also discussed many of the same topics about intentionality to lead to keep people connected and the investment in time.

16:18:26 From Lisa Hasegawa to Everyone:

Field division has always been "hybrid"! And WER is mostly remote even before Covid19. We need to think about lessons to share.

16:21:01 From Kirsten Johnson–Obey (aka KJO) to Everyone:

this might be a better question to ask our staff :)

16:21:14 From Noelle Melton to Everyone:

KJO +1

16:21:23 From SPEAKER – Kenneth Chu to Everyone:

yes +1

16:21:54 From Christie Cade to Everyone:

Would be great to define the competencies that we need to be great managers and leaders in a hybrid environment

16:22:09 From SPEAKER – Wanda L. Scott to Everyone:

Thanks @Kirsten we will.

16:22:41 From Noelle Melton to Everyone:

Christie +1

16:23:00 From SPEAKER – Lisa Getter to Everyone:

Christie +10

16:23:31 From Lisa Hasegawa to Everyone:

<https://hbr.org/2021/11/rebuilding-relationships-across-teams-in-a-hybrid-workplace>

16:23:36 From Noelle Melton to Everyone:

If we value these competencies, defining + repeating these competencies seems imperative.

16:25:08 From Angela Gravely–Smith to Everyone:

Thanks Lisa.

16:25:37 From Deletta Dean to Everyone:

@Lisa, thanks

16:25:40 From Jen Christian (she/her) to Everyone:

Will this assessment overlap with the REDI assessment timeframe? Will each assessment inform the work of the other? (REDI assessment informs hybrid, vice-versa)

16:26:00 From Marietta Rodriguez to Everyone:

Yes that is our plan

16:26:07 From Jen Christian (she/her) to Everyone:

Great – thanks!

16:28:05 From Christy Metzler to Everyone:

take aways: providing opportunities to newer staff to engage in the strategic plan implementation; need to share success stories that lift up both programmatic and ops staff and help communicate the mission and values; customer feedback from our key partners about how they see our values showing up.

16:28:24 From SPEAKER – Elizabeth Hollins to Everyone:

I'm hopeful that we are positioning the organization to be more agile, relative to hybrid work

and implementation of the strategic plan.

16:28:25 From William Caplan to Everyone:

FOCUS: Focus on our priorities in our newly narrowed-down strategic plan, focus on our colleagues and the people who report to us who may or may not be in the office with us.

16:28:26 From Gabriele Williams to Everyone:

It doesn't have to be absolutely perfect the first time around. There's always room and most importantly, it's ok to improve as we go through the process. Thanks, Matt!

16:29:06 From Kevin Morris to Everyone:

There seems to be a lot of energy to move towards a culture that celebrates learning and innovation. Also, the discussion with Beth and Danielle was great with the focus on culture, flexibility and efficiency/customer value.

16:29:45 From Valerie Navy-Daniels to Everyone:

Pleased that our new staff work environment will be an inclusive process including all staff perspectives. I also like that we are delving into work pain points, the solutions of which may improve our effectiveness, efficiency and value internally and externally.

16:30:07 From Kirsten Johnson-Obey (aka KJO) to Everyone:

Our new strategic plan can be the catalyst for culture change that helps us accomplish our mission.

16:30:10 From Brenna Cooley to Everyone:

intentionality around strategic collaboration, space for experimentation/innovation

16:30:46 From Maggie Grieve to Everyone:

Changing culture to be more supportive, innovative and engaging requires creativity and ongoing commitment.

16:31:09 From Carol Rogers (she/her) to Everyone:

Continue to provide opportunities for feedback from our teams/staff to learn more about their experience in the remote and eventually hybrid workplace.

16:31:15 From Lisa Hasegawa to Everyone:

We all need to be focused on culture change

That we have the support and room to innovate.

Supporting emotional health and well being is so important

Hybrid - We can do it!

16:31:20 From Suzanne Letendre to Everyone:

I think we can trust ourselves and our staff to successfully adapt to a hybrid model because we succeeded during a pandemic to work totally remotely.

16:31:31 From SPEAKER - Brooke Finn to SPEAKER - Tina Trent(Direct Message):

Daphne just emailed and asked that we save the chat. I can try, but good if you can too.

