

1

00:00:00,714 --> 00:00:04,047
(soft electronic music)

2

00:00:06,330 --> 00:00:08,750
- Welcome everyone to the next installment

3

00:00:08,750 --> 00:00:10,380
of our look at how Indeed

4

00:00:10,380 --> 00:00:14,190
has been navigating the
global impact of COVID-19.

5

00:00:14,190 --> 00:00:16,660
Today is April sixth, we're on day 34

6

00:00:16,660 --> 00:00:18,800
of our global work from home,

7

00:00:18,800 --> 00:00:20,440
but our involvement with this crisis

8

00:00:20,440 --> 00:00:22,330
goes back to late January

9

00:00:22,330 --> 00:00:24,300
and we know that thousand of businesses

10

00:00:24,300 --> 00:00:27,060
around the world are
facing the same challenges

11

00:00:27,060 --> 00:00:28,784
that we've been through.

12

00:00:28,784 --> 00:00:30,042
And thought it might be helpful

13

00:00:30,042 --> 00:00:30,875
to share some of our experiences

14

00:00:30,875 --> 00:00:33,170
and what we've learned along the way.

15

00:00:33,170 --> 00:00:35,860
So we are here today
with Laura McCafferty,

16

00:00:35,860 --> 00:00:37,230
who is the Senior Director

17

00:00:37,230 --> 00:00:39,650
of Global Internal
Communications at Indeed.

18

00:00:39,650 --> 00:00:41,430
Laura, thanks for joining me.

19

00:00:41,430 --> 00:00:42,840
- I'm happy to be here, Chris.

20

00:00:42,840 --> 00:00:44,550
Thank you for having me.

21

00:00:44,550 --> 00:00:46,490
- All right, well let's start just

22

00:00:46,490 --> 00:00:48,293
with how are you doing today?

23

00:00:49,245 --> 00:00:50,800
- I'm doing great today.

24

00:00:50,800 --> 00:00:53,610
It's 68 degrees in Stanford, Connecticut.

25

00:00:53,610 --> 00:00:56,540

It feels like spring has
really officially arrived,

26

00:00:56,540 --> 00:00:58,253

so that's a really nice thing.

27

00:00:59,160 --> 00:01:00,090

- That is great.

28

00:01:00,090 --> 00:01:02,650

Let's back up a little bit.

29

00:01:02,650 --> 00:01:04,810

You actually just started at Indeed

30

00:01:04,810 --> 00:01:06,800

back in November or so.

31

00:01:06,800 --> 00:01:08,910

You had had only had a couple months

32

00:01:08,910 --> 00:01:11,120

to get your feet under you here.

33

00:01:11,120 --> 00:01:14,533

What were you working on
right before this story

34

00:01:14,533 --> 00:01:18,090

started to break in late January?

35

00:01:18,090 --> 00:01:20,730

- I think like anybody
who's joined a new company,

36

00:01:20,730 --> 00:01:23,040

I was spending my first two months,

37

00:01:23,040 --> 00:01:26,620

so I was about eight weeks
in when all of this started.

38

00:01:26,620 --> 00:01:29,190

Meeting as many people as I could.

39

00:01:29,190 --> 00:01:33,398

Really trying to understand the culture,

40

00:01:33,398 --> 00:01:37,480

how work gets done, how
teams work together.

41

00:01:37,480 --> 00:01:40,550

And at the same time doing an assessment

42

00:01:40,550 --> 00:01:42,630

and understanding of my own team.

43

00:01:42,630 --> 00:01:46,604

So there were a number of
people here already in place.

44

00:01:46,604 --> 00:01:49,710

So learning about what
they were working on,

45

00:01:49,710 --> 00:01:52,170

what interests and motivates them.

46

00:01:52,170 --> 00:01:55,850

And just sort of seeing
how they all plug in

47

00:01:55,850 --> 00:01:57,310

to the bigger picture.

48
00:01:57,310 --> 00:01:59,350
- So let's just walk a little bit

49
00:01:59,350 --> 00:02:00,860
through the timeline.

50
00:02:00,860 --> 00:02:05,860
Tell us what happened
when the first question

51
00:02:06,160 --> 00:02:07,880
started cropping up from employees

52
00:02:07,880 --> 00:02:09,490
about these new stories

53
00:02:09,490 --> 00:02:12,810
and what the role of
internal communications was

54
00:02:12,810 --> 00:02:14,210
from the very start.

55
00:02:14,210 --> 00:02:15,460
- Yeah, it's kind of interesting.

56
00:02:15,460 --> 00:02:19,786
So in anticipation of this
conversation this morning

57
00:02:19,786 --> 00:02:21,580
I went back and took a look,

58
00:02:21,580 --> 00:02:25,910
because it felt like early
on we were just churning out

59
00:02:25,910 --> 00:02:28,650

so much content and so much communication.

60

00:02:28,650 --> 00:02:31,460

So I was curious to see
what did we actually do

61

00:02:31,460 --> 00:02:33,350

and what was the timeline?

62

00:02:33,350 --> 00:02:35,650

And so the very first thing that we did,

63

00:02:35,650 --> 00:02:38,270

which was at the end of January

64

00:02:38,270 --> 00:02:40,260

was to send a note to employees

65

00:02:40,260 --> 00:02:43,697

that was really just very top line to say,

66

00:02:43,697 --> 00:02:48,007

"Hey, if you've traveled in
and out of China recently,

67

00:02:48,007 --> 00:02:51,767

"there is an outbreak of a new illness.

68

00:02:51,767 --> 00:02:54,177

"It probably makes sense
not to come to work

69

00:02:54,177 --> 00:02:56,567

"for two weeks if that's the case.

70

00:02:56,567 --> 00:02:59,260

"We'll keep you updated as we learn more."

71

00:02:59,260 --> 00:03:02,420
And so that was on January 28th

72
00:03:02,420 --> 00:03:06,010
and then nothing really
happened for a week.

73
00:03:06,010 --> 00:03:08,683
And so from the next Friday,

74
00:03:09,745 --> 00:03:11,610
which was February sixth or seventh

75
00:03:11,610 --> 00:03:14,166
until March fourth when we decided

76
00:03:14,166 --> 00:03:17,590
that we were going to have all
employees to work from home,

77
00:03:17,590 --> 00:03:20,970
we sent out 45 additional communications.

78
00:03:20,970 --> 00:03:23,700
So I think that tells
you a little bit about

79
00:03:23,700 --> 00:03:26,630
just the pace of what we were learning

80
00:03:26,630 --> 00:03:28,460
and the decisions that we had to make

81
00:03:28,460 --> 00:03:30,020
as an organization.

82
00:03:30,020 --> 00:03:33,330
And then how we had to
share that with the company.

83

00:03:33,330 --> 00:03:37,920

So that's not 45 different
communications to everybody.

84

00:03:37,920 --> 00:03:39,860

There were a lot of
things that were happening

85

00:03:39,860 --> 00:03:42,930

in certain pockets geographically,

86

00:03:42,930 --> 00:03:47,930

as we were tracking the disease itself

87

00:03:47,990 --> 00:03:50,610

and potential exposure
that people were having.

88

00:03:50,610 --> 00:03:52,570

And who had been traveling
and that sort of thing.

89

00:03:52,570 --> 00:03:55,390

So as a communications team

90

00:03:55,390 --> 00:03:59,430

we were doing a lot of
execution around messaging.

91

00:03:59,430 --> 00:04:00,860

But we were also having a lot

92

00:04:00,860 --> 00:04:02,870

of really thoughtful conversations

93

00:04:02,870 --> 00:04:05,390

around what are people feeling,

94

00:04:05,390 --> 00:04:07,080

what are they worried about,

95

00:04:07,080 --> 00:04:10,290

what are the kinds of
information and resources we need

96

00:04:10,290 --> 00:04:11,850

to make available to them.

97

00:04:11,850 --> 00:04:14,920

And then how do we arm leaders
with the right information

98

00:04:14,920 --> 00:04:16,560

so that they can answer the questions

99

00:04:16,560 --> 00:04:18,610

that people are bringing to them as well?

