

The situation is very different than even five years ago.

We need new tools, we need new approaches, you need the science underneath change.

And we can now move forward by doing, you know, by doing always the same.

It's a good will, but it's a good intention.

But it's not probably what we need nowadays with accelerated change and all the things.

And let me introduce.

Well, first today I will be talking about the people supporting this event are the ambassador from the enterprise agility world community.

Let me start with, let's go for an alphabetical order.

So Courisse, Courisse, welcome.

And then you can briefly introduce yourself is one of these people that you see in LinkedIn that, you know, the name is like this and all the degrees are after the.

So go ahead and quickly do yourself also tell people where you are.

My name is Courisse Knight.

I am currently in Barbados and I've been in the medical education and healthcare space and I'm passionate about patient safety and healthcare quality and how we can use enterprise agility in that space.

Great.

This is a horrible place where, you know, people don't want to be in Barbados.

Nobody wants to be in Barbados, right? All right.

And the idea of this event, to be honest, is trying to take the industry into a different direction.

We're doing a very hard work behind the scenes.

So let me introduce now the next one is someone you know already, you know that faith you have seen everywhere is Greg picture.

Greg picture.

Say hello.

Just mentioned where you are and go ahead with this.

Hello.

Greg picture here from Auckland, New Zealand.

It's my wife's birthday today, so I'm very fortunate I'm allowed to be here and looking forward to this event.

Thank you very much for that.

And we have Manta and Gugari that you can also mention where you are and why you are there.

You are not in the place you are generally you have been traveling for a few days and ready.

Hi everyone.

A month and a year I am coming from Australia, so right now I'm in based in out of Sydney.

Normally I'm based out of Melbourne and happy to be here with all of you.

And I hope Greg you bake your famous fight here cake for your wife's birthday today.

Well, let me also tell you that many people like generally out to three, 400 people generally rewatch it and then we generally have a smaller number than the people generally who watch these as people have you know other things to do etc.

So we're going to be also offering these the recording and we're going to be offering the recording in several languages.

Now currently now we are offering with a voice over in Spanish, Italian, French, Portuguese and Chinese.

If your language is not mentioned and you have the need to have your language there, if you believe that people in your country do not speak English and you need the translation, we will be very, very happy to make sure that it's also available in your language.

So before we start and I introduce Cliff, let me know that if you had any problem just go to the chat, the chat box and then I will hand over these in just 30 seconds.

You know, it's just started talking here.

That's what who want to introduce Cliff.

Great, you want to do it Greg.

We know Cliff for a long time and I think today is going to be such an interesting really interesting conversation.

So hello Michelle, it's very nice to see you also.

Hello.

Hello.

Michelle is Florida.

Florida, another horrible place to be now.

Humid and nice.

So I think it's better now.

Okay, so it's getting better.

Last month bad.

October is going to be good.

Well, I hope that you are enjoying the conversation today.

Thank you Michelle.

Let's kick it off.

This, who want to introduce Cliff first? Remember you have the chat box if you have questions and I'm going to be an expectator.

I don't know why I'm taking over this just because I was testing some more people are going to be joining in the next couple of minutes.

Okay, all your folks.

So I will, okay.

So Cliff is from Weelo.

Lots of people are pronouncing it as well.

But it is actually we low and and it's for we love we location and whatever you want to make it is what that's for.

Cliff has been with been supporting the university for quite some time.

I absolutely love we low and the purpose of this talk is to share where we're going to go in the future with training environments and environments that we can just connect with and seamlessly what's it going to be like.

And so I'm excited to introduce Cliff Pollan.

Thanks so much Greg and it's just wonderful to be here today.

And it's both special because Eric and I probably started on journeys together about 10 years ago now, which is a little bit scary.

And with me today is Maureen McCarthy and Zell Melson and I'm blessed to have them co-present with me today because we created this together just about a year ago where we pulled this whole concept of where we work and and and how do we work together.