16:31:41 From Laura Rohman to Everyone:

Curiosity to try things without everything being perfectly in place and blessed by everyone. Giving consideration to seeing how failures actually move of forward.

16:31:42 From Carol Rogers (she/her) to Everyone:

@ Suzanne - yes!

### Q1

Who can see what you share here?

Intentionally touching base

Scheduling time in the office so we coincide

Make introductions for new folks to get to know others

Keeping a master schedule of where the team is

Use regular standups

Talking: Kirsten Johnson-Obey...

Find new techniques to get to know people w/o in person chance encounters

Understanding people's hybrid work needs

hybrid teambuilding skills will continue to need buffing!

Breakout Rooms

Breakout Rooms will close in 39 seconds

You will be returned to the main session automatically.

Leave Breakout Room

### Q3

Ensuring equity in how you interact with people interpersonally **whether hybrid or in person**

Recreating the one-on-one cross divisional relationships we thrive on in a virtual world - do we want to move away from this or intentionally foster it?

Many communications channels - emails vs. phone calls vs. teams vs. cloud doc edits - need a common communication culture

## Group 10 Meeting Notes

### HOW IS YOUR LEADERSHIP CHANGED?

- Trust that staff are doing what you need to do
- Adjust expectations about your meeting attendance/camera/timing/commute – do you try to work more or
- Example is Field Operations: 80% of team is out of office
- Everyone being remote leveled the playing field – resentment about inside the D.C. office is reduced.
- You HAVE to ZOOM now

### WHAT WILL BE REQUIRED OF THE HYBRID WORK ENVIRONMENT?

- Challenge – we have been in this environment while at home.... But our office systems don't support this (ex: hybrid meeting)
- Idea #1: Training tried to have everyone in the office the same 2 days a week
  - Schedule team meetings for then
  - Accept that time is for meeting, not for doing.
  - QUESTION: If everyone is not going in on the same days then where is the critical mass? Why go in?
- Idea #2: One zoom all zoom rule - was used by Community Initiatives was half remote already.
- Idea #3: Pandemic makes us all more thoughtful about how to include those who are remote... Suggestions?
  - Use the chat in place of the desk drive by
  - Quick call on TEAMS to hash it out. (Rather than email.)
  - RECOGNIZE THAT Productivity is up in ITS
    - Weekends hours, deployments, they now do more work after 5pm.
    - Now, they don't have to adjust our work days.
    - Remote work has increased work load a lot.
    - Schedule should reflect both individual preference... divisions are not monoliths... should be allowed to work remotely where that is justified/appropriate.

**Pandemic concerns remain – why commute in for meetings in a room? We are online and responsive for specific times. Lines are blurred by**

- **Idea #4: Team huddles** – quick 15 minutes to share or get together to celebrate an accomplishment. We are together and then you have the rest of the day to do what you need to do.
  - Be deliberate about when you need to meet.
  - ZOOM fatigue and camera fatigue... then struggle to find time to get the work done. RISK OF SCOPE CREEP WHERE IT ALL EXPANDS!
- **Idea #5: Travel budget – ensure we are all together a few times a year. This is important.**
  - We need opportunity to bond and get together.
  - Informal connections – frayed. How do we maintain that in a remote environment?
  - How to maintain group / family feel... When would do in person lunch before.

**Don't require people to be based in the D.C. office if that is not really needed.** Make an argument for why someone has to be in the office.

This levels the playing field.

You have to justify why the person has to be based in the D.C. office.

This has an organizational benefit – it levels the playing field.

Opportunity for equity here.

Water cooler – what is lost for those

**Group 1** (Kevin Prophet) – equity & promotion (Employee Experience) – not treating the remote worker any different than the onsite worker in evaluation.  
Zoom considerations....meetings

**Group 2** – Inclusion (tools, protocols & norms) for engagement for both environments. Not making people feel left out. Honest feedback. Managing expectation on coming back into the office. (Creating greater engagement and inclusion also means we have to be attentive to time zones especially for start and end times for meetings.)