100

00:04:18,610 --> 00:04:22,830

- Given that your team had been around

101

00:04:22,830 --> 00:04:23,663

for a little while,

102

00:04:23,663 --> 00:04:27,481

but you were newer and you
were still figuring out

103

00:04:27,481 --> 00:04:32,340

what the teams role was and
how things were going to work,

104

00:04:32,340 --> 00:04:37,340

how did this unfolding
of this immediate need

105

00:04:38,810 --> 00:04:41,570
for the communications
team to really step up

106
00:04:41,570 --> 00:04:44,160
and play a kind of central role,

107
00:04:44,160 --> 00:04:48,047
how did that shape how
you think about the team

108
00:04:48,047 --> 00:04:51,390
and how is that different
from maybe what your role

109
00:04:51,390 --> 00:04:53,770
has been like at other places before?

110
00:04:53,770 --> 00:04:56,260
- Yeah, well I think
what happened right away

111
00:04:56,260 --> 00:04:58,010
on that second weekend,

112
00:04:58,010 --> 00:05:00,560
so that first weekend in
February when we saw things

113
00:05:00,560 --> 00:05:02,630
were going to change,

114
00:05:02,630 --> 00:05:04,730
is that it became clear to me right away

115
00:05:04,730 --> 00:05:09,010
that this was going to be
a 24 hours a day operation,

116

00:05:09,010 --> 00:05:10,790
at least in the very near term

117
00:05:10,790 --> 00:05:13,030
to get us through those
first couple of days.

118
00:05:13,030 --> 00:05:16,890
And so having people in
a variety of time zones

119
00:05:16,890 --> 00:05:19,500
with a variety of different
personal commitments

120
00:05:19,500 --> 00:05:21,500
outside of work as well.

121
00:05:21,500 --> 00:05:23,070
What I had asked everybody to do

122
00:05:23,070 --> 00:05:25,470
was I just put a Google Sheet out there

123
00:05:25,470 --> 00:05:28,787
and said, "Just fill in
when you're available

124
00:05:28,787 --> 00:05:32,467
"in four hour increments
for the next 72 hours,

125
00:05:32,467 --> 00:05:35,797
"so that I know who I can connect with

126
00:05:35,797 --> 00:05:38,617
"to help reach the right
people, get things done,

127

00:05:38,617 --> 00:05:40,217
"and to back me up as well

128
00:05:40,217 --> 00:05:42,580
"so that I can sleep now and then too."

129
00:05:42,580 --> 00:05:45,100
And right away,

130
00:05:45,100 --> 00:05:48,730
it wasn't like anyone filled
out two four hour blocks

131
00:05:48,730 --> 00:05:49,870
for the weekend.

132
00:05:49,870 --> 00:05:52,590
People covered the chart.

133
00:05:52,590 --> 00:05:55,870
And left themselves really little time

134
00:05:55,870 --> 00:05:57,530
for sleeping and eating and those things

135
00:05:57,530 --> 00:05:59,220
that we all have to do.

136
00:05:59,220 --> 00:06:04,220
And so to me that just spoke
volumes about the team.

137
00:06:05,110 --> 00:06:06,910
I didn't have a lot of information.

138
00:06:06,910 --> 00:06:08,700
They didn't ask a ton of questions.

139

00:06:08,700 --> 00:06:10,167
They basically were like,

140
00:06:10,167 --> 00:06:11,927
"If this is something you're asking for,

141
00:06:11,927 --> 00:06:14,767
"this is something that we
know the company really needs,

142
00:06:14,767 --> 00:06:16,450
"and so we're here."

143
00:06:16,450 --> 00:06:20,390
And so that was really gratifying,

144
00:06:20,390 --> 00:06:22,390
but also comforting,

145
00:06:22,390 --> 00:06:26,340
because honestly I didn't
know going into that weekend

146
00:06:26,340 --> 00:06:29,410
was sort of like am I going
to be doing this myself?

147
00:06:29,410 --> 00:06:32,100
Who can I really tap into
to help get this stuff done?

148
00:06:32,100 --> 00:06:34,350
And it was literally everybody.

149
00:06:34,350 --> 00:06:37,630
And they have continued to
demonstrate that every day

150
00:06:37,630 --> 00:06:42,299

in every way going since
that time I would say.

151

00:06:42,299 --> 00:06:46,610
I think the other thing is
that because there is a variety

152

00:06:46,610 --> 00:06:50,180
of tenure from the team
from I'd say about six years

153

00:06:50,180 --> 00:06:53,770
to about a year, and
then me being the newest,

154

00:06:53,770 --> 00:06:56,620
everybody had a perspective around things

155

00:06:56,620 --> 00:06:58,050
that had happened.

156

00:06:58,050 --> 00:06:59,710
Of course nothing to this scale,

157

00:06:59,710 --> 00:07:02,030
but things that had gone on before

158

00:07:02,030 --> 00:07:04,830
and things that worked and didn't work

159

00:07:04,830 --> 00:07:08,660
that saved me the time of
bumbling through some things,

160

00:07:08,660 --> 00:07:12,410
because we had some historical experience

161

00:07:12,410 --> 00:07:15,200
that we could true back to,

162

00:07:15,200 --> 00:07:17,280
which was really helpful as well.

163

00:07:17,280 --> 00:07:19,380
- So clearly and I'm talking to a bunch

164

00:07:19,380 --> 00:07:21,660
of different folks around the organization

165

00:07:22,885 --> 00:07:26,500
in large part because this
has been a team effort.

166

00:07:26,500 --> 00:07:28,090
There's no way that we would've been able

167

00:07:28,090 --> 00:07:29,628
to get through the last couple months

168

00:07:29,628 --> 00:07:32,240
without everyone getting
together and collaborating.

169

00:07:32,240 --> 00:07:35,560
What specifically did you see as the role

170

00:07:35,560 --> 00:07:37,300
of the internal communications team

171

00:07:37,300 --> 00:07:40,473
in terms of working with
all of these other groups?

172

00:07:41,530 --> 00:07:44,170
- Yeah, I mean it actually came to play

173

00:07:44,170 --> 00:07:47,110

in almost every interaction
and every decision.

174

00:07:47,110 --> 00:07:50,990
So the COVID-19 crisis team,

175

00:07:50,990 --> 00:07:53,770
now the health crisis team itself,

176

00:07:53,770 --> 00:07:57,900
was this great collaboration between HR,

177

00:07:57,900 --> 00:08:01,030
internal communications,
external communications,

178

00:08:01,030 --> 00:08:04,300
IT had a huge role to play.

179

00:08:04,300 --> 00:08:06,500
But every decision that was made

180

00:08:06,500 --> 00:08:09,860
had a number of stakeholders
that had to be involved

181

00:08:09,860 --> 00:08:12,483
and then communications
tended to be the people

182

00:08:12,483 --> 00:08:14,470
that had to get it over the line.

183

00:08:14,470 --> 00:08:17,160
And so everybody else on the team

184

00:08:17,160 --> 00:08:21,800
had a great deal of sensitivity
knowing that their role

185

00:08:21,800 --> 00:08:24,400

in getting the decisions
and the information

186

00:08:24,400 --> 00:08:26,200

that we needed so that we could do

187

00:08:26,200 --> 00:08:28,580

what everybody was sitting
around and waiting for

188

00:08:28,580 --> 00:08:30,100

was really important.

189

00:08:30,100 --> 00:08:33,530

And so it truly was a team effort

190

00:08:33,530 --> 00:08:36,560

in knowing we've got to move quickly

191

00:08:36,560 --> 00:08:41,560

and we have to help to make
all of this happen for people.

192

00:08:41,720 --> 00:08:44,950

And I would say the other
thing is that one of the things

193

00:08:44,950 --> 00:08:46,870

that the internal communications team

194

00:08:46,870 --> 00:08:49,480

did I think a really nice job on

195

00:08:49,480 --> 00:08:52,210

was all of the handoffs
among team members.

196

00:08:52,210 --> 00:08:56,090

So because there were I need
to sign off at six o'clock

197

00:08:56,090 --> 00:08:58,410

and somebody else is taking over,

198

00:08:58,410 --> 00:09:01,230

just behind the scenes really nice updates

199

00:09:01,230 --> 00:09:02,970

around here's where this is,

200

00:09:02,970 --> 00:09:04,970

here's the decision we're waiting on,

201

00:09:04,970 --> 00:09:06,670

here's what the next step is.