So let me first let Maureen and Zell do their quick introduction and then we'll kick off the day which will be about a sort of 20 minute sort of discussion or presentation where we'll share ideas.

Then we're going to create a learning environment where everybody can go out and discuss this.

And we've got some questions with great help from Greg and Courisse and Eric that we've.

developed for people to sort of discuss as we think about the future and come back and share those ideas with people.

So that'll be the flow of it of the meeting.

Obviously as everybody said, please the chat really helps to drop your questions and help.

to move things.

So Maureen, do you want to kick off for you and Zell a little bit of introduction? Okay so let me take over in the meantime.

So one of the things that we have been working for a long time with Cliff is trying to see the organization in a different way because every time that we take an organization and try to do something there are certain restrictions and this is very important to understand the restriction of the product like this one.

I think that everyone hates Microsoft Teams but we have to use it.

This is the reality and this is what happened when there is a monopoly in the market.

I have seen so many people not understanding the power of the recreation of the physical space into a virtual 3D space and if companies knew how much money they are losing because of that.

I think you cannot use Teams or Zoom but it means that you have to use it probably with other additional products.

And I think this is one of the most important things.

So let's go ahead.

So welcome everyone.

Thank you Cliff.

I know Cliff for I think 80 years or something like this.

Okay so Maureen, all yours.

Go for that.

Let's see if we can hear you.

Okay, I think we cannot but your mic is on so probably you need to go to sit in and activate it.

On the meantime, let me tell you also that one of the things that you have to understand is the science behind this and I think that this is what Cliff is going to be talking today.

He's going to be talking about all the experience of huge experience in this kind of 3D environment.

So Cliff go ahead.

Can I just start to make sure that.

Okay we can give you a know but I think you have a massive echo.

Let me mute myself.

Go ahead.

Checking to see if my mic works.

Maybe.

No I think we have an echo.

Let me mute you and then let's go ahead Cliff.

Okay.

Sound like use your audio? Sure.

Can you hear me if I'm using Zell's audio? Yeah, yeah that's perfect.

Just let us introduce ourselves really quick so we can be part of the presentation that would be so much fun to be in this conversation with you.

I'm Maury McCarthy and my co-founder of collaborative awareness is Zell Nelson and we've been working with Cliff for quite some time and looking at how we reimagine work and being part of this whole agile community.

We've been part of the agile community for years so this is really exciting to be here with you guys.

Thanks.

So let me just make sure everybody can see the screen share I've got going with the re-imagine slide.

Great.

Thank you so much.

And again, incredibly excited to do this with you and to create this shared learning because there's so much to compare together.

So the whole concept is how do we start to reimagine this, where we work and who we are, how are we together, how do we basically do that.

So the pandemic sort of woke up the concept of it's the most dramatic change I think we've had that created this awareness that work can and will change.

I believe personally it was changing and many of us knew that but all of a sudden if you will the C-suite started to realize that maybe it could be different out of necessity.

And we began working from everywhere due to those circumstances.

But now we really require this mindful design and we call that the work that Maureen and Zell and I have been thinking about is distributed by design.

And as always, I love history.

So part of this is that we always think that the historical perspective is incredibly helpful for us here.

So let's start with where we work.

And the other aspect we're going to discuss is how we work.

So where we work and how we work.

So where we work, in Nomadic we were a unit and the location was constantly changing.

We picked up our tents and we moved around to those locations.

In the farm, that was a permanent location.

You lived on the farm, that's where the animals and the vegetables were and that's where the crops and that's where the work happened.

And then we moved and we then had factories.

Same thing, a very permanent location stuff, we'd get shipped there, we'd manufacture things in that process.

And offices too were a permanent location.

And I think they were a permanent location because that's really where the documents and the papers were, right? You had all those file cabinets, you had to go there to get those things and to work.

And by the way, the communication wasn't quite as great.

We had mail and then we had the phone and those things, but that sort of grew out and still going to the office was that permanent location.

And it did start to change over time with communication and then clearly with digital work.

