

New Rules for Successful Hybrid Teams

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SPEAKERS

Ginny Bianco-Mathis, Mitch Simon, Michael Peachey



Mitch Simon 00:10

Welcome to another episode of team anywhere where CEOs, leaders, and experts at building teams, companies, organizations, and amazing cultures share how to lead from anywhere in the world. I'm your co host on the East Coast chicken, Bianca Mathis, and I'm your co host on the West Coast, Mitch Simon. And we invite you to join us team anywhere. Here's my favorite quote from Michael pici, Vice President of user design at ringcentral. The rules have changed what used to work for you as an employee as a manager or as an organization isn't going to work anymore. What I appreciate about Michael is that he's a designer and great designers begin by fully appreciating reality. On today's podcast, we're going to explore the rules that change and your new responsibilities as an organization, a team leader, a hybrid team member who spends their time mostly in the office and a hybrid team member who spends most of the time at home. If you're remote, or if you're on a hybrid team in the office, you need to go out of your way to connect to your team. It's always been an obligation, it's now more crucial for you to take on that responsibility so that you can thrive as you team anywhere. Hello, and welcome to another episode of team anywhere. I am your co host Mitch Simon on the west coast and I've got our lovely co hosts on the East Coast Dr. Virginia, Bianco maphis. Today on the podcast we have Michael peaty vice president of user experience at ringcentral. We're excited to have him on the podcast because he's been at the forefront of Human Centered Design, especially looking at how teams collaborate from anywhere. Michael, Welcome.



Michael Peachey 02:02

Welcome. Glad to be here. Nice to meet you, Jenny. Greetings.



Mitch Simon 02:06

Great to have you here. So first question we've been asking all of our guests is so during the last year, what did you learn about yourself personally, and what has surprised you the most about yourself?



Michael Peachey 02:16

That's actually a really easy one, I will, I will admit it here, I'll be a little vulnerable before the pandemic, I was a everybody's got to be here. Collaboration in person is super important. You know, we would talk to candidates, we'd hire them, we'd say, look, this is a five day in the week job, you know, you got to be in the office, you got to work with the product managers, the other designers like we're all we're all going to be here, like I was I was that guy. And then one day, Tuesday in March, everybody got sent home to go work for the next 16 months. And it was a remarkable success for for this global team. We've got about 100 people all over the world. And now they've been spreading out from wherever they used to live to other places, and it has worked very, very smoothly. So that was that was my big learning. That was the big surprise. I'll admit I was wrong. Right. That



Mitch Simon 03:17

is I appreciate your vulnerability, because because you run a company, which is committed to creating tools for people to not work from their deaths. How's that going? Michael?



Michael Peachey 03:30

It's the the pandemic is it's been a real burden for a lot of people all over the world. You know, for us, it's really accelerated the work that we've had to do and the importance of the work. So, you know, we're, we're grateful for that opportunity to serve and to really focus on on what we're doing. And with that momentum, and that motivation that we all feel. It's been going great.



Mitch Simon 03:59

That's great. No, thank you for that honesty. There's a lot of managers out there who felt

the same way. And actually, Michael, there's still a lot of managers out there who feel the same way, which is okay, pandemic's over, quote, unquote, wrong and back in the office, and we're going to pretend nothing ever happened.

G Ginny Bianco-Mathis 04:15
Right.

M Michael Peachey 04:16
I've heard that.

M Mitch Simon 04:19
And there's something there around I don't know the unexamined life. Yes.

M Michael Peachey 04:25
Yeah, there are a number of companies out there that you know, that have announced you know, everybody's coming back to the office. If you want to keep your job. You gotta come back in, you know, banks in New York, manufacturing companies, people all over the place. And I've got to say from talking to our customers, and from our perspective, you know, there is no going back in December 2019 is gone, it's in the rearview mirror, we've got to look forward, and in the future is this hybrid workspace where some people on the team are going to be in the office and some people We're going to be remote. And from where we sit, that's a much, much bigger challenge than the work from home was 16 months ago back in March 2020. Right, right, which was

M Mitch Simon 05:11
my next question. Because, you know, it's because of guys like you who have built products. So you know, if you if you actually I was, I was going to the internet to look at an ad that ringcentral had in 2019. You know, ringcentral had products to support people actually, you know, working from home almost for forever. What I want to ask then is, is why are these collaboration tools? So, I mean, they were important back then, but But why are they so important right now?

