



CORPORATE HOUSING
PROVIDERS ASSOCIATION

NAVIGATING THE NOISE PODCAST EPISODE 15: COMING BACK TO MOBILITY

Brian David Johnson:

Hello everybody and welcome to Navigating the Noise, a show brought to you by CHPA, the Corporate Housing Providers Association. I am Brian David Johnson. I'm your host and your futurist. And on Navigating the Noise what we like to do is just that. Give you more information. As we think about the noise, if we think about the future and business and what's going on, in this show over the years we've been trying to help you navigate that noise. And now, as we find ourselves in the middle of a pandemic we thought there was no better time and the spirit of Navigating the Noise is to go and put out as many of these shows as we could, bringing in people from different areas, from different walks of life, from different maybe ancillary industries, just as many different perspectives as we could and that's what we're trying to do.

Brian David Johnson:

And as many of you have probably have seen from earlier shows this season we've taken on big topics and small topics like small topics like our cleaning supplies like our Down and Dirty show where we looked at cleaning supplies. Well, this is not that. This is a big show. This is where we're going to think about big ideas and go out and think about what does it mean to come back from mobility. What does it mean to be mobile? Especially as an industry mobility just the idea of mobility is very, very important. How do we come back to mobility? Whether that be back to travel, air travel, or ground travel or rail travel, or is that mobility in a city or in a region in our country? Is it mobility across borders?

Brian David Johnson:

For myself, as we find ourselves really smack dab in the middle of this pandemic we are experiencing great destabilization. All of our systems have been destabilized, certainly our supply chain systems and our economies have been destabilized but we've even seen how our personal and even micro-professional different systems have become destabilized. And as we begin to build back and that's really what we're starting to experiencing now as we start to come back certainly not to the way things were but to a new normal what is that like and how do we get back to that? So that's really what we wanted to talk about today and really dive into and I've got two great guests. One is a return guest and one is new, new to the broadcast, so that'll be great.

Brian David Johnson:

So our first guest is Greg Lindsay. He's returning to the show today. Greg is the director of applied research at New Cities and he's going to bring this perspective. Greg has done a lot of work in cities in smart cities and new cities. He's also got a great book called Aerotropolis, I highly, highly recommended it. It really looks at the future and the future of business as it's tied around travel mobility and specifically around airports and air travel again I highly recommend that. We'll put a link on the website to go and have a look at that but I thought Greg would be a great perspective of that.

Brian David Johnson:

And then our second guest today is Maura Carey, she is the chief strategy and marketing officer at Dwellworks. And to be honest, this whole show came from a conversation between Maura and myself where we started talking about what ideas we're having, what are issues that we're dealing with and this notion of mobility, the notion of coming back from mobility, so very, very excited to have both of them on today. We'll bring them on in a moment. But first we're going to dive into the first section which is The Road Ahead which is where we take the work that I've been doing as a futurist and bring in people from outside, folks who are thinking in this area, and this is certainly the work here that Greg is doing.

Brian David Johnson:

But as I said as I think about the road ahead I think about where we're going. It is this coming back from destabilization, it's this coming back to not this new normal but what could it look like and also what do we want it to look like. As we begin to build back, as we begin to rebuild our economies, and our organizations and our relationships, our business relationships, what do we want those to look like? Do we want them to be more sustainable? And I mean sustainable from a business standpoint, sustainable from an ecological standpoint, sustainable from an equity inclusion standpoint. How do we build back these systems so they're not just what they were but so that they are better? What does that look like as we come back to this notion of mobility?

Brian David Johnson:

So also as you know for this season of Navigating the Noise I'm not only your futurist and your host I'm also the engineer so I will be from now again bopping in and bringing people in and out. So, my first guest as we mentioned is Greg Lindsay so I'm going to put it over to Greg for the road ahead and ask him in his work and in his research certainly at New Cities but in his other research because he does a lot of work in a lot of other places as well I'm going to actually ask. So, Greg as you're thinking about mobility, the notion of mobility, what things are you thinking about? What would you give people to think about where we are today and what it would mean to come back?