So we ended up with, if you will, multiple locations that we might start to span.

The other piece to that was how we work.

And I think on how we work, we think about human connection is always fundamental.

And we want to, we move though from this very hierarchical to this very collaborative approach over time, right? We can look at command and control and all of those pieces.

And then as we thought about it, that sort of change, we now have all of these tools that we're using to collaborate.

And when the pandemic happened, we just took the existing tools and we said, great, let's get through this thing.

You wouldn't call that quote, a mindful design for the problem.

It's a little bit like at some point, what you like, Henry Ford redefining how the manufacturing process might work.

So we think there's an opportunity where I think what we sort of had was not only hybrid work, but we had sort of this hybrid where we took the tools and we still had the gas engine and we still had batteries, but we didn't create the electric car.

We haven't yet said how can we actually do this? So what we think the mindful design is for us to discuss is, what does this really look like given the enormity of the opportunity in the industry? no longer makes location the place that we all need to go.

And what a time to reimagine because when we look at all of these things and you think of everything that's going on, there's so many possibilities to happen.

So the landscape has changed so dramatically and you can pick out your favorite ones on our list, whether it's how do we worry about climate, diversity and equity, how do we get, let talent do their best pieces.

Wait a second, we have all these empty offices, but we have housing crisis throughout the world.

We are trying an agility to move from hierarchical to collaborative.

So there's so much that we can do on that front.

Hold on, hold on.

Let me stop you there Cliff.

And I know that this is totally something totally unexpected.

Let's try to do this.

So you connect also folks a little bit.

You can see here on the screen some of the challenges.

So let's do this.

Let's go five minutes to a break room and then you come back and then you write one of the, some of the challenges you have been seen and then we come back and then we continue with this.

So the idea is you just have a conversation, introduce yourself and try to see one of these challenges.

What do you have seen in your company? If you have seen empty offices, if you have seen them, well being, what have been happening, which problem you have been happening with the tools and then we do this tiny break.

We're gonna be there just for five minutes, just for you to connect and then we come back and you continue.

All right, so let's connect that.

Hopefully Cliff is not going to kill me now.

It's just for you.

And then we go and we bring it to the chat box.

It's gonna be just five minutes.

Try to take this as like and make this as life from Cliff to life.

Just try to introduce yourself or you're in the world and which challenges you have been having.

One of the things that he mentioned is, great resignation, work-life balance or what you have been experiencing.

And we are back exactly in five minutes.

Obviously, the way that it works, it takes a few seconds to move you there, but then let's connect, let's come back and let's try it at least to gain a little bit of traction on what these products are losing, which we're gonna see that well is a superstar with this.

So which program you have been having with the standard program, what you have seen, introduce yourself and we see you back in two minutes.

Obviously, the magic of Teams is that takes a while to move people there.

And some of you are gonna be lucky ones to have someone from Huelo where you can ask some questions.

You're gonna be there just five minutes and let's come back and enjoy your time over there.

Enjoy if you are the lucky one with people from Huelo and we coming back and continue with the presentation.

And then go to the chat box and see if any well Cliff started sharing, then share with us any of the situation you have seen in the last two years and you can share it.

Also, we're gonna reuse this one to make sure that Cliff, this is the right time for Cliff to answer some of the questions, right?.

I hope you have a good time.

Greg, how was your experience over there? A wonderful experience.

We were just getting into it and we had to come back.

But it was always the badass room, of course.

When you come to my room, it's always the badass room, which it was.

And we were talking about a few things.

One of them was how COVID was like a big cloud that just shifted everybody's awareness of different ways of working.

And then there was also right now, there's the economy that is putting pressure on people and those sorts of



things as well.

So, and then there's companies that are trying to gain control because they're feeling unsuited.

Yeah, a whole lot of things like that.

Excellent, great.

And what about Michelle? So Cliff, in the meantime, you can reshare your screen and Michelle, tell us a little bit more of your experience and then we'll join in the point where we're just making sure we connect something, we're doing well every day, but sometimes it's very difficult to do it here in Microsoft Teams, right? All yours, Michelle.