202

00:09:06,670 --> 00:09:09,730

And it was really seamless
behind the scenes,

203

00:09:09,730 --> 00:09:12,080

and I think where we've seen

204

00:09:12,080 --> 00:09:14,260

that it really worked successfully

205

00:09:14,260 --> 00:09:15,870

is in the feedback that we've gotten

206

00:09:15,870 --> 00:09:18,280

from the organization

207

00:09:18,280 --> 00:09:20,674

around the timeliness of the responses,

208

00:09:20,674 --> 00:09:25,320
the thoughtfulness where
we may have missed a beat.

209

00:09:25,320 --> 00:09:26,350
Like oh, we didn't think

210

00:09:26,350 --> 00:09:28,653
about that as a downstream question.

211

00:09:29,920 --> 00:09:31,970
People really gave us
the benefit of the doubt

212

00:09:31,970 --> 00:09:34,940
and we quickly followed
up on that the next day.

213

00:09:34,940 --> 00:09:38,360
And so there were I would say
no harsh judgments at all.

214

00:09:38,360 --> 00:09:40,410
It was all like hey, we know you guys

215

00:09:40,410 --> 00:09:42,490
are making decisions really quickly.

216

00:09:42,490 --> 00:09:44,030
We really appreciate it.

217

00:09:44,030 --> 00:09:47,460
When you reach out next can
you let us know about x, y, z?

218

00:09:47,460 --> 00:09:52,460
So even though it was being
driven by the crisis team

219

00:09:52,470 --> 00:09:55,310
and delivered by the
internal communications team,

220

00:09:55,310 --> 00:09:58,295
I really felt strongly
the whole organization

221

00:09:58,295 --> 00:10:01,120
has approached this as a team,

222

00:10:01,120 --> 00:10:03,110
that we're all in this together.

223

00:10:03,110 --> 00:10:05,980
And they know that we're
just like the messengers,

224

00:10:05,980 --> 00:10:08,850
but hey, here's something
else you need to think about,

225

00:10:08,850 --> 00:10:12,560
which has been so constructive
and really helpful.

226

00:10:12,560 --> 00:10:15,880
I think in us being able to be successful

227

00:10:15,880 --> 00:10:17,630
is that nobody was pointing any fingers

228

00:10:17,630 --> 00:10:19,550
around anything being missed.

229

00:10:19,550 --> 00:10:23,003
Let's just help continue to
share what we need to share.

230

00:10:23,960 --> 00:10:26,700

- So getting back to that timeline,

231

00:10:26,700 --> 00:10:29,000

'cause there have been
a handful of phases.

232

00:10:29,000 --> 00:10:32,500

There was the this is a new story

233

00:10:32,500 --> 00:10:34,370

and we knew that it was
affecting some people

234

00:10:34,370 --> 00:10:36,660

'cause they might have
families in other countries

235

00:10:36,660 --> 00:10:38,410

or they might come from other places,

236

00:10:38,410 --> 00:10:41,820

to then it's starting to have an impact

237

00:10:41,820 --> 00:10:44,720

on Indeed employees and their families.

238

00:10:44,720 --> 00:10:47,980

And we're making decisions
to have certain offices

239

00:10:47,980 --> 00:10:48,983

work from home.

240

00:10:49,990 --> 00:10:52,120

And then we made this decision
in the beginning of March

241

00:10:52,120 --> 00:10:54,120
to have the entire company work from home.

242
00:10:54,120 --> 00:10:58,410
What changed in terms of how the role

243
00:10:58,410 --> 00:11:00,610
of internal communications
and what you and your team

244
00:11:00,610 --> 00:11:03,540
had to do from when we were in this phase

245
00:11:03,540 --> 00:11:06,280
of things affecting certain offices

246
00:11:06,280 --> 00:11:08,317
to then we made this decision

247
00:11:08,317 --> 00:11:11,010
that was affecting the
entire company all at once?

248
00:11:11,010 --> 00:11:15,113
And how did you have to evolve
or adapt during that time?

249
00:11:16,130 --> 00:11:18,010
- Yeah, I would say in the three weeks

250
00:11:18,010 --> 00:11:22,400
leading up to that decision
of everybody working from home

251
00:11:22,400 --> 00:11:25,080
it was literally like sometimes we

252
00:11:25,080 --> 00:11:28,410
were sending out two, three

communications in a day,

253

00:11:28,410 --> 00:11:31,750
because there were decisions
and then downstream decisions

254

00:11:31,750 --> 00:11:33,300
and communications that had to happen.

255

00:11:33,300 --> 00:11:37,410
So we were much more
in the reactive mindset

256

00:11:37,410 --> 00:11:41,020
because things had to happen
and had to happen quickly.

257

00:11:41,020 --> 00:11:44,920
What happened once people moved to home

258

00:11:44,920 --> 00:11:48,940
is that we actually had the
opportunity to take a breath

259

00:11:48,940 --> 00:11:52,910
and step back and think
about we are now moving

260

00:11:52,910 --> 00:11:56,660
into a whole entire different reality

261

00:11:56,660 --> 00:11:59,270
for what it means to work at Indeed

262

00:11:59,270 --> 00:12:02,450
and what's the experience
that people are having.

263

00:12:02,450 --> 00:12:05,780

So we could be, I don't
want to say more thoughtful,

264

00:12:05,780 --> 00:12:08,320
but it is a little bit
maybe more thoughtful

265

00:12:08,320 --> 00:12:11,140
about the kinds of things that we wanted

266

00:12:11,140 --> 00:12:13,090
to get out of communications,

267

00:12:13,090 --> 00:12:15,720
as well as how we could use communication

268

00:12:15,720 --> 00:12:17,320
to help people be successful.

269

00:12:17,320 --> 00:12:19,430
So the first kind of thing

270

00:12:19,430 --> 00:12:23,200
is really just around the
what do you need to do

271

00:12:23,200 --> 00:12:24,910
to get work done?

272

00:12:24,910 --> 00:12:29,910
So there's the access to tools
and other sorts of things

273

00:12:30,510 --> 00:12:32,970
so you can actually just
physically do your work.

274

00:12:32,970 --> 00:12:34,250
And then the other piece,

275

00:12:34,250 --> 00:12:36,510

which is really grown to be a bigger piece

276

00:12:36,510 --> 00:12:39,880

as time has gone on is
how do you help people

277

00:12:39,880 --> 00:12:42,081

stay connected and engaged

278

00:12:42,081 --> 00:12:44,838

and feel like they're not alone

279

00:12:44,838 --> 00:12:47,300

and that their voices are heard?

280

00:12:47,300 --> 00:12:50,270

And so so much of the
communication early on

281

00:12:50,270 --> 00:12:52,870

was outward to people.

282

00:12:52,870 --> 00:12:55,064

It's like here's information
we need you to know.

283

00:12:55,064 --> 00:12:59,250

What we've done since then is
to create a lot more channels

284

00:12:59,250 --> 00:13:01,900

and platforms for it
to more of a dialogue.

285

00:13:01,900 --> 00:13:05,470

So we've been like how
can we really use Slack

286

00:13:05,470 --> 00:13:08,290

in a way that helps enable
the business until now?

287

00:13:08,290 --> 00:13:10,700

And then once everybody moved home,

288

00:13:10,700 --> 00:13:11,910

one of the first things we did

289

00:13:11,910 --> 00:13:14,521

was stand up a bunch of
different Slack channels

290

00:13:14,521 --> 00:13:17,650

that would tap into people's interests

291

00:13:17,650 --> 00:13:19,130

and also their concerns.

292

00:13:19,130 --> 00:13:23,310

So some of it was fun
around sharing your work

293

00:13:23,310 --> 00:13:25,560

from home view, so what
are you looking at?

294

00:13:25,560 --> 00:13:27,360

What is your office look like?

295

00:13:27,360 --> 00:13:29,577

What's passing by on the street?

296

00:13:29,577 --> 00:13:33,090

To really specific questions people had,

297

00:13:33,090 --> 00:13:36,260
so resources for parents
that are struggling

298
00:13:36,260 --> 00:13:38,850
with how do I get work done
when my kids are at home?

299
00:13:38,850 --> 00:13:40,470
And then schools started to close,

300
00:13:40,470 --> 00:13:44,618
so how do I teach my kids
work done while I'm at home

301
00:13:44,618 --> 00:13:46,960
and make dinner and do everything else,

302
00:13:46,960 --> 00:13:48,720
and not let my teammates down?

303
00:13:48,720 --> 00:13:52,470
So really solid resources
that address the reality.