M Michael Peachey 05:42
I think that what's really changed in terms of how ringcentral looks at our products, in

December 2019, what we mostly pictured and what we were mostly designing for, where people who are collaborating at a distance, but really, from the office in Brisbane, California to the office in Chicago, or the office in Chicago to the office in Paris, it was very much about that kind of work collaboration between you and your customers, that might be someplace else. But, you know, a lot of the products were about how those two offices collaborated, or individuals and those offices collaborated. And it was less about what happens when everybody's all by themselves, collaborating into some sort of central location. So that's changed a lot of how we think how we design how we serve our customers.

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Mitch Simon 06:34

Okay, great. Well, we wanted to really take a human centered design approach, we had one guest, who talked a lot about Hannah Berson who talks a lot about human centered design, and I was so excited when we were introduced to you. So can you help our audience not not just get through hybrid, but actually thrive through having us like an incident? And how you look at these current problems? And how does your team get their ideas on how to look look at the current situation and, and how to solve the current problems, such that, you know, we can get a better appreciation of what types of tools we should be looking for?

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Michael Peachey 07:12

Well, we've got the blessing of access to a lot of customers, and a lot of people are trying to solve these problems. And there, there is no playbook, you know, it's not like there's a, you know, you could go to Amazon or Barnes and Noble and get a book on how to thrive in hybrid. So there's a lot of experimenting, a lot of making it up is everybody goes along. And clearly, we're tracking all those various experiments, we think about how we connect, when you talk about that human centered design on three levels. We serve three broad audiences, there's organizations, I, like, you know, Mary's widget CO is competing against Bob's widget co out there. And we obviously want our customers to out compete their competitors. So how does an organization thrive in a world of hybrid, so we spend a lot of time talking to business owners, the the next piece are leaders, their team leaders out there that are all trying to be successful, they're all trying to run their teams and deliver the best they can and be competitive in in their company environment, get the promotion and thrive. And then the third one are the individuals who are competing. Everybody's trying to do well in their career, they're trying to grow and this hybrid space, this work from anywhere, it's a challenge, because it's difficult for people to build relationships, when you're not in the office. And this is particularly true for a lot of the new entrants into the job market. They've got a you know, it's hard enough to be new in the job market. Now

trying doing it from your living room.

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Mitch Simon 08:45

Right. So why don't we take a bottoms up approach then? And if you could share with us, bottoms up I mean, by instead of organization, team, leader, individual, let's start from individual. What advice would you give a, an individual and I wanted to break it up into two ways. So there's the individual who's on a hybrid team, who's most of the time, not in the office, another vigil on the hyper team, who's most of the time in the office. So why don't we start with the first this out? What type of insights and advice would you give that person who is really disconnected physically from the office? Sure. So