Greg Lindsay:

Yeah well, I mean I wrote a book around globalization, cities and air travel and all three are doing pretty poorly at the moment at least according to the conventional wisdom. So I mean the place I start when I think about mobility I do a lot of work around the future of work like where we should do it. I spent years studying not just cities but also the rise of shared workspaces and the rise of employment in urban cores and now we're hearing that it's all over like we're all going to disperse to our electronic cottages the way Alvin Toffler wanted it 50 years ago where we're safe from the big bug and it's frustrating to hear that. I mean to me the notion of mobility and getting back out there is not mobility as we flee from cities it's about how we rethink the urban realm and how and where we should work, how we should get there, what mobility can be.

Greg Lindsay:

So a couple of things I think about, one I think about the fact that when it comes to opportunities that we've seen cities across the world actually rethink what streets are for not just conveyances for cars but we've seen Milan, and Paris, and Bogota and cities across the United States are taking back some of those streets and they're opening it up to cyclists and pedestrians and dining al fresco and things like this and protests across much of the United States for that matter. And so, rethinking what the urban realm could be and the fact that streets are this incredible public space that we can do work in among other things. So it's really exciting to see cities a lot of which wanted to do this all along are using this, they're not letting this crisis go to waste so there's that.

Greg Lindsay:

The second thing I think about is yeah when it comes to back to the future of work I'm disheartened by the current state of CEO's like the CEO of Barclay's, the CEO of Morgan Stanley talking about the fact that working from home is working perfectly. Facebook, "We're going to abandon our offices and we're going to pay you less if you move other places." Or Twitter saying you could work from home forever. I think when it comes to mobility I think a really exciting development is the idea that presenteeism is dead, that we have to go to the same box to

do work no matter how we feel or whatever we're working on five days a week for a certain number of hours, I'm glad that appears to be thrown out the window with the pandemic.

Greg Lindsay:

What I'm worried is that we're also going to throw out the notion that there should be any separation between life and work and where you should do it. I mean, just because we've been holding up fairly well, those of us who are privileged enough to be white collar knowledge workers right in these environments, does not mean we can do it forever or that we're not going to risk incredible burnout. And I also am very suspicious about companies that are willing to throw away these engineered places for doing work because they want to get leases off the books as I suspect many of the ones who have embraced this trend.

Greg Lindsay:

So, there the opportunity to be mobile again is to rethink our relationship of what workplaces can be and that's where I'm excited to think about the notion of what if we have a whole palette of workplaces? What if instead of going to an office five days a week we can go to a number of workplaces? We could rethink this whole rise of coworking and shared workspaces. But it's happened over the last decade that's metastasized into WeWork culture but really build out these kinds of more local workplaces where we can go to where we can be alone and think or be among peers and not have to be locked down to be immobile in our homes 24-7.

Greg Lindsay:

So, there's some really interesting right changes out there and all these relationships are up for grabs I guess to your point at the beginning of this is, is that I really hope and I really encourage employers to think about empowering their employees to make the right decisions for them, to give them agency and empowerment. Not to say for example I've seen one employer say, "We're going to move out to the suburbs because we think our workforce is headed there, et cetera." Well, that becomes a de facto tax on your employees and future employees because they need to have a car in that particular case.

Greg Lindsay:

I think about for example the government of Italy is giving out 500 Euro tax credits to anybody who wants to buy an electric bike or scooter. I don't think employers need to do that but thinking more holistically about your mobility options about yeah not just pay for parking but think about how you can encourage your employees if they don't want to take the subway in a dense city can you give them credits on these micro-mobility services or give them a credit to buy a bike or help cover the cost of their home office if you are actually serious about working from home forever.

Greg Lindsay:

I also suspect that we'll be forced to internalize those costs into our homes. So yeah, I guess that summarily concluding at the top of my remarks here I just think there's all these relationships are up for grabs I just think the notion is how do we expand the choice? How do we expand our options for mobility and not fall into this new binary where we're going to work from home or we're going to drive to an office et cetera as opposed to taking the train to our office in the cores of cities.

Brian David Johnson:

That's a great perspective Greg because I was having, and I've got a question for you but before we go over to Maura, so I was having a conversation with an architect who designs office buildings, high rise office buildings and we were thinking through the day. And I said as we come back, as we become mobile again, as we could go back to the office or as many people inside of CHPA as we start moving people around again, how we move people around, what they're moving around for I think as you say rethinking all of that. And also in a positive way it's not just going back or not going back or an understanding that when you make these decisions you're making them not just about the workspace but also your culture and it has effect on your employees. And Greg has done some really great writing just on that the financial effect and the psychological effect.