Are you referring to me? I'm the only Michelle on, yeah.

Yeah.

Yeah.

There are just many cells.

So for my journey here with Enterprise Agility University, we've been using Wellow and different ways of communicating Zoom and Teams.

And we've done an excellent job at it.

It's really been good.

Especially the way we do the breakout sessions and we keep the energy flowing.

What I was just sharing with Maureen in the chat that we just had the breakout session is that me personally in my work environment, I'm used to being in a building with people and I'm having to purposefully go out and meet people on Teams, whereas in a building, I would go down the hallway and knock on their door or go to their cubicle and bother them.

I was always the one that bothered you.

So, but I met you, you know, and I learned.

So, but I want to say that here in our world with Eric, with the work you're doing, I love the way we're continuing to meet one another in this virtual fashion.

It's working great.

Yeah.

Excellent.

All your clefts.

Now let's go for this.

Thank you for those shares.

And it's so, it is such, I think, an exciting time as we come out of the pandemic.

And these huge struggles taking place with CEOs reversing what they say and get in here and do your work.

We want to see when only real people, you know, work, you know, you have to be a real person, you got to come to the office or something like that.

So, I have a quiz question real quick.

Like in the chat, what is the total square footage of commercial space in the United States? I don't have the whole world number.

I apologize.

I have the United States, total square footage of commercial space in the United States.

So, when we're reimagining things, what are we reimagining among others? Like you drop that into the chat and to keep going.

I'm giving you the short.

Any number you think it is and see what you have in mind.

It is 97 billion square feet in the United States.

So, probably six, 10 times that in the world.

So, we're talking about some serious stuff we can reimagine here as we jump in and also says resistance to change.

There's a lot of stakeholders in this thing that have a lot of vested interests.

So, what we're going to do, when we think about reimagining, again, we think there's the two parts.

And so much of this is the things that you're doing at Enterprise Agility.

There's this question of where we work.

and then there's the question of how we work.

And we're going to take you through sort of three major concepts which we think tie in so many ways to the work at Enterprise Agility.

One is that we're wired to connect and Maureen's going to take you through that concept that there's a whole sense of personal geography here.

We talk about diversity, equity, people being neurodivergent from different cultures.

And then there's a whole psychology of presence which underlies a lot of this.

So, let me now, I'm going to turn it over to Maureen to start the journey on these three aspects.

Here's the thing, I'll make this very quick.

If you saw me before, I wear oxygen.

I've worn oxygen for 20 years of my life.

I have a rare genetic lung disease and what it's kind of forced me to understand is what neuroscience is proving.

We as humans are as wired to connect to others as we need food, water, and air.

I need this oxygen, I only have 10% lung capacity left because my lungs are filled with tumors.

So, I've had a life, I've lived longer than anyone else in the planet with this disease.

I am one of the happiest people you meet.

But it's because I've learned how to take my own individual mind and get as clear as I can about who I am, how I work, how I want to show up, and then give invitations to others.

Let me know who you are, how do you work best, what really works for you, because we need that connection more than anything.

And because we're not always in the same physical space, we've got to be dreaming up new ideas of how this connection is really gonna happen.

So, the next piece I wanna talk about is the filing system of the life.

This is my very visual person.

This is my experience of how the brain works in a really simple way.

Imagine it's like a big filing system and every single experience you've ever had in your life from something you read in your book, your family, culture, a friend, anything you've ever seen or experienced, we file away 98% of it into our subconscious mind, which means we're not actually aware of it, but it's there every day.

So we have this huge filing system of our mind.

But the thing is, our brain, its sole business is to make meaning of the world, which means for me to make meaning of what's in front of me right now, the only thing I have is my own filing system of my mind that's been created over the course of my life.

And so I meet you, I have a sense of who you are because I pull a bunch of files and I put them together and then I stick them in the file of you.