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Michael Peachey 09:27

the main thing that I think everybody knows, but it's worth saying is that in a work environment, most people don't get stuff done all by themselves. You know, sure, a novelist like Stephen King can go to a cabin in the woods with a manual typewriter and bang out a novel in a month. But most of us have to work with other people. That collaboration is important in getting stuff done. What's really interesting in our research is we look at individuals. And it's not surprising when you say it out loud. Nobody wants to do meetings. nobody really wants to collaborate, they want to get stuff done. And probably the best way to do that is communicating with other people. The thing that people are really hungry for is that social and emotional connection. So when you're the one who's remote, let's start farthest away. I really want you to think about how are you nurturing yourself? How are you nurturing your relationships with the other remote people, and then importantly, with your team that's going to be in the office. So if you're remote, you're staying home to take care of a parent or a child or you just live too far away from the office or, you know, you just want to take advantage of the fact that you don't want to commute, like, you've really got to work hard to build those relationships, because you need the information that comes back and forth. But even more importantly, is you need that social nurturing, that emotional nurturing, one of the things that a lot of people have learned, and we've seen this in the research that we've done, is the important of those work relationships. Before the pandemic, you know, I don't think a lot of people were walking around saying, I am so grateful for the work relationships that I've got, I love the people that I work with, I need them to thrive. What people learned is, oh, my goodness, I really actually do need those people that I work with, they're an important part of my social and emotional system. So build those relationships when you're remote. And specifically, like be on time to meetings, turn on your camera, make sure you say hi to people when they come into the room, stay engaged, you know, don't get talked over by the people are on site, you know, be there contribute be present. In ring Central's

world, we believe very much in the integration of communications. So our applications, take your messaging, right, the texts that you send back and forth to people that are asynchronous, right? Like I send you a message, you know, we're setting up this podcast, right? Like, here's something and then you reply when you feel like it. And I reply, when I feel like it, we do that asynchronous communication. But at some point, we decided, wait, we need to actually talk in real time in, in, in person, right? So imagine you and I were able to jump into a video chat to set up for this. And then after that video chat, we went back to the messaging, you sent me a list of questions, I responded set, I was excited, right? In and Out of those things is really important for the for the remote people to make sure that you're using all of your channels.

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Mitch Simon 12:34

Okay, I want to I want to share with something that you just said, which was, which was really controversial, and I love it. Because because what we're hearing is this, what we're hearing is, you know what, employer, I want to work at home, and I'm going to work at home, and you're going to take care of me at home. But what you're saying, Michael, or what I'm hearing you say is you know what? So remote employee, you know, you work for a great company lead that's gonna let you be remote. But here's the deal remote employees, you probably need to work harder to make those connections. You have a you have a higher responsibility, then the guy who or the gal who's actually going to come into the office a lot, is that what you're saying?

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Michael Peachey 13:21

Actually, everybody's got a higher risk. Talking about when we talk start talking about the people who are in the office, they've got some new responsibilities too, because the rules have changed. What used to work for you, as an employee, or as a manager as an organization isn't going to work anymore. So you mentioned those those organizations that are saying everybody's coming back, their organizations out there saying that, hey, if you moved out of town to a place where it's cheaper, I'm not going to pay you as much I'm not going to pay you your New York salary if you're living in Tulsa, because it's cheaper there. It's not fair somehow. I'll tell you that every time I hear about one of those companies, what I want to do is go short their stock Yeah, I up their competitors, because they I do not believe we're going to thrive because the bell has been rung. So the the promise of this hybrid is that if I want to live in the mountains, because my kids ski at a top tier level, I've got one of my designers, he's got two boys on the national team, remote hit, they went last summer to Mount Hood and lived on Mount Hood. So the two boys could scale day night. He's not going to go work for a company that says you must be in the office anymore because he's tasted it, and it worked for him. So a great designer like that

is going to be available to a firm that's figured out how to do hybrid. They're going to get better employees and they're going to outcompete their peers. And

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Mitch Simon 14:57

I think I'm sorry. That's what I was saying. One of the things I'm hearing you have, as a designer, as designer, and I'm not a designer, maybe I'm, you know, in my spare time, but what you do is it seems like you actually appreciate reality. And you design from that. Whereas I think a lot of these companies that you're gonna be shorting are not appreciating reality and are designing from 2014. Exactly. Right. And these companies that are saying you have to be back in your seats. Who are they going to be hiring? Next,

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Michael Peachey 15:35

they have a more likely to hire. If they're all looking at people who are going to be back in their seats. Yes, the same challenges is why diversity is important in an organization. You know, if you only hire people that look and talk like you do, you're missing out on talent that's out there. And you know, again, diversity work from anywhere. This is social justice piece to that. But for me, the more important piece is the economic advantage that's out there. Because that is what I think is going to drive organizations to eventually realize that they've got to do the right thing. Because if they don't, they're they're not going to be the haves, they're going to be the have nots.