Brian David Johnson:

But I was talking to this architect and I was thinking Greg about some of the work that you had done. And he was talking about how you build an office building for that space and that day. And he said, "How do you get into the elevator? And then how do you walk in the door? And how do you do this?" And then at one point he said, "And how do you eat lunch at your desk?" And I said, "Whoa, stop. Why would you eat lunch at your desk in a post COVID world if you don't have to?" If we're radically rethinking the day you're totally thinking pre-pandemic. No one is saying you wouldn't eat at your desk but I think we fall into these patterns and habits cause we've been doing them for years and for some people decades.

Brian David Johnson:

And so, a question I want to ask you Greg is so as we think about coming back what could be some of those tasks? How might we come back in a valuable and meaningful way where we would want to gather together in an office building or for many like the CHPA members get on a plane, or get on a train, or get in a car or go to a different city to get together with people? Have you been thinking about what are some of those meaningful interactions and what that might look like?

Greg Lindsay:

Totally. And it's such a fascinating question to ask about who actually matters in organizations and who needs to be together. It's interesting we went from a decade of we all need to be face to face all the time to get work done to the now we never need to see each other again except via Zoom. But yeah, I think again this is an opportunity to rethink workflows throughout organizations to truly build these hybrid orgs. Because we spent the last decade building a lot of digital workflow tools, Zoom and Slack being the most common pairing right now, that allows work, task-based work to move through the cloud and that frees us to be in different locations.

Greg Lindsay:

Offices started as factories for paperwork and that paradigm is dead and we can do various things which frees us then to think about who we should be working with and how and where. And so, when it comes to what offices are I mean I think you can think about it in a couple of ways. If you're going to work alongside people who are your colleagues, you're getting a paycheck with together, that is going to be a task for employers to basically figure out who adds value in the network in the office and figuring out who needs to be together in space and time to do that.

Greg Lindsay:

Because, and just a quick aside on this, I think at the moment I think the tools that we built are very good for continuing processes, the organization does this and we're going to keep doing it and the tools we have are

good for that. What they're not good for is how do we come up with something new, the whole eternal quest for innovation or new ideas. And that is something that requires more of a bandwidth of face to face and more of the unstructured time for that deferment at the edges. It's very hard to structure that Zoom call, it always has been, I think it always will be.

Greg Lindsay:

So, we will need to figure out how do we create that mobility to bring those people together in those circumstances to do it. I'm not sure that needs to be in a conference room in a skyscraper, that could be in a meeting outdoors in a park. I mean my own employer we started discussing about how we're going to have our next phase of reopening going from our home offices to meeting in backyards and meeting and parks where we can be socially distanced and outdoors where the epidemiology seems to support that. So, those are the kinds of things I think we need to think about.

Greg Lindsay:

And the second part of that is in a longer run is I think there'll be a development of tools and we'll see about measuring who's chatting amongst who in an office or a network, figuring out who contributes to the most teams. And there'll be this new science that's been discussed, social metrics and other things about bringing together the right people at the right place at the right time to contribute that kind of work inside of organizations. Hopefully again, this will be done for the benefit of employees and to empower them not used to micromanage them where I'm afraid where a lot of these technologies are going.

Brian David Johnson:

I'm glad you mentioned that Greg because part of this goes into things that we had talked about here inside of CHPA and at the industry around the fact that people like people and for the longest time people had talked about, "Well, if we have VR or we have AR or we have all of these the ability to work remotely will it be the death of the meeting? Will it be the death of relocation? Will it be the death of corporate housing?" And there's a great illustration that Greg has in his book around looking at the increase in the ability for technology to allow people to talk over long distances and then the increase of travel, people actually traveling and over time roughly it all goes the same. That the more technology we have the more we want to be together which is a fascinating thing that says a lot I think about humanity.