Now those are my files of you, not your files of you, and I'm making meaning based on what filing system I have with my own mind.

It's why none of us are ever fully seeing the same thing.

We're only making meaning out of the way our individual minds work.

So this is the neuroscience of collaboration and our organization collaborative awareness.

We've been studying this for years, working with groups around the world to how do we have this collective

mind, our collaborative awareness of designing and knowing who we are as groups.

And it's fascinating.

If you ever wanna talk more about this, it's something I'm really passionate about.

Okay, so the last piece I wanna share on this is how our brains engage other people and things that are going on.

So our brain has evolved with two main functions.

And we sit somewhere on this continuum between our safety brain neural circuitry, which its main job to do is protect us and keep things away that we think aren't safe.

I love my safety brain.

I want it to be available when I need it.

But here's the thing that's so interesting in all the work we've done around collaboration for years.

We are a culture, we are a humanity that has been built on problem solution thinking as an architecture.

And that architecture, when applied to people in the world we're in today, that is more complex and more chaotic.

When I say you, I say you gotta say, hey, you're a problem and I think we need to fix this.

No one has more energy to stand up and be better when we feel like people think we're a problem.

So our safety brain does a lot more judging than being curious.

So my safety brain- Let me interrupt you for a second.

I love your work because for many years we have separated organizational change from science.

And I think it's the right time for people like you and Cliff to start educating us of how to do it.

Thank you.

It's, yeah, it's my passion.

It's everything I need to do before I die.

So in this inner safety brain, we fill the violence systems of our mind with safety brain files.

When we scroll the news, when we worry about things, when we even look at the list that Cliff gave us and say, oh, these are problems, instead of like, oh, it's a landscape.

What do we need to design because this is our landscape? Then we start moving into our connected brain neural circuitry.

That is not the filing system that we by default start filling on a regular basis.

I sometimes think it's why we need holidays because at least we've got a few days a year where we make sure we sit down and connect with other people.

But the connected brain neural circuitry, that's main job is to make sure we connect and we thrive.

It's curious.

It's not judging other people.

It's not judging ourselves.

It's finding how we design, not solve people problems.

Evil problems will never engage us because when we focus on problems, this is some of the most fascinating reasons in neuroscience.

When we focus on problems, literally, their entire neural networks in our brain that get shut down.

Being in our safety brain is tunnel vision.

When I need to protect myself from the bear, I can't be compassionate.

I can't be creative.

I have to zero in and only allow people and things inside the tunnel that actually I already agree with.

It's why we have a lot of diverse, stressful thinking.

So my life has been about filling my connected brain filing system.

It is my fault.

That is not my mother says I'm not the person she gave birth to.

When we fill our connected brain, those are the tools and the conversations we've been having with organizations for years.

It is a different way that we show up with one another.

We can build connection, whether we're on video or in person.

And we can know ourselves and other people at a level that we've never known before.

So that's my part.

I'm going to toss it over to Zell.

OK.

Do you want to just? Sure.

So being in Connected Brain is really important.

And it's really fascinating that each of us has a different way into that space, especially as we have the ability to custom design our own experience in these hybrid work spaces.

So I want you to close your eyes for a moment and think back to the last big project you were working on.

And as you have that in mind, imagine with your eyes still closed that you've been transported to a cafe.

It's crowded.

People are talking.

You could smell the coffee.

There's so much activity going on.

Who are you in this place? And how does this place impact how you do your best work? And now with your eyes still closed, imagine you've been moved to a mountaintop.

You're on your own.

It's peaceful.

There's a large vista out in front of you.

Breathe in that air.

Who are you in this place when you're being asked to do your best work, when you're working on that big project or doing your day-to-day thing? How do the elements of this place enhance your work? And what gets in the way of your best work? We all live somewhere on this continuum between wanting to work in a crowded cafe or on a mountaintop, depending on the work at hand and depending on the people that are there.

And we now, in this distributed by design space, have the opportunity to really custom design what our workplace looks like, what it feels like, and where we can connect with others.