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Mitch Simon 16:13

Yeah, great. So what I'm understanding is like you were really talking about the new rules for remote. And I think one of the new rules for that individual, who is, you know, in the log cabin on Mount Hood skiing in July, What a lucky person and say that word is that is that, you know, he or she must really make much more of an effort to connect to the rest of the company. So let's go next to what would be the new rules for remote, you're on a hybrid team, and you are one of those people who, you know, has chosen to be in the office a lot.

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Michael Peachey 16:50

And we've seen that, you know, again, surprisingly, once things started opening up, we've seen people in our customers, I've seen that on my own team, there are people who can't wait to get back into the office. They're tired of working at the kitchen table, they're there, they're tired of the leaf blowers there. They can't concentrate there, it doesn't work for everybody. So I've got people as soon as we started, the return to work pilot were like me, me, me Pick me. So they could come in to the office and work. So they're all here in the

office, that group. So now let's just take a hypothetical team of eight designers that are working on a project, you know, working on our video conferencing product or something, we got four in the office, we got four at home, how do the four in the office be more successful? And the main answer to that is they need to figure out how they are a team of eight. And they're a player on a team of eight, not just sent to a team of four. Because whether it's design or accounting, or marketing, or finance, or operations or whatever, you're not as smart by yourself as you are with a group of people, and the broader that group of people, the smarter you're going to be, the more you're going to thrive, the more likely you're going to be the one that learns something new that gets on the good project. So the people in the building need to be really active and intentional in how they include the people who are remote.

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Mitch Simon 18:16

Can you can you give us some suggestions there? Because I'm sure, Ginni, and maybe Michael, I know, I remember reading the Harvard Harvard Business Review article that basically said, I think it was maybe 16 feet or something, or 60 feet, that if you were, if you were not within 60 feet from a co worker, it was almost as if that person at like 6570 feet could have been in like, you know, in Madagascar. So what, what are the some of the things that Michael that you would suggest to hybrid team members who are on that, you know, in that group of four that's at the office to really connect to the entire entirety of the group of eight.

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Michael Peachey 18:59

So like, the people who are remote need to be intentional and put some effort into being connected, the people are on site need to do the same thing. And they need to work hard to not become an island of four. So if you're going to have a meeting and a discussion with people, you need to have the setup and the creation of the agenda. And why are we having this meeting in them in the messaging. Because the person at home can go feed the cat and come back and read the message or they can go feed the baby and come back and deal with the message. They're going to understand what the meetings about you're going to negotiate an agenda amongst the eight of you that everybody is on board and engaged with. Then when you have the meeting you in the office. Don't stand there with your back to the camera and the speakerphone with your three buddies right on the whiteboard. Right down at the table in front of your laptop in the same video meeting that everybody else is in exactly use the whiteboard, use a product like Miro That allows you to collaborate remotely where everybody is on a level playing field. And then the number one thing is when the meetings over, right, they can get up to the 12. Everybody says, Okay, great, the meeting was good. Don't have more meeting. And that's the

dangerous part when when the four of you in the office, then go off down your own path and nobody else's follow up using the messaging so that everybody is part of it. So yeah, you got you got responsibilities, even if you're on site, you don't get to coast. Okay, so

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Mitch Simon 20:32

let's get to the let's get to the we got the scale now. reader. I'm the team leader. And I'm and I'm, let's say Mr. or Mrs. Nine, I got my four peeps at work. And I got my four peeps at Mount Hood, or mount whatever. What advice would you give that leader?