304
00:13:52,470 --> 00:13:55,150
And then this great conversation

305
00:13:55,150 --> 00:13:58,607
that's just happening
organically through Slack

306
00:13:58,607 --> 00:14:00,700
and some of our other channels.

307
00:14:00,700 --> 00:14:03,240
The other thing that we
did is we opened a couple

308

00:14:03,240 --> 00:14:06,093
of different specific
mailboxes for questions

309
00:14:06,093 --> 00:14:09,550
so we can make sure that we are hearing

310
00:14:09,550 --> 00:14:12,820
and answering the concerns
that employees have.

311
00:14:12,820 --> 00:14:17,610
And early on when people
first were dealing

312
00:14:17,610 --> 00:14:20,960
with the outbreak itself
and then working at home,

313
00:14:20,960 --> 00:14:24,260
we were triaging those
questions 24 hours a day.

314
00:14:24,260 --> 00:14:26,780
I think we're probably
still around 18 hours a day

315
00:14:26,780 --> 00:14:28,060
because of the timezone,

316
00:14:28,060 --> 00:14:30,510
but one of the principles behind this

317
00:14:30,510 --> 00:14:34,490
was that we didn't want
people sitting on questions

318
00:14:34,490 --> 00:14:36,370
and worries and concerns.

319

00:14:36,370 --> 00:14:39,020

And really getting back
to them just as quickly

320

00:14:39,020 --> 00:14:39,853

as we could.

321

00:14:39,853 --> 00:14:42,260

So 100%.

322

00:14:42,260 --> 00:14:47,260

The team work and the
participation of so many people

323

00:14:49,000 --> 00:14:51,280

to make sure that
people's voices are heard

324

00:14:51,280 --> 00:14:52,720

and issues addressed.

325

00:14:52,720 --> 00:14:56,110

And then just taking time to share a laugh

326

00:14:56,110 --> 00:14:58,620

and some fun and funny.

327

00:14:58,620 --> 00:15:01,810

We have a cooking channel
where I have made a bunch

328

00:15:01,810 --> 00:15:02,643

of the recipes.

329

00:15:02,643 --> 00:15:05,040

There are some very talented
cooks here at Indeed.

330

00:15:05,040 --> 00:15:07,320
So I'm hoping that continues,

331
00:15:07,320 --> 00:15:09,170
even when we get back to work,

332
00:15:09,170 --> 00:15:11,350
'cause those really upped
my dinner game quite a bit

333
00:15:11,350 --> 00:15:12,500
I have to say (laughs).

334
00:15:13,400 --> 00:15:15,540
- So in terms of the strategy

335
00:15:15,540 --> 00:15:17,100
and the role of internal coms,

336
00:15:17,100 --> 00:15:21,040
one big part has been helping
people navigate this change

337
00:15:21,040 --> 00:15:22,420
and what's going on in the world

338
00:15:22,420 --> 00:15:24,710
and what's going on in the company.

339
00:15:24,710 --> 00:15:25,910
At the same time,

340
00:15:25,910 --> 00:15:28,170
we're still running a
company with 10,000 people

341
00:15:28,170 --> 00:15:29,610
and people are working on things

342
00:15:29,610 --> 00:15:31,830
and there's initiatives and there's news.

343
00:15:31,830 --> 00:15:34,940
How are you balancing those two things

344
00:15:34,940 --> 00:15:37,240
and how is the team adapting to that?

345
00:15:37,240 --> 00:15:41,510
- Yeah, I think that the team
is feeling a little ready

346
00:15:41,510 --> 00:15:43,650
to get back to business as usual,

347
00:15:43,650 --> 00:15:45,460
and I think that has happened, right?

348
00:15:45,460 --> 00:15:49,890
So the emergency urgent content

349
00:15:49,890 --> 00:15:52,200
that had to happen initially,

350
00:15:52,200 --> 00:15:55,240
just to get everybody settled
in sort of the new world order

351
00:15:55,240 --> 00:15:57,280
has stabilized quite a bit.

352
00:15:57,280 --> 00:16:00,680
And so now the focus really is shifting

353
00:16:00,680 --> 00:16:03,760
to what are we doing to help job seekers

354
00:16:03,760 --> 00:16:06,880
in this unprecedented time find work?

355
00:16:06,880 --> 00:16:10,340
And how do we elevate those
stories within the company

356
00:16:10,340 --> 00:16:12,940
that really call out
the tremendous efforts

357
00:16:12,940 --> 00:16:15,790
that people have made to pivot their focus

358
00:16:15,790 --> 00:16:18,490
with great agility and adaptability?

359
00:16:18,490 --> 00:16:20,810
I mean there are people
in the organization

360
00:16:20,810 --> 00:16:22,900
who were deep into projects

361
00:16:22,900 --> 00:16:24,680
that they felt really passionate about

362
00:16:24,680 --> 00:16:25,660
that they understand now.

363
00:16:25,660 --> 00:16:27,370
They're just going to
have to put that on hold

364
00:16:27,370 --> 00:16:31,030
because right now our focus
just needs to be different.

365

00:16:31,030 --> 00:16:34,032
And so those sorts of stories I think

366
00:16:34,032 --> 00:16:37,290
are really, really important
for people to hear.

367
00:16:37,290 --> 00:16:39,930
And then I think the other
thing is just continuing

368
00:16:39,930 --> 00:16:44,120
with this cadence of being
really open with people

369
00:16:44,120 --> 00:16:46,510
about what are the things that we're doing

370
00:16:46,510 --> 00:16:49,660
to address not only what's
happening in the external market,

371
00:16:49,660 --> 00:16:51,730
but what's happening internally

372
00:16:51,730 --> 00:16:55,100
so that people aren't
creating stories and anxieties

373
00:16:55,100 --> 00:16:58,000
that are worse than what
the reality really is.

374
00:16:58,000 --> 00:17:01,940
And the best way to head
that off is through candid

375
00:17:01,940 --> 00:17:04,250
and consistent communication.

376
00:17:04,250 --> 00:17:06,160
So just continuing to do the things

377
00:17:06,160 --> 00:17:07,420
that we've been doing.

378
00:17:07,420 --> 00:17:10,230
Shining the light on
the work that's going on

379
00:17:10,230 --> 00:17:13,620
to continue to advance our mission,

380
00:17:13,620 --> 00:17:17,649
and continuing to stay connected as a team

381
00:17:17,649 --> 00:17:21,070
because we've missed that
opportunity to be together

382
00:17:21,070 --> 00:17:23,400
like every other team in the business has.

383
00:17:23,400 --> 00:17:26,440
So we have our formal meetings
and then our informal.

384
00:17:26,440 --> 00:17:29,022
We do a virtual lunch
at least once a week,

385
00:17:29,022 --> 00:17:32,760
it's like the rule is
no talking about work.

386
00:17:32,760 --> 00:17:34,180
Just talk about anything else

387

00:17:34,180 --> 00:17:39,180
just so people can just be
people in this crazy world

388
00:17:39,410 --> 00:17:40,633
where we are right now.

389
00:17:42,844 --> 00:17:45,010
- What has changed most for you personally

390
00:17:45,010 --> 00:17:48,380
about working from home in
terms of how you're engaging

391
00:17:48,380 --> 00:17:53,130
with other partners within the
company and with your team?

392
00:17:53,130 --> 00:17:57,973
- I think the unexpected
gift of this situation

393
00:17:58,820 --> 00:18:03,430
is that I have accelerated
building relationships

394
00:18:03,430 --> 00:18:08,040
with people and my team at a
pace that would never happen

395
00:18:08,040 --> 00:18:10,100
in the normal course of business.

396
00:18:10,100 --> 00:18:13,920
So within the team,
people have been tested

397
00:18:13,920 --> 00:18:18,440
and asked to do things that
are beyond the normal scope

398

00:18:18,440 --> 00:18:20,220
of their job.

399

00:18:20,220 --> 00:18:22,310
And they've had the opportunity to stretch

400

00:18:22,310 --> 00:18:24,410
in maybe ways that they
normally wouldn't have,

401

00:18:24,410 --> 00:18:25,900
because they've been asked to do things

402

00:18:25,900 --> 00:18:28,250
that maybe aren't in their normal scope.