We go to the next slide.

And understanding how we connect with others and understanding that this is a design space is a really fascinating thing to look at from the lens of geography.

I'm actually of a master's degree in geography, and I've worked with organizations and people to understand how to design spaces that really fit and work for them.

And there are two main pieces that make up how a geographer might look at a space and look at this experience.

So a traditional geographer will look at a city.

It's got unique characteristics.

It's social, political, cultural, environmental characteristics that make it unique.

And cities are also connected to other cities and larger parts of the world.

And this connection is influenced by our boundaries, our barriers, and our connection points.

All these elements come together to shape how a city can show up and be, grow and develop.

And if you take this idea bound to a personal level, who am I? What is my personal geography? I have a unique sense of self,

of the way I connect with the world, my own culture, my own approach to economics and finance and all those pieces.

I have a unique blend of me.

And then I also have the ability now to design the boundaries, barriers, and connection points that help me connect the most with others in the space of work.

We go to the next slide.

So we already all have a sense of what our personal geography is, but it's really important to be able to refine it and understand it and then communicate it with others.

Because ultimately we wanna build this space of connection.

How do we have full connection with ourselves and with others in this space of hybrid work? And so there's kind of four main areas that I'd love you to kind of be focused on.

One is what is the place like that you wanna be in? Where are you on that continuum between the mountaintop and the cafe? Second is when do you wanna be connected? Here's a space where you can put up boundaries or barriers around I only work within these hours.

I'm gonna work with these people at this time.

And for me, where I thrive the most, I have my time is, I have project time in the morning where I'm really focused.

I won't take too many meetings at that point.

I'm doing some creative things, working on projects.

In the afternoons, I will open up to meetings and be connected in that way.

And I wanna use spaces like Willow to be able to make those connections and have that connection with others.

And so I need to be able to communicate what my, the ways I wanna connect with others and be very clear and communication.

How do we communicate when we're in meetings? That's another strong, important piece.

And finally, there's this last piece around, as a human, I need some barriers to be able to recharge my own batteries, to have a space to connect in the world where it feels alive for me.

So having an understanding of my own boundaries, barriers and connection points is really important.

But the next piece is that I need to communicate what that looks like.

So at Collaborative Awareness, Mori and I have actually created something called the Blueprint of We Collaboration Document.

And it's a space where you can write down, who are you, how do you interact with others? What are your preferences? What does that look like? How does that show up? How do you show up best? And then when you share that information with the people you work with, you have the ability to co-design the workplaces to fit the people who are there.

And they're gonna be unique for each situation,.

for each team.

There's gonna be a flow that you need to kind of have this conversation about to be able to co-design the spaces that allow you to have connection, to be in connected brain more often, to be able to access your best abilities, be your best self and your best work.

And how do we kind of create that whole space in a co-designed, co-created conversation to have our best work? Well, I have a couple of questions before you continue.

because this is very interesting.

Great.

I think that when you say about co-creation, we can see many companies where they have a value stream.

Everyone should see together.

But managers are the top floor, developers are the bottom floor, and the CEO is at the very nice, very nice office at the very top.

And I think one of the beauty of having these 3D virtual space is that we can create the ideal space, even the physical spaces.

You make it more equitable while the ideal space you want to have.

And Kuri, you have something to say and I come back after to sell.

Yeah, go ahead.

Yeah, I was just gonna highlight that at Enterprise University, we have something called NeuroX profiles and they're many dimensions.

And so like in the book that Eric wrote, it talks a lot about, you wanna have different people on your team and there's this appreciation for diversity, equity and inclusion going on everywhere.

So what in your mind do you think needs to happen with teams? Let's say if you're a person who is very, very different than other members in your team, what sort of strategies do you think people, teams should use in order to kind of help there be appreciation for the people who might be slightly different than other members of their team? I'm gonna have Maureen Joven, she just said she's got an idea.

Yeah, I love this question.



So this is the safety brain, connected brain neural circuitry.