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Michael Peachey 20:55

I'd say the number one thing to be thinking about is how do I get 100% out of all eight people. Because you know, and again, to put things in sort of very Darwinian terms, that leader of that team, she's competing against all the other leaders in the organization running similar teams, for the next promotion to get on, like, you know, the big Smith project, or whatever it is that that people are trying to do in an organization to grow in advance. And if she is getting 100 100 100 100 100 100, out of all of her people, she's got a team that's firing on all cylinders versus somebody else who's only getting 50% at other remote people, because they're coming into the meetings late, they got their camera off, they're multitasking, they just put it on mute, and they're washing their laundry or something like that, as leaders need to get the most out of their teams. And how do you do that, it's about the connecting. So you know, we use these words collaborate and connect. And they're not the same thing. And I want to tease them apart for the audience a little bit, I will say something a little controversial, which is collaboration doesn't matter. Connecting matters. If you connect, you will automatically collaborate. And if you're collaborating, you're going to get stuff done. So don't worry about getting stuff done in the world of I need to see everybody and make sure they're all busy doing stuff, which is about activity, not outcomes, is turned into a world about outcomes. And I'll tell my team, like, if you've got a magic leprechaun that lives onto your desk and does your job for you all day long, I don't care. As long as you're delivering the outcomes, feed the leprechaun, take care of them like that. That's really good. So what are those outcomes there? If you're connecting as a leader with your team? You know, hi, Jenny, it's really good to see I'm glad you're here in the meeting. Right? Watch your little Brady Bunch set of squares, while you're in the meeting, and nines a perfect number, right? You got a three by three. All teams.

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Mitch Simon 22:59

This is Michael's advice. All teams need to be nine,

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Michael Peachey 23:04

nine or 16, or something that divides evenly into a right. You know, so our team leader is watching her team there and she sees that somebody remote is not contributing. Reach out, draw them into the conversation, what are their ideas, because just like in the real world, when everybody was together, some people are super comfortable launching into the conversation interrupting each other. And they tend to be white middle aged men. And some people are not as comfortable. But they've got the ideas. If our leader can draw those ideas out, particularly from the remote people and get them engaged in the conversation, by noticing that they're not. Now they're more effective. If that leader can give her team the right tools to collaborate so that they're able to do that connecting with each other. They're going to do well.

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Mitch Simon 23:55

So just to tease that out a little bit. And I love I love the the controversial statement, collaboration doesn't matter. And you still didn't get fired. I like that. Yeah. But But connection matters. I guess what you're saying is, in a team meeting, let's say the team meeting at the Brady Bunch. The leader is just really particularly focused on people's interests, people's people's contribution. Mm hmm. Anything else that leaders should be paying particular interest to such that he or she is building connectivity to

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Michael Peachey 24:30

it, making sure everybody's engaged, communicating with them, making sure they've got the right tools and that they're using those tools well, looking to see if you're not getting your most out of somebody's can or if somebody else's is stepping on it and it doesn't have to be only the leader. So we've got a best practice that we've started that I actually stole from one of my kids, middle school teachers. When we have a meeting where there are people who are on site and people remote, particularly a larger one where there might be a dozen people 15 people in that in that conversation, we have a specific person on the team who's on site, whose job it is in that meeting to make sure that the remote people are engaged. So she's the one that's watching the screen and seeing somebody going. It's like James, you've got something to add, she can interrupt, that kind of high bandwidth, high excitement, real time conversation that's happening in the room, and advocate for the people who are remote. And with that it keeps, what we've learned is that keeps the people engaged, the remote ones engaged, if you're going to get asked a question, you're going to stay engaged, you're not gonna be reading your email, if you know that your input is valued, you're gonna stay engaged, you're gonna participate, and then everybody's there, and you get the maximum value.