403

00:18:28,250 --> 00:18:32,640
So it's given me an opportunity
to see the strengths

404

00:18:32,640 --> 00:18:34,450
and abilities of members of the team

405

00:18:34,450 --> 00:18:37,990
that would have probably
taken me at least a year

406

00:18:37,990 --> 00:18:42,840
of trial and projects
and other kinds of things

407

00:18:42,840 --> 00:18:44,300
to be able to see.

408

00:18:44,300 --> 00:18:47,160
For just me personally
getting to know other people

409

00:18:47,160 --> 00:18:48,460
in the organization,

410

00:18:48,460 --> 00:18:49,830
it's the same sort of thing.

411

00:18:49,830 --> 00:18:54,240
From being on two different
teams now related just

412

00:18:54,240 --> 00:18:57,340
to the crisis and then all
of the downstream impacts

413

00:18:57,340 --> 00:18:59,303
of the decisions that we're making,

414

00:18:59,303 --> 00:19:01,854
just the connections with people,

415

00:19:01,854 --> 00:19:05,750
the democratization that happens

416

00:19:05,750 --> 00:19:08,562
from everybody being at home, on Zoom,

417

00:19:08,562 --> 00:19:11,030
in your sweats or whatever.

418

00:19:11,030 --> 00:19:14,010
Your dog barking, your kids coming it.

419

00:19:14,010 --> 00:19:17,080
It just changes the work dynamic in a way

420

00:19:17,080 --> 00:19:20,660
that I don't that I
would have anticipated.

421

00:19:20,660 --> 00:19:25,163

I also just feel like so much more a part

422

00:19:26,700 --> 00:19:29,570

of the organization just quickly.

423

00:19:29,570 --> 00:19:31,860

I've been here now four months.

424

00:19:31,860 --> 00:19:35,750

I feel like, wow, I've been
through so much together

425

00:19:35,750 --> 00:19:37,020

with this team.

426

00:19:37,020 --> 00:19:42,020

I feel like really committed and dedicated

427

00:19:42,310 --> 00:19:47,310

to my colleagues and I've just
learned so much from people

428

00:19:47,760 --> 00:19:49,710

and I think people's willingness

429

00:19:49,710 --> 00:19:52,410

to also just stop and listen to me

430

00:19:52,410 --> 00:19:55,337

and my perspective from work

431

00:19:55,337 --> 00:19:57,220

and other places where I've been,

432

00:19:57,220 --> 00:19:59,430

but also just like a human.

433

00:19:59,430 --> 00:20:01,970

Like I'm home and
experiencing these things too

434

00:20:01,970 --> 00:20:04,870

or I'm trying to balance
some personal things

435

00:20:04,870 --> 00:20:06,280

with some professional things.

436

00:20:06,280 --> 00:20:08,220

And how people have stepped in

437

00:20:08,220 --> 00:20:11,290

to just really help
each other I think just

438

00:20:11,290 --> 00:20:13,940

puts us so much further down
the road in a relationship

439

00:20:13,940 --> 00:20:17,010

where maybe you would be as a new employee

440

00:20:17,010 --> 00:20:19,440

and a new leader at an organization.

441

00:20:19,440 --> 00:20:22,540

- One thing that has been
striking about all this

442

00:20:22,540 --> 00:20:26,662

is because a big part of
what your team has been doing

443

00:20:26,662 --> 00:20:29,600

is helping people

navigate through something

444

00:20:29,600 --> 00:20:32,990
that is actually a global news story.

445

00:20:32,990 --> 00:20:34,880
I think always in a company our size

446

00:20:34,880 --> 00:20:37,213
you have to think about
internal communications

447

00:20:37,213 --> 00:20:40,165
from a perspective of the
things that we say internally

448

00:20:40,165 --> 00:20:42,360
could be shared externally.

449

00:20:42,360 --> 00:20:45,590
And so there's a very fine line there.

450

00:20:45,590 --> 00:20:48,950
But early on, we just saw every single day

451

00:20:48,950 --> 00:20:51,620
if we send out a note in our Dublin office

452

00:20:51,620 --> 00:20:52,900
asking people to work from home

453

00:20:52,900 --> 00:20:54,380
and that we were going to do a deep clean

454

00:20:54,380 --> 00:20:55,920
because someone had visited there,

455

00:20:55,920 --> 00:20:57,580

that was on the front page

456

00:20:57,580 --> 00:20:59,980
of the Irish Independent the next day.

457

00:20:59,980 --> 00:21:01,940
Have you had to think differently

458

00:21:01,940 --> 00:21:04,460
about how we approach
internal communications

459

00:21:04,460 --> 00:21:06,680
knowing that the things that are going on

460

00:21:06,680 --> 00:21:08,890
are of interest to the outside world

461

00:21:08,890 --> 00:21:11,260
and some of these things are
just going to be cut and pasted

462

00:21:11,260 --> 00:21:12,750
and shared externally?

463

00:21:12,750 --> 00:21:16,160
- I've always been a believer
that what's shared internal

464

00:21:16,160 --> 00:21:17,190
is external.

465

00:21:17,190 --> 00:21:20,520
That you just have to
make that assumption.

466

00:21:20,520 --> 00:21:21,770
I think one of things

467

00:21:21,770 --> 00:21:25,970
that actually made things
a little bit easier here

468

00:21:25,970 --> 00:21:30,970
is the mission and the
culture that we have at Indeed

469

00:21:31,160 --> 00:21:36,160
that we are so employee-centric
and employee first.

470

00:21:36,440 --> 00:21:39,700
Which is actually music to
the internal communicator

471

00:21:39,700 --> 00:21:42,990
in me ears because I am
really a strong believer

472

00:21:42,990 --> 00:21:46,870
that your first audience
always has to be employees.

473

00:21:46,870 --> 00:21:48,920
If you are talking about things externally

474

00:21:48,920 --> 00:21:51,899
or doing things externally
that are not reflected

475

00:21:51,899 --> 00:21:55,970
by the employee experience,
that disconnect just

476

00:21:55,970 --> 00:21:59,100
is something that's
impossible to overcome.

477

00:21:59,100 --> 00:22:02,230

So the fact that we were
making decisions early on

478

00:22:02,230 --> 00:22:05,580

about what was best for employees first

479

00:22:05,580 --> 00:22:07,900

and that we were comfortable with that

480

00:22:07,900 --> 00:22:10,938

if that's what people
talked about externally,

481

00:22:10,938 --> 00:22:13,460

not that that would be our wish.

482

00:22:13,460 --> 00:22:16,260

But that hey, we made these decisions

483

00:22:16,260 --> 00:22:19,720

based on principles that
are core to who we are.

484

00:22:19,720 --> 00:22:22,320

And if somebody comes
back and challenges us,

485

00:22:22,320 --> 00:22:24,740

and as you know, some organizations did.

486

00:22:24,740 --> 00:22:27,980

Like where we had buildings
where a different company

487

00:22:27,980 --> 00:22:29,120

was in a different building,

488

00:22:29,120 --> 00:22:29,953

and they were like,

489

00:22:29,953 --> 00:22:32,670

"Hey, you've put us in
this awkward position."

490

00:22:32,670 --> 00:22:34,210

It's like, we're sorry,

491

00:22:34,210 --> 00:22:38,260

but we did what we really feel
was best for our employees.

492

00:22:38,260 --> 00:22:41,140

I don't know, there's nothing
more powerful than that,

493

00:22:41,140 --> 00:22:43,110

and I think it's actually very freeing

494

00:22:43,110 --> 00:22:45,330

from a communication standpoint

495

00:22:45,330 --> 00:22:48,403

to know that that's the
basis of the decision

496

00:22:48,403 --> 00:22:51,420

that we have nothing to be ashamed of

497

00:22:51,420 --> 00:22:53,350

or need to backtrack on.

498

00:22:53,350 --> 00:22:54,901

That's where companies run into trouble

499

00:22:54,901 --> 00:22:57,240

if they're not really truly grounded

500
00:22:57,240 --> 00:22:59,850
on those values and principles.

501
00:22:59,850 --> 00:23:04,100
- So one other thing that
we've changed during this time

502
00:23:04,100 --> 00:23:08,260
is just how Dave O'Neill,
our chief operating officer

503
00:23:10,030 --> 00:23:11,410
and myself have been
communicating with the company

504
00:23:11,410 --> 00:23:12,900
as a whole.

505
00:23:12,900 --> 00:23:14,657
If you want to talk a little
about how we made the decisions

506
00:23:14,657 --> 00:23:16,530
to make some changes just

507
00:23:16,530 --> 00:23:20,100
around how our ongoing
executive communications work.