**Group 3** (Kate) – Trusting people are doing what they say they are doing. Being on camera – for attendance. Balancing Meeting Days with getting work done. One-Zoom, all zoom – include remote people. Teams for quick chats not emails. Team huddles – division wide agreement on meetings. Travel Budgets slashed???.  
Leveled the playing field – no more in-group/out-group (in DC office considerations)

**Group 9** (Kemba) – Finding & making space for social interaction. Technology – when to use it (respect personal time on weekends). Familiarize themselves with current policies – learn what other companies are doing to formulate the new ones. As a team what do they agree on? Leadership style change. Interactions being equitable – training on how to do this for remote and office employees. Technology - Support people if their equipment breaks.

**Group X** – Water cooler discussion (how does this happen). Train on technology. Communicate values – challenges.

**Group 4** – sense that hybrid is harder than remote. Relationship building – does not just happen in person. How to do this remote. Dollars for technology investment to support relationship building. Not all negative.

Our group also discussed many of the same topics about intentionality to lead to keep people connected and the investment in time.

Field division has always been "hybrid"! And WER is mostly remote even before Covid19. We need to think about lessons to share.

Question - Will this assessment overlap with the REDI assessment timeframe? Will each assessment inform the work of the other? (REDI assessment informs hybrid, vice-versa)  
(Answer – Yes)

- Flexibility & empathy because of different working scenarios
- Equity of work experience to our best ability (Zoom vs. In-person)
- Equity of promotions and opportunities no matter work experience
- Different orientation of what is possible and be better at business
- Not lose sight of the benefits of in-person engagements (All Staff Meeting, etc.); don't assume everything can be virtual
- Keep no meeting Friday (constant Zoom meetings)
- A lot has become transactional because of that lack of personal interactions; hybrid is good for a balance
- Hybrid environment brought forth more intentionality (focus,
- Need to evaluate whether you can implement culture change via Zoom medium; don't know if that has been tested by Zoom; not sure that leads to transformation (non-verbal body language)
- Expand ideas of how people contribute when they are not extroverted; important whether in the Zoom feature or not;
- Chat feature in Zoom is helpful for introverts; helpful to keep tabs on other people
- People are able to work better in a home environment if they are dealing health or quality of life issues; normalizes how ppl show up at work/home
- Zoom discourages more explorative exchange of information
- Some of the work takes longer from home; unable to hop into colleagues' office to get decisions or information; now have to schedule a zoom meeting
- Miss the context that you get from bumping into ppl in the office and getting the background dirt
- Zoom allows for connections that otherwise are not possible when residing in the different offices
- Atrophying muscles in the work from home environment - picking up the phone, culture of open communication, more socially awkward, pop ins using TEAMS
- Balance of using technology and can't expect that you can get an instantaneous response (use the do not disturb; i prefer emails so if you want to contact me...); respect preferences of how ppl work
-

Tayna, Tamar, Tina, Lee Anne, Kent, David P.

Some teams had a lot of remote staff anyway so may not see much change. But EVERYONE being Fully remote has been an equalizer! All on same page in how communicate, expectations, engagement. But going back to being in person will be different. Concerns about experience.

Space design. Technology and need for asynchronous Tools. Technical quality of meetings as well.

Fear that we will trend towards least common denominator and treat it like fully remote environment. There is something that's great about the magic that does happen in the room and ensure quality exists regardless of in room or not.

Creating some norms and the importance of intentionality and ensuring people are connected. Sound checks, camera checks etc before meetings.

There was also somewhat of a Power dynamic where folks had access to decision makers by being in the office and seeing folks etc. Seeing people does trigger us to say "Oh, there's Stephanie, I need to talk to her about XYZ" That was gone. Out of sight out of mind also existed. So need intentionality about that.

Intentional conversations are happening about how teams would come together when we get back to the office.

Its important to implement constant avenues to get feedback. How is it really going. Not a box check like the performance eval asking us will we continue to teleworking but more ways to get into the details. Honest feedback of how it's really been without fear of losing the privilege of this.

There will be a Reality shock; Coming back will feel different. We are not going back to what we left.

What best supports staff and not so much as to what's good for me and my style as a manager. Issues of equity play into that as well.

Need to answer the questions proactively, what are the challenges with hybrid environment? Like a David letterman list...