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Mitch Simon 25:47

Yeah, I love that. I know that we've had John Chen on. And he really talks about utilizing really simple tools, just to make sure that people are, you know, are contributing one of one of his was, was to change someone's name every time they say something. So your name is Michael. And then Michael says something. Now it's Michael star, or Michael to stars, as well as to really connect is to always have questions. So your team knows that pretty much every minute or two questions come in, you better be ready for it. I love that. Great. So next, let's go highest up in the organ, you know, in the org, the org. I don't know what the org is. But I would love to get your advice on what should the org those space aliens who run the company? What should they be considering or experimenting with, to, to really appreciate and get leverage in this new, this new world of hybrid. So

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Michael Peachey 26:42

a couple of thoughts there. It first off the organization might be a team or a division inside a larger company, or it might be you know, in a whole small business is is the art. A couple of thoughts on there. One is make sure that your teams have got the tools that they need. Don't just let people haphazardly figure, okay, we're going to use this and we're going to use that and we're not going to use anything and we're going to make everybody come on site, they've got to have the tools. There are a lot of great tools out there. I'm a particular fan of the ones we've been designing. Especially in that that seamless way that you can move from messaging to phone to video to a screen share really helps with a lot of that collaboration. The other thing that we've seen in our research is the idea of these champions of connected culture. So Ringcentral did a study across a bunch of our customers, talking to organizations and the people who work there. And trying to understand who's engaged and who's not, is self reported by employers and employees are pretty good at telling you like, yeah, I'm just not that engaged or like, yeah, we're fired up. What we saw is that organizations that had these connected cultures, the employees in his organization, self reported being more engaged, more productive, getting more done being happier, than the organizations that didn't have cultures that were described as connected, you know, were the people were able to connect. So we dug a little deeper and said, Well, how do you become a connected culture is that just, you know, magic or roll of the dice? What we saw this theme running across these connected organizations that there were there are individuals in there who took it upon themselves back in the spring of 2020, to become these champions of connected culture. These were the people on the team who said, We need a happy hour on Friday afternoon. These are the people that would go and bring people into the conversation, whether it was their job or not. The ones that had those strong, soft skills. And we've always known the soft skills are important. The pandemic really showed us that they matter a lot. So from an organization standpoint, you know, if you're, if you're the VP, you're the CEO, look in your organization

and see who's doing that connected culture kind of stuff, and elevate them, recognize them, you know, celebrate what they're doing. Because when you the leader pay attention to that. everybody else's. And it's its nature, right? The CEO says this team's doing really good. I really like what Martha has been doing with X, Y and Z. A bunch of other people are gonna go, huh, you know, I'd like to see I just say that about me. I'm gonna go copy what Martha's doing. Right? And now everybody starts to lift up a little bit and you as the CEO, your company's not gonna win.

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Mitch Simon 29:38

Great, great. love the fact that use Martha because it's a popular name these days. Okay, so it's Friday, we should do all of our tapings on Friday. Lilly is another good one.

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Michael Peachey 29:51

Lilly is a good name. Lilly was the CEO.

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Mitch Simon 29:57

So I want to before we close Which we were getting to the end is okay, you've got to share with us some of your favorite features of ringcentral. Because when I when I met you, I heard that you have my favorite feature, which is breakout rooms, like if it were not for breakout rooms and zoom, I would be on the street right now. But I built my whole business on breakout rooms, and I haven't seen any other product tab breakout rooms. So does ringcentral have breakout rooms. And also, are there any other favorite features that you love about ringcentral.

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Michael Peachey 30:29

So first reassure you, we've got breakout rooms, they're in customer beta now, and they will launch to ringcentral customers in early September. So a little bit of ways away, Okay, a couple more weeks you got away, but I want to make sure that it was good and that it worked. That they would be a way to facilitate connection, not just a feature in the in the breakout rooms, big fan, I would have to say my two favorite features in the product one we've had for we launched it the beginning of the pandemic and the other has been launched more recently. The one of the beginning of pandemic is the ability to move a meeting from any one of my devices to any one of my other devices with a tap. So when I'm sitting at my desk at home, and the I told you I'm in the office today because they're jackhammering the straight, the jacking ring starts and I'm Oh no, I gotta go. I'm gonna go out to the back deck, right? I can pick up my phone, open up the ringcentral app, and

there's a little banner in there that says Do you want to move your meeting to this device? No passwords, no sign in no URLs, nothing. I am just in that meeting on my phone. Nobody else even knows that I changed night or I start the meeting in my car. I go and I sit down at my desk and I do the same thing pop meetings right there on my desktop, using my headphones, my microphone, smooth and seamless. But my favorite one is the huddle room.