508
00:23:20,100 --> 00:23:23,490
- I think one of the
core things to remember

509
00:23:23,490 --> 00:23:26,040
is that employees are people.

510
00:23:26,040 --> 00:23:31,040
And so if you think
about people often talk

511

00:23:31,070 --> 00:23:34,700
about who they are at work
and who they are at home.

512

00:23:34,700 --> 00:23:38,385
And through this circumstance
we have become the same,

513

00:23:38,385 --> 00:23:40,312
because we're at work at home

514

00:23:40,312 --> 00:23:42,840
and so those lines are really blurred.

515

00:23:42,840 --> 00:23:46,190
But in internal
communications in particular

516

00:23:46,190 --> 00:23:49,960
I think because you're
first bias always has

517

00:23:49,960 --> 00:23:51,370
to be for your audience,

518

00:23:51,370 --> 00:23:54,530
and so what do they
need to know to be able

519

00:23:54,530 --> 00:23:57,410
to understand decisions
that are being made

520

00:23:57,410 --> 00:23:59,560
or what's being asked of them?

521

00:23:59,560 --> 00:24:01,810
If you true back to that you're likely

522

00:24:01,810 --> 00:24:03,890
to make the right decision.

523

00:24:03,890 --> 00:24:06,530
And so as this situation was going on

524

00:24:06,530 --> 00:24:10,240
where we evolved from a
communications cadence

525

00:24:10,240 --> 00:24:14,540
that was really focused around
formal monthly interactions

526

00:24:14,540 --> 00:24:17,670
with you and Dave to the
rest of the organization,

527

00:24:17,670 --> 00:24:21,190
with more informal things
layered in between,

528

00:24:21,190 --> 00:24:23,828
to there are so many questions

529

00:24:23,828 --> 00:24:27,850
and so many issues that
are on people's minds.

530

00:24:27,850 --> 00:24:32,173
And just the uncertainty
that it's important to hear

531

00:24:32,173 --> 00:24:37,173
from you directly and to
see your faces frankly

532

00:24:37,230 --> 00:24:38,910

and your expressions and to see

533

00:24:38,910 --> 00:24:42,950

that you're not overly
freaking out or worried,

534

00:24:42,950 --> 00:24:45,880

that you're calm and collected in the way

535

00:24:45,880 --> 00:24:48,180

that you talk about things really just

536

00:24:48,180 --> 00:24:49,740

became more and more important.

537

00:24:49,740 --> 00:24:53,640

So that pivot from monthly
to biweekly to now weekly

538

00:24:53,640 --> 00:24:58,640

where we are, it just gives
people that much more comfort.

539

00:24:59,270 --> 00:25:02,500

And the fact that that interaction,

540

00:25:02,500 --> 00:25:06,020

which is largely built
around the weekly Q&As

541

00:25:06,020 --> 00:25:09,590

that we're doing now is a
little bit about you and Dave

542

00:25:09,590 --> 00:25:12,310

sharing here's where we are this week,

543

00:25:12,310 --> 00:25:15,778

and mostly about hearing from them.

544

00:25:15,778 --> 00:25:18,330

Just gives people honestly,

545

00:25:18,330 --> 00:25:20,620

I've said the word comfort,
but I think that's what it is.

546

00:25:20,620 --> 00:25:22,990

Comfort not only that they know

547

00:25:22,990 --> 00:25:25,880

that they have this opportunity
to ask the questions,

548

00:25:25,880 --> 00:25:28,500

but that you're not hiding anything.

549

00:25:28,500 --> 00:25:32,960

If you were not getting in
front of people as frequently,

550

00:25:32,960 --> 00:25:36,240

or maybe only every month
or every other month

551

00:25:36,240 --> 00:25:39,070

I think people would be
like what's going on?

552

00:25:39,070 --> 00:25:41,129

Why are they not getting in front of us

553

00:25:41,129 --> 00:25:44,670

or only doing it via email
or that sort of thing?

554

00:25:44,670 --> 00:25:48,930

So I think it was really a great decision,

555

00:25:48,930 --> 00:25:50,450
driven largely by the two of you,

556

00:25:50,450 --> 00:25:54,490
which I think speaks a lot
to also your understanding

557

00:25:54,490 --> 00:25:56,270
of the needs of the organization

558

00:25:56,270 --> 00:26:00,260
and seeing the people for
the people that they are.

559

00:26:00,260 --> 00:26:05,260
And that you have this
responsibility to give people voice

560

00:26:05,320 --> 00:26:06,790
to their questions and concerns

561

00:26:06,790 --> 00:26:09,944
and to know that there
are no bad questions

562

00:26:09,944 --> 00:26:13,280
and the goal to really just make sure

563

00:26:13,280 --> 00:26:15,150
that people understand that decisions

564

00:26:15,150 --> 00:26:17,270
are being made with the best
interest of the business

565

00:26:17,270 --> 00:26:20,090
and the people at its heart.

566

00:26:20,090 --> 00:26:24,640

- What advice would you
have for other organizations

567

00:26:24,640 --> 00:26:27,728

that are, obviously every
organization in the world

568

00:26:27,728 --> 00:26:30,759

is dealing with this in one
way or another right now.

569

00:26:30,759 --> 00:26:35,759

And for some, it's a lot more
challenging and devastating.

570

00:26:37,260 --> 00:26:39,810

We're incredibly fortunate
that our business

571

00:26:39,810 --> 00:26:44,510

can operate in this remote
and virtual environment.

572

00:26:44,510 --> 00:26:48,283

And we were early on so we didn't really

573

00:26:48,283 --> 00:26:50,610

have a whole lot of sign
post from other people

574

00:26:50,610 --> 00:26:51,443

about what to do,

575

00:26:51,443 --> 00:26:54,100

but we've learned a lot along the way.

576

00:26:54,100 --> 00:26:55,620

What have you learned?

577

00:26:55,620 --> 00:26:57,150

What advice would you
have for someone else

578

00:26:57,150 --> 00:26:58,740

who's a peer of yours at another company

579

00:26:58,740 --> 00:27:02,180

who's trying to figure out
how to navigate these changes?

580

00:27:02,180 --> 00:27:03,540

- I think a couple of things.

581

00:27:03,540 --> 00:27:08,540

I think one thing is to
be true to your mission

582

00:27:09,750 --> 00:27:10,950

and your culture.

583

00:27:10,950 --> 00:27:14,240

And to use that as the lens

584

00:27:14,240 --> 00:27:16,000

through which you make decisions.

585

00:27:16,000 --> 00:27:19,050

That's what companies
say that the reason they

586

00:27:19,050 --> 00:27:23,370

have values and a mission
is for that reason.

587

00:27:23,370 --> 00:27:24,477

But a lot of companies,

588

00:27:24,477 --> 00:27:28,059

when the rubber hits the
road don't actually do that.

589

00:27:28,059 --> 00:27:31,050

The economic or the financial decisions

590

00:27:31,050 --> 00:27:33,607

are what drives the decision making.

591

00:27:33,607 --> 00:27:35,420

I think that is something

592

00:27:35,420 --> 00:27:38,150

that came through really strongly here

593

00:27:38,150 --> 00:27:39,620

was that our mission and values

594

00:27:39,620 --> 00:27:42,020

were how decisions were made.

595

00:27:42,020 --> 00:27:43,710

I think the other thing too

596

00:27:43,710 --> 00:27:47,720

is that when you get the
chance to take a breath,

597

00:27:47,720 --> 00:27:51,730

so in the beginning it
is so much around action,

598

00:27:51,730 --> 00:27:56,730

action, action, decision,
communicate, that sort of thing.

599

00:27:57,450 --> 00:27:59,750

When you get the time to take a breath

600

00:27:59,750 --> 00:28:04,130

it's really important to
look at what's working

601

00:28:04,130 --> 00:28:05,080

and not working,

602

00:28:05,080 --> 00:28:07,410

and it doesn't have to
be a big formal debrief.

603

00:28:07,410 --> 00:28:11,190

It can be hey, 10 minutes with the team.

604

00:28:11,190 --> 00:28:13,030

What can we do to process improve,

605

00:28:13,030 --> 00:28:14,620

because it's not done?