Brian David Johnson:

And I think this is a point for CHPA and for the membership and for this industry as we're thinking about it is as Greg said you don't have to meet in a high rise anymore, maybe you meet in a dwelling, maybe you meet in a CHPA, we start looking, meeting in corporate housing. The very definition of corporate housing also changes because it becomes this place where you work is also where you live but it also might be where everybody gets together for one week, one month, six months to then work together and this idea. And again, in our previous work together here at CHPA we've been talking about and part of this actually came from work that Greg had done about falling transactional costs and how that changes culture and how that changes the culture of different companies and it means that where you work and how you work could be different than what you value. So, there's lots and lots and lots there and we'll make sure to put the links in the show so that you can look up that work and some of their previous work.

Brian David Johnson:

But now I want to switch to section two which is What Matters. I want to bring Maura in on this conversation. So, Maura part of this is because of you. We were talking about mobility what it means to come back and the work that you're doing at Dwellworks. So when you're thinking about coming back to mobility and getting back to mobility what are some of the things that you're thinking through, what's on your mind?

Maura Carey:

Thanks. Yeah. So first of all what's on my mind is all the incredible ideas Greg just shared. I was jotting them down as quickly as I could to keep that context going as we're talking here so I'm forming as we go here. But the first thing is just that comment I literally think the last time I was at a conference was when I met up with you Brian so that was just post-CHPA, there was that conference and then there was a Bay Area Mobility Management meeting and it was the end of meetings so that was in early February. And since then this industry which is built around people being mobile has essentially been grounded which is obviously an irony in and of itself.

Maura Carey:

So what's going on, what's on our mind, just literally picking up from where you just left off in the corporate housing space I think one of the things that we're seeing that we will intend to see more of as the world evolves back to work is what I'm calling safe houses and not what you were thinking of before and that's not in a security kind of way. But this whole idea that as people move back out from their homes and start traveling again for whatever reason, permanent relocation or short term, where are they going to feel the safest?

Maura Carey:

So we had talked a lot about in our industry specifically in the corporate housing space where are the green shoots, where are people are going to see an opportunity? And it may well be right there. If you are traveling for work, are you going to feel more secure in an environment that feels an awful lot like your house? You talked about the deep cleaning experience, that was a previous show. That whole idea of like, "Well, if I'm leaving this nest I want to go to one that's comfortable and a lot like mine." And indeed to your point can those also be meeting spaces?

Maura Carey:

So as we think about again how people travel again for work maybe not changing their entire way of working, but looking for comfort and undeniably looking for a truly safe environment. The other thing that I think we are talking about as people return to work whether they return to work in an office or in the park as you just indicated either way the employer has this renewed, expanded mindset around what this duty of care obligation is. And I know it's an easily tossed off phrase in my business, in the business of moving people all around the world that has typically been associated with evacuation and people who are in a crisis state and it's now going to become obviously the new normal.

Maura Carey:

There is all types of compliance that goes on in the space that we operate in. Compliance has historically been associated with data security and physical safety and now it's like are you stepping up and being responsible for making sure the environment I'm coming back to is going to in fact be safe? So when I leave it and go back into my family environment I'm going to feel safe and secure. So there is both the duty of care explanation from an office environment but also again just in a housing environment which is really what pushed your subsegment on that and it's not nothing. That's a really, really, really important consideration for people.

Maura Carey:

And then I'm thinking again and I think this is actually what triggered our conversation which was around the idea that until the pandemic hit and unfortunately here in the U.S. we got to an almost 20% unemployment rate mercifully seeing a little bit of stabilization there we were at zero unemployment. So these same knowledge workers, this creative class, these folks that Greg was talking about they're still out there. This trend towards working differently was well underway. We didn't need a global pandemic to find out that people could work virtually, it obviously accelerated that process. But one point of fact and I talk about this a lot, we talk about it a lot at Dwellworks, there is mobile and there's moving.

Maura Carey:

So maybe you're not necessarily permanently moving. I don't need to, in order to do my job, I don't need to physically move from point A to point B to be able to accomplish that work but I need to be highly mobile. I need obviously to be out to see customers, need to be out to see our team. We want to be out to go to conferences and indeed in all kinds of work environments. A state of permanent mobility as folks go from one assignment to another without necessarily decamping with their family. But going off to do project work, obviously going off to do installs, whatever you want to call it, consulting work, training, all these things that people have been inhibited from doing certainly during the rage of the pandemic that would come back, that's necessary work that needs to get done.