Mitch Simon 32:01

Okay, tell us what that



Michael Peachey 32:02

huddle room recreates the best part of being together in the office. So when you're in the office, and you got a team of people you're working with and you know, for us in the design team, we got a little war rooms and design studios and people go in there and do stuff. Yeah. And you're going to go get your second cup of coffee and you walk by one of these room, you see three people in there talking about something and you're on the same team, the same project, wonder what they're talking about. And you can stop in and say hi, and go like, Oh, that's really interesting. I got some thoughts on that are no, I'm not really interested in what you're doing, and go about your life. Or even just seeing those people in there doing stuff. You see some activity. What if in your messaging app, when you have all your little teams, I got, you know, the Smith project team and I got the plan, the off site, team, whatever they are. Anytime any group of people that are in that team want to get together and talk about something, they don't schedule a meeting, they don't send out an invite link. They just push a button, and they're in a meeting. Wow. So the two of us are chit chatting. I'm like you know what, Miss, let's talk about that together. And then Virginia comes by she sees that we're in there no one mentioned Michael are talking about and she can just drop in real time. No friction, no muss, no fuss. Oh, wow.



Mitch Simon 33:17

That's so cool. Because it really that really can equalize the four people at work and the four people now that is fair,



Michael Peachey 33:26

you've nailed it, right? So when my three people are in the office are going to get together and do something. Our best practice is don't go into the room. Go into the huddle room, because then somebody else can join you.

M Mitch Simon 33:39
It's almost like the the leader who always says Well, I have an open door policy. Well you know, if you did and tell us what's going on in there.

M Michael Peachey 33:46
I like it. If I'm in 100 teams I've got 100 open doors Yeah,

G Ginny Bianco-Mathis 33:50
yeah,

M Mitch Simon 33:51
I like that. All right, before we close I just have this this inkling and I really haven't read I haven't you know discouraged the internet but do you have any unique hobbies?

M Michael Peachey 34:04
For Kids so that's a unique Yeah, I would say that the the thing that I do outside of work the most is kite surfing out here in the wind and amazing spots out on the bay. So from beginning of April to the end of October, I'm kite surfing on the bay. And then now that we can travel again this winter I'll be going down to Mexico and kite surfing down there. So that's probably my past I

M Mitch Simon 34:30
have been so unusually quiet this whole whole time because I'm just sitting here absorbing. Yeah, just learning. Thank you. This has been incredible. been great. Michael, this has been really great. Thank the gods who brought you to us. Okay, how can our listeners find you and get into your huddle room?

M Michael Peachey 34:51
Well, you can get into the huddle room by going to ringcentral comm and get yourself some free product if you want some of the additional features. You can always pay for it, which is, you know, that's nice to make sure that we've got a free unlimited meetings and messaging products. For anybody that's out there. We've been doing that ever since COVID started. If you want to find me, I'm on LinkedIn, Michael picci, p, EA, ch, e, y. And

drop me a note Connect. Let me know what your thoughts are, you know, gotta realize every thought I've got my head that I've shared with you started out in somebody else's brain once. So the more we connect, the better we'll do.

M

Mitch Simon 35:33

Great. Well, Michael, thanks so much. This has been fantastic. You know, I really want to title this, you know, the new rules for remote because you really have given us some insight there. Got to think Gotta love designers. Right, Jimmy? They just think differently. God, love it. Alright, so I think we've had a good time today. We want to thank you, Michael one. Thank you, Jenny. I want to thank our listeners and if you've loved this this episode, which is I think one of our best. Absolutely. Please share this. Please give us some reviews. About this episode, share this with with your friends and colleagues. And we'll see you next time on our next episode of team anywhere.