606

00:28:14,620 --> 00:28:17,410

We're going to having to
keep continue to do this

607

00:28:17,410 --> 00:28:19,900

and we did that actually.

608

00:28:19,900 --> 00:28:22,100

I think we were maybe about two weeks in.

609

00:28:22,100 --> 00:28:24,371

The crisis team got together and said,

610

00:28:24,371 --> 00:28:25,797

"How is this going?"

611

00:28:25,797 --> 00:28:27,980
"What are some things
that we need to tweak?"

612
00:28:27,980 --> 00:28:31,350
And so on the communications
front for example

613
00:28:31,350 --> 00:28:34,007
we said, "We need a much
clearer (muffled speaking)

614
00:28:34,007 --> 00:28:37,300
"on who is the responsible
person to sign off on things,"

615
00:28:37,300 --> 00:28:40,650
because we had so many
people providing input.

616
00:28:40,650 --> 00:28:44,370
Which is great to get you to
hopefully a better product,

617
00:28:44,370 --> 00:28:47,100
but it slows the things down so much

618
00:28:47,100 --> 00:28:49,706
when speed is important.

619
00:28:49,706 --> 00:28:53,170
So laying out principles for
how are we going to work,

620
00:28:53,170 --> 00:28:55,150
who are the decision makers,

621
00:28:55,150 --> 00:28:58,270
do we need a decision
tree or process to decide?

622

00:28:58,270 --> 00:29:01,110
Like if this happens then we're
going to take this action.

623

00:29:01,110 --> 00:29:03,610
We're going to ban travel,
we're going to close offices.

624

00:29:03,610 --> 00:29:04,940
Those sorts of things.

625

00:29:04,940 --> 00:29:07,140
So starting to think down the road

626

00:29:07,140 --> 00:29:10,270
instead of just what's happening today

627

00:29:10,270 --> 00:29:13,569
makes it a lot easier
to make those decisions

628

00:29:13,569 --> 00:29:15,230
and then live with them.

629

00:29:15,230 --> 00:29:18,490
'Cause you've had that thought

630

00:29:18,490 --> 00:29:20,210
when you're not being barraged

631

00:29:20,210 --> 00:29:23,140
with a bunch of incoming information.

632

00:29:23,140 --> 00:29:26,520
You pause to be able to
think through those things.

633

00:29:26,520 --> 00:29:28,510
So I think to the extent

634
00:29:28,510 --> 00:29:30,560
that you can give
yourself the gift of time,

635
00:29:30,560 --> 00:29:33,500
even if it's 15 or 30
minutes to think through

636
00:29:33,500 --> 00:29:36,050
what will those decisions mean,

637
00:29:36,050 --> 00:29:38,790
it just gets you to a better outcome.

638
00:29:38,790 --> 00:29:39,623
- Yeah, and it's interesting

639
00:29:39,623 --> 00:29:40,660
and you had mentioned this before.

640
00:29:40,660 --> 00:29:44,370
One of the things that's
been the most striking to me

641
00:29:44,370 --> 00:29:49,370
is how stripping away
formality and complexity

642
00:29:49,700 --> 00:29:52,010
and it's almost the simplest things

643
00:29:52,010 --> 00:29:55,320
that have been most impactful
of all of the things.

644
00:29:55,320 --> 00:29:57,200

Just setting up a single email address

645

00:29:57,200 --> 00:29:59,380

where anyone in the
company who had a question

646

00:29:59,380 --> 00:30:02,270
could email COVID19@indeed.com

647

00:30:02,270 --> 00:30:04,310
and know that someone
was going to read that

648

00:30:04,310 --> 00:30:05,830
and make sure that the right person

649

00:30:05,830 --> 00:30:08,860
saw that question and was
able to figure out the answer.

650

00:30:08,860 --> 00:30:11,080
To go from these more formal presentations

651

00:30:11,080 --> 00:30:15,110
to let's just get in front of
the entire company once a week

652

00:30:15,110 --> 00:30:16,870
and let people ask any questions they can.

653

00:30:16,870 --> 00:30:19,020
Those are almost the
most impactful things.

654

00:30:19,020 --> 00:30:21,900
It's just the simplest stuff.

655

00:30:21,900 --> 00:30:23,890
- Yeah, and it goes to

the point a little bit

656

00:30:23,890 --> 00:30:26,337
that I was saying before
about people are just people

657

00:30:26,337 --> 00:30:30,004
is that hey, if you were
talking to a bunch of friends,

658

00:30:30,004 --> 00:30:32,010
you would just gather your friends.

659

00:30:32,010 --> 00:30:34,250
And you'd say, "Hey, here's the thing."

660

00:30:34,250 --> 00:30:36,433
And then let's take some questions,

661

00:30:36,433 --> 00:30:38,510
or have the conversation.

662

00:30:38,510 --> 00:30:41,960
You wouldn't create this
really formal structure.

663

00:30:41,960 --> 00:30:44,730
And so while it is work, it is different,

664

00:30:44,730 --> 00:30:49,620
the principles that drive
people are really the same.

665

00:30:49,620 --> 00:30:52,350
And they want to be seen and heard

666

00:30:52,350 --> 00:30:55,180
and know that it's okay to have the fear

667
00:30:55,180 --> 00:30:57,660
and anxiety and questions they have.

668
00:30:57,660 --> 00:30:59,840
One of the things that has actually

669
00:30:59,840 --> 00:31:03,940
been a little surprising to
me is the number of people

670
00:31:03,940 --> 00:31:05,880
in the questions that they have submitted

671
00:31:05,880 --> 00:31:09,147
to the mailboxes start with,

672
00:31:09,147 --> 00:31:11,097
"I'm so sorry to be asking this,

673
00:31:11,097 --> 00:31:13,560
"I know you guys are really busy."

674
00:31:13,560 --> 00:31:18,330
And I think, wow, it just
says a lot about the people

675
00:31:18,330 --> 00:31:20,419
in the company in general

676
00:31:20,419 --> 00:31:24,330
that there's this broader recognition

677
00:31:24,330 --> 00:31:28,200
that is everybody's
dealing with something.

678
00:31:28,200 --> 00:31:30,920
They know that there's work going on,

679

00:31:30,920 --> 00:31:34,030

but they also feel like it's okay for me

680

00:31:34,030 --> 00:31:35,910

to ask this question.

681

00:31:35,910 --> 00:31:40,640

There's no ego or
belligerence or anything.

682

00:31:40,640 --> 00:31:43,050

It's like I've been thinking about this.

683

00:31:43,050 --> 00:31:45,620

Can you help me sort through this?

684

00:31:45,620 --> 00:31:47,830

It's been really nice to see.

685

00:31:47,830 --> 00:31:50,850

- On a more personal
note, what in your career

686

00:31:50,850 --> 00:31:54,230

do you think most helped you prepare

687

00:31:54,230 --> 00:31:56,330

for something like this?

688

00:31:56,330 --> 00:31:58,310

- You know, it's funny, I've
been thinking about that,

689

00:31:58,310 --> 00:32:02,725

'cause it's so unique in so many ways.

690

00:32:02,725 --> 00:32:07,550

I will say unfortunately
I have had the opportunity

691
00:32:07,550 --> 00:32:12,550
to work through a number of serious crises

692
00:32:13,440 --> 00:32:16,073
at a number of different
companies that I've worked at

693
00:32:16,073 --> 00:32:20,530
that have been more
internal to the business

694
00:32:20,530 --> 00:32:24,540
as opposed to obviously big
global situations like this.

695
00:32:24,540 --> 00:32:29,540
But I think that has prepared
me for the let's be calm,

696
00:32:30,710 --> 00:32:33,110
let's get the information we need.

697
00:32:33,110 --> 00:32:36,170
Let's think about those downstream things

698
00:32:36,170 --> 00:32:38,890
that we need to know so
that we can be thoughtful

699
00:32:38,890 --> 00:32:39,870
about what we're doing

700
00:32:39,870 --> 00:32:42,780
and not just be causing more confusion

701
00:32:42,780 --> 00:32:44,545

by what we're putting out there.

702

00:32:44,545 --> 00:32:47,486

So I think that has been helpful.

703

00:32:47,486 --> 00:32:51,163

I think everybody being at home

704

00:32:51,163 --> 00:32:54,666

like whole new worlds sort of thing,

705

00:32:54,666 --> 00:32:59,330

probably less from what I
have faced in other jobs

706

00:32:59,330 --> 00:33:01,110

and maybe just more personally.