Maura Carey:

So we believe strongly that people will be highly mobile it just may be in a very different way than before driven again by both the employee being able to dictate what that experience is. They will continue to be a highly sought after talent going forward and also obviously just the new reality. If I don't have to move, if I don't need to stay in a hotel, if I could stay somewhere for a short period of time, come back home and go back and forth. Less frequent moving but when I do move to stay perhaps in a more comfortable setting than before.

Maura Carey:

So for me when I look at what lies ahead obviously we see certainly a return people being mobile, people being mobile in ways where they get to establish a little bit more literally what the rules of the road would be. And then, perhaps specifically really understanding that people want to be re-engaged. Again, I was thinking about what Greg was saying nobody's dying to get back to their cubicle but everybody's dying to reconnect and so there's different ways you want to get that done. So I think we see all of that coming.

Maura Carey:

My last comment on that would be looking at you two as futurists which I'm definitely not but I mean our future is literally being defined day by day and I'm thinking we're all in a space of doing tons of research, read, read, read, conference, conference, conference, learn, learn, learn. And last week as I was just reading up on what's being said in the travel and mobility industry, "It's going to be 18 to 24 months for sure before we get back to any sort of normalcy," and then of course read an article last night and it's obviously a data point not a trend but Marriott in China, "Yeah, no, we're at 40% occupancy and we intend to be at 100% before the end of the year." I mean it's just the way the world works, as people get more information as they feel the environment is safer I would say we're pretty—and I think not falsely—optimistic that the return is real.

Brian David Johnson:

Thank you for that Maura. So, I have a followup on that and I don't want to put you too much on the spot right now. We actually didn't talk about this as we were going but I think Greg's perspective got me thinking as you were talking and I know you are constantly reading, constantly doing research, certainly as the chief strategy marketing officer this is what you do around data. I'm wondering from an industry standpoint or even maybe ancillary things outside of the industry is there anything that you're seeing that you think is missing the point? So as people are thinking about the future and thinking about how we might come back or things like that and Greg gave some great examples before.

Brian David Johnson:

An example I've used previously on a different show was I used the 9-11 example of saying after 9-11 when we were right in the midst of it I had serious conversations with people around the future of work who were saying, "Will we ever work in high rises again?" People were worried that people would never build a high rise again and of course we've learned that that's not true. Is there anything that you've seen as you've been doing your reading and you've been thinking where people aren't thinking in a right way, or they're not thinking big enough, or they're not thinking bold enough or maybe they're just completely wrong headed? Have you seen anything?

Maura Carey:

Yeah. Yeah. I mean the very first thing that comes to my mind and I appreciate your giving me this softball that I don't have any time to actually do research on this I'm thinking off the top of my head but is this whole concept of what is virtual work? What does that mean? Did it not exist before, does it exist now and does one replace the other? And very honestly and again in our space we not only do short term housing but obviously help people find permanent longterm housing and of course there's been this trend towards literally virtual reality, showing people what the experience is going to be like where they're moving to. And one of the things that we have learned is that and then where I think maybe people do need to be more expansive in their thinking is that it's obviously not either, or.

Maura Carey:

This dialogue that we're all having right here right now this is virtual, we're obviously not together face to face but it doesn't necessarily need to be electronic. I mean there's just a wide continuum of what both a virtual experience is A and what the value of being together in person is. So this sounds a little bit contradictory but the idea that when one is free to move around the cabin so to speak going forward you don't necessarily need to assume that tools you were using to get you through this process are now no longer necessary. In fact they're probably pretty valuable. It is necessary to have this blended world where if the virtual tool makes sense don't go back to doing something face to face and in-person just because it was your comfort level. Embrace the fact like, "Well, that was interesting and now obviously I can use that time to do something else."

Maura Carey:

So our industry in general is obviously very, very people focused, very connection focused, but I think having confidence and I hope that this has been a real takeaway coming out of this but there are literally all kinds of ways to connect I think is one of the things that people really need to champion that it doesn't need to be like, "That's over, let's do this." I think going to Greg's point you don't need to revert back to anything just springboard forward with what you're doing because we think that there's a lot of strength in learning how to work well

together across distances without necessarily thinking the only way to get that done successfully is to be necessarily side by the side so there is that.

Maura Carey:

And then I think also this idea and I'm really in this sense just echoing what Greg has already said which is be comfortable with and embrace the fact that you are again in our industry in particular. You're moving talent that is a high value to your business for whatever reason and there's a score of reasons associated with that. If they are high value to business they are probably also just high value as assets to the business itself. Be comfortable being guided by people saying, "I do need to adjust the way I work but it isn't necessarily a defect to the business if you will." The fact that there is going to be more variance doesn't necessarily mean there will be more defect and I think historically that's absolutely the way people think. But I think having a high tolerance for the variance people have learned how to be more creative. I think it is important in wanting to recognize the value of that.

Maura Carey:

And then again, maybe a last point there which has been one of the things that's absolutely happened, breaking news here people have been on Amazon more than ever before but not only have people been shopping more it's redefined this whole idea of consumer behavior. So I think people just need to be very conscious of the fact just because I'm working doesn't mean I'm not also consuming. And this has been a really important lesson for us over the past couple of years in which I would say is now accelerated is that permeable wall between this is when I'm work and this is when I consume is really essentially gone forever. That the way I think is this information useful to me, is this tool useful to me, is this conversation useful to me. And I think just being very conscious of that is the way we treat and respect and deal with people going forward is maybe a big thing that we all need to be comfortable with because the workplace has in fact been consumerized and to recognize that and run with it going forward.

Brian David Johnson:

That is a great transition Maura to our third section which is Three Things To Do and I'm going to switch over from the single camera to the multi-camera here in just a minute we've all grown very used to on these types of meetings. But again, to remind everybody three things to do this is where we pick three things to do, three very specific pragmatic things again for Navigating the Noise to say what can you start doing today to start preparing for tomorrow?

Brian David Johnson:

And I'm going to turn it over to Greg here in a minute but I'm going to start us off. Because I do think this was mentioned multiple times that the first thing I'll give you to do is to take a moment. And you've heard me say this many times that oftentimes leaders especially in times of crisis or in times of being challenged don't take the time to reflect, don't take the time, give themselves the time to reflect.

Brian David Johnson:

And I think drafting and pulling from what both Greg and Maura were saying is think about the future of your work, the future of your business, the future of how you would want to come back. What is really meaningful where you would need to be face to face? What would you not need to be face to face and then also how would you redefine it? How would you redefine how and where and what type of business you would do? So,

that's number one is to reflect and think about those things. So let me bring up the view of everybody and I'm going to pass it over to Greg and say Greg what would be our second thing to do? You're still muted Greg.

Greg Lindsay:

I'm in my own mute. There are bingo cards here for Zoom calls. I came up with three things on my own to do but the one that I want to, I guess I would lead with to springboard off what Maura was saying is the first thing I would do when it comes to mobility is don't make any assumptions about who wants to be mobile. Go talk particularly to your younger workers, the ones that you would assume are digital natives who are the ones who do want to work from home or work remotely and I bet you will find and this is what I'm hearing and what I've seen in surveys is they're the ones who want to go back to work the most. And the reason for that is, by work I mean the office, and the reason for that is, is for all of us on this call we all have reserves of weak ties and social capital from our own work.

Greg Lindsay:

We have connections, we have relationships to each other here that we can maintain via Zoom and that we can continue to have those. And for those younger workers who are starting out their careers who don't have culture, who don't have those connections, they are so hungry for it and they need it for their own development of that. And so therefore I would make sure that you understand their needs in this because I think that's going to be a major source of frustration and/or turnover for them if they don't feel like they're getting a chance to go out into the world that they feel like they're basically going to be work from home drones for the rest of their careers or at least employment at your company. So that's where I would start.

Brian David Johnson:

Okay. That's a great place to start so number two it's a really great perspective. I will come back to you for a lightning round for one bonus one.

Maura Carey:

That's good yeah.

Brian David Johnson:

What would you [inaudible 00:31:23] number three.