707

00:33:01,110 --> 00:33:04,700

Like having kids in different
parts of the country

708

00:33:04,700 --> 00:33:07,920

and how do you stay
connected to the people

709

00:33:07,920 --> 00:33:10,760

who are really important to you

710

00:33:10,760 --> 00:33:15,140

and share good news, bad news?

711

00:33:15,140 --> 00:33:17,800

Try to get underneath what you're seeing

712

00:33:17,800 --> 00:33:20,620

when you're not sitting
in a room with somebody.

713

00:33:20,620 --> 00:33:24,108

I just think those life
skills that you learn

714

00:33:24,108 --> 00:33:26,030

have helped me.

715

00:33:26,030 --> 00:33:29,233

And especially I would
say in leading a team,

716

00:33:29,233 --> 00:33:32,230
helping them feeling supported,

717

00:33:32,230 --> 00:33:37,230

letting them know that their
concerns are important to me

718

00:33:37,360 --> 00:33:42,120
and are heard and that where I
can I'm going to take action.

719

00:33:42,120 --> 00:33:44,970

I think those sorts of things
of just living in this world

720

00:33:44,970 --> 00:33:47,990

that's just driven so
much more by technology.

721

00:33:47,990 --> 00:33:51,090

I mean how lucky are we
now that we all have Zoom?

722

00:33:51,090 --> 00:33:55,530

I do a Zoom gathering with my brothers

723

00:33:55,530 --> 00:33:59,330

and all of my nieces and nephews

and my kids every Sunday.

724

00:33:59,330 --> 00:34:01,710

And we were joking last night that wow,

725

00:34:01,710 --> 00:34:04,327

we talk to each other and

see each other more now

726

00:34:04,327 --> 00:34:06,080

that we did before this.

727

00:34:06,080 --> 00:34:09,100

And but how much fun it has been.

728

00:34:09,100 --> 00:34:14,100

Like we've been creating

themes every week.

729

00:34:14,422 --> 00:34:17,900

So it's just been kind of fun.

730

00:34:17,900 --> 00:34:19,550

We've learned things about each other

731

00:34:19,550 --> 00:34:22,070

that we haven't tuned into in a while.

732

00:34:22,070 --> 00:34:26,620

So another one of those

unexpected surprises

733

00:34:26,620 --> 00:34:28,170

that's come from this.

734

00:34:28,170 --> 00:34:32,890

- So I think that's a great

lead into the last question

735

00:34:32,890 --> 00:34:35,344
and a good way to wrap
up is what do you think

736

00:34:35,344 --> 00:34:39,656
in this experience will really just change

737

00:34:39,656 --> 00:34:43,300
how we work as a business?

738

00:34:43,300 --> 00:34:45,388
How you operate with your team

739

00:34:45,388 --> 00:34:47,320
and maybe even as a society?

740

00:34:47,320 --> 00:34:48,910
What do you think that we will take

741

00:34:48,910 --> 00:34:50,554
from this experience right now

742

00:34:50,554 --> 00:34:54,170
that will just be different when we get

743

00:34:54,170 --> 00:34:55,570
to the other side of this?

744

00:34:55,570 --> 00:34:56,970
- I know what my hope is

745

00:34:56,970 --> 00:35:01,970
and I think my hope is that
we can all retain some of this

746

00:35:03,340 --> 00:35:06,650
assuming positive intent sort of idea,

747

00:35:06,650 --> 00:35:09,478
which I have really seen people extending

748

00:35:09,478 --> 00:35:14,320
in a much broader way than
what I have ever seen before.

749

00:35:14,320 --> 00:35:17,100
It's words that are easy to
say and much harder to do.

750

00:35:17,100 --> 00:35:20,320
But I do really see it in practice today.

751

00:35:20,320 --> 00:35:23,910
And so I hope that we are
able to bring that back

752

00:35:23,910 --> 00:35:25,290
to work when we go there.

753

00:35:25,290 --> 00:35:29,970
That instead of just jumping
to assumptions or judgments

754

00:35:29,970 --> 00:35:32,773
when things happen when we
don't have the full story

755

00:35:32,773 --> 00:35:35,720
to just take that pause to say,

756

00:35:35,720 --> 00:35:39,390
let me understand a little bit
more about why this or that.

757

00:35:39,390 --> 00:35:41,530
And how could I have influenced that

758

00:35:41,530 --> 00:35:43,420
or changed it or that sort of thing.

759

00:35:43,420 --> 00:35:47,090
As well as continuing to
foster the relationships

760

00:35:47,090 --> 00:35:49,910
that we've built this way that are formal

761

00:35:49,910 --> 00:35:51,810
and informal at the same time.

762

00:35:51,810 --> 00:35:54,450
Like I just know personally
I'm so looking forward

763

00:35:54,450 --> 00:35:57,220
to having the opportunity
to sit down with people

764

00:35:57,220 --> 00:36:01,010
and have coffee or have lunch,

765

00:36:01,010 --> 00:36:03,300
instead of grabbing my
coffee and having lunch

766

00:36:03,300 --> 00:36:04,460
at my desk every day,

767

00:36:04,460 --> 00:36:07,347
which is literally what
I was doing until now.

768

00:36:07,347 --> 00:36:10,298
And having it not be the same five people,

769

00:36:10,298 --> 00:36:12,670
because I've literally met people

770
00:36:12,670 --> 00:36:14,220
that I don't know I ever would have met

771
00:36:14,220 --> 00:36:15,520
if not for all of this,

772
00:36:15,520 --> 00:36:17,950
and it's like how can I keep that going?

773
00:36:17,950 --> 00:36:21,780
And I've also found a lot
of these funny connections,

774
00:36:21,780 --> 00:36:24,657
just because somebody might see behind me.

775
00:36:24,657 --> 00:36:26,087
The other day I was talking to somebody

776
00:36:26,087 --> 00:36:28,070
and I had my Syracuse sweatshirt on.

777
00:36:28,070 --> 00:36:30,350
And they were like, "Oh my
gosh, did you go to Syracuse?"

778
00:36:30,350 --> 00:36:31,900
They're like, "Oh, I did too."

779
00:36:31,900 --> 00:36:34,490
And so those kinds of things,

780
00:36:34,490 --> 00:36:39,170
bringing those back to work
to keep the human connections

781
00:36:39,170 --> 00:36:44,050
that have oddly in this
separated circumstance we're in

782
00:36:44,050 --> 00:36:46,480
are the thing that has
really come to the front.

783
00:36:46,480 --> 00:36:48,900
- I can't thank you enough obviously

784
00:36:48,900 --> 00:36:50,920
for spending the time
this morning talking,

785
00:36:50,920 --> 00:36:54,290
but really for everything
you and your team have done

786
00:36:54,290 --> 00:36:59,290
to help be the glue keeping
us all connected through this.

787
00:36:59,680 --> 00:37:02,310
And it's been an
extraordinarily challenging time

788
00:37:02,310 --> 00:37:07,310
for people personally for
all of the obvious reasons

789
00:37:07,790 --> 00:37:09,320
of what's going on in the world

790
00:37:09,320 --> 00:37:10,940
and our families and
communities around us.

791
00:37:10,940 --> 00:37:15,390

But to be able to have
something that could easily

792

00:37:15,390 --> 00:37:18,880
be stressful in that we're
dealing with all this stuff,

793

00:37:18,880 --> 00:37:21,000
and then, oh and I have to go to work,

794

00:37:21,000 --> 00:37:22,130
where I think a lot of people

795

00:37:22,130 --> 00:37:24,240
have actually been able to find some,

796

00:37:24,240 --> 00:37:26,083
as you use the word comfort.

797

00:37:27,032 --> 00:37:30,630
To be able to come together as a community

798

00:37:30,630 --> 00:37:32,264
to help support people through this,

799

00:37:32,264 --> 00:37:34,970
it really could not have
happened without you

800

00:37:34,970 --> 00:37:39,970
and your team just diving
in the way that you did

801

00:37:40,040 --> 00:37:42,180
to help carry us through all of this.

802

00:37:42,180 --> 00:37:45,340
So thank you so much, Laura,
and thanks for your time today.

803

00:37:45,340 --> 00:37:47,640

- Thanks Chris and thanks
for your leadership.

804

00:37:48,563 --> 00:37:51,896

(soft electronic music)