Maura Carey:

I was going to say if you had the pleasure of dealing with me daily you would know that I don't have three I've got nine so I will not go through that whole list I promise and indeed at some point they'll be repetitive. So again, I'm going to flip over to the less esoteric and I would just say to really go back your psychology 101 pick up your Maslow and just remember that people are just looking for safety and security. I mean this is, it's not that people are fearful it's that it's fair of them as they venture out from solitude and the home office to just be mindful of the fact that that is the first thing. We all have got goodness to bring in terms of our intelligence and our connection and our creativity but also is there's this threshold that we all need to be mindful of. And that duty of care, safety and security just be prepared to deliver that and then everything else will flow forth from it.

Brian David Johnson:

Wonderful. All right. So those are your three things to do. Now we're going to do a bonus lightning round with the guests. So Greg, I'm going to pass it over to you. So, so real quick, so again just a reminder the three things to do where number one is to reflect about how you want to come back to work. Greg made a great point about who's going to come back and really not forgetting the people who just because we might not want to come back or we might want to come back differently again understanding who and how those people might want to come back and to Maura's point to really understand that notion of safety and security. So those are your three things to do but you're going to get two bonuses here. So we're going to do lightning rounds with Greg. What is one of the lightning rounds?

Greg Lindsay:

All right. Well, I just compressed two into one while I was sitting here thinking about it so here you go. So I guess it would be don't be prescriptive in your mobility recommendations going forward. Don't say you can either work from home or go into the office and don't say you can drive for safety. If you're thinking about rationalizing your real estate portfolio post-COVID think about how can I give out memberships to other workspaces? How can I basically expand the palette of choices for them? And the same thing goes for mobility as well. Don't just give them free parking as I mentioned earlier think about what memberships you can give for them, think about how you can expand that set of options. So yeah, don't tell them what to do just give them as many options as you possibly can and learn from that and iterate.

Brian David Johnson:

Wonderful. Yeah, enable them. All right Maura bring us home.

Maura Carey:

All right. Yeah, no, my last one I have to say is drafting a little bit on Greg's first one from the big three which is when you go out and be, when you got and ask people like, "What do you want? Do you want to be mobile? Are you interested in this?" My response to that would be, be ready because the answer you're going to get is yes. I mean, we already see this in terms of just backlog and opportunity in the pipeline that we see in our own business. So in fact, people will want to move again maybe not permanently, maybe not like I'm selling my house I'm buying a new house but do they want to be mobile? Yeah, they do. So be ready for that and be ready for the fact that they're going to want to be mobile in ways they haven't been before. So, open up your mind, the policy, practice, partnership, how's all that going to get done. But in short, be ready because the volume is coming.

Brian David Johnson:

Be ready. I love it. Well, listen so those are your three things to do plus two lightning bonus rounds. Amazing. So Greg Lindsay and Maura Carey thank you so much for coming on Navigating the Noise. I'm going to take us back to the speaker view and wrap us up but thank you both for coming.

Maura Carey:

Great. Thanks a bunch.

Brian David Johnson:

All right everybody so that brings us to the end of this episode of Navigating the Noise around coming back from mobility. I do want to take a moment and thank the folks who have reached out to me during this time as

we're doing these very rapid versions of the show and bringing in lots of different people and really taking feedback. As we mentioned before that Down and Dirty episode came from a very specific request and we've got some more shows coming that were actually specific requests from membership and from people who had questions, who just wanted to talk about things, who had some really interesting ideas, who shared interesting things that they'd been working on. So, by all means you can always reach me, you can always reach the show. I've got all of our contact information.

Brian David Johnson:

But it's really important to us as a part of CHPA really trying to especially in this really trying time figure out whatever we can do, whoever we can bring in to bring you value and to bring you some ideas and some perspectives. And maybe to introduce you to some people who you may not have been able to chat with before and really all to just enable you, to enable you to get through this week but also to prepare for the future. And we're really here to do that.

Brian David Johnson:

So with that I'm going to wrap us up. I'll go through our normal out. So thank you for listening to Navigating the Noise a show brought to you by CHPA, the Corporate Housing Providers Association. As I mentioned you can get in touch with us in all these different ways so please reach out to us and let us know what else you'd like to hear about. You can email us at info@chpaonline.org. You can follow us on Twitter, we're @CHPAonline. Or of course you can visit the website which is chpaonline.org. Please any feedback you have, any questions you have, please send them our way. We will be talking to you again soon. Please stay safe. And we'll talk to you soon. Take care.