When I come into a space with people who are different than me, I want to learn and know and understand.

And as soon as I do, I can go into my connected brain neural circuitry and I'm completely happy and inviting you in.

The challenge is our safety brain meets other people and says, oh, I'm a little nervous and you don't look like me and now I need to protect myself.

When we start becoming really aware of when that's going on, when we invite people, hey, tell me more about how you like to work and it's really cool that you're different than me.

Tell me more.

I want to know about what do you look like in a really inflow day? What do you look like when you're stressed and you want to give me any invitations or boundaries around what helps you have more good days or pulls you back from stress? Just give me information.

I want to fill my filing system with my mind with your files, not the ones I pull from my system.

So it's really about invitation and getting teams to understand that that series of invitations changes everything really fast.

It doesn't take a long time to do.

It's fascinating.

And those invitations around, how do I shape my places to give me the space where I feel more connected, where I feel more inflow? And when I can communicate that with someone else like Maureen was talking about and we can have this shared dialogue of, oh, I see that you want to have more meetings that we're on video and this other person wants to have it where it's just an audio conversation or asynchronous.

How do you have those conversations to co-design based on each individual's kind of different needs? It's a fascinating landscape.

Yes, and I think that when you are talking about complexity of companies, the more the market accelerates, the more complex it's become, right? Because you have pressure on the market, people.

The first thing that deteriorates when market put a lot of pressure in an organization is communication.

And this is what company forget many times.

People change behaviors and you stop talking and you just talk to people, you feel super safe.

But then the company pushes you to deliver the same value and the same innovation when you don't feel safe.

And I think the co-creation of spaces of Huelo, the proposed is brilliant because it allows to move virtually in a space where people feel safe 24-7.

And it also allows you to make sure that you're still connected because you have this visual plan and you have this visual way of moving around the space.

I have some questions here before we continue.

So Momo is asking, you know, when will it is gonna allow us to design our own spaces? We are in beta right now, so hopefully very soon.

And yeah, so we actually have clients experimenting with a builder to design your own space.

We think that's real.

And to change it and to personalize it and have it be different.

You know, maybe today we're on a beach and tomorrow we're in an office setting.

What would do the best for you? And the second piece is actually to let people have different spaces than their colleagues.

My space might look different than yours because of who I interact with or I like to be on the beach and you like to be in the office.

That could be different and you'll do your better work and I'll do my work but we'll be able to sort of see, you know, so those are things that are actively under development right now.

Cliff, I think at some point we should show how well it looks like because we will also have these, repeated several times during the week in LinkedIn.

But also if you, before COVID in 2000, I don't know whether it's clear my connection because I'm so sorry my headphones run out of battery.

So if you want also, there is a theory in my previous book, Leading Exponential Change, it's free.

You can access the R chapter 677.

It's called Enterprise Social Systems and it's a theory to reproduce the social environment into the virtual one.

And one of the things that we need to understand also here is that a lot of information come through your eyes and then to be able to see the social movement.

If everyone is moving to another room, then you want to go there, something is happening, right? So, and this is answering some of your questions.

The environment irradiates a lot of information that your brain's captured passively without you knowing, right? And for example, if you see one of your members talking to an economist, then probably if you have some question related to, you know,.

in the knowledge of a field of an economist, then you probably ask that person first, the person you saw from your team talking to another person.

So your brain is constantly making connections.

So the more you can see how people are moving the environment, the more you can see who is there, how people move.

If you see someone moving all the time in a virtual environment and you can see that, you're going to

associate that with the person who's very dynamic and has a lot of information.

So you could probably subconsciously go and ask that question.

So let's go for this, Cliff, continue that.

I'm very passionate about this topic as you can see.

Yeah, so let me pick up.

Oops, sorry.

I put the wheel of picture up there, that's helpful.

Yeah, and Greg, you had a question first, I think.

So I was going to toss it to you.

That's more of a statement is that we use wheel load for training of interprovinciality universities.

We do the training that we do.

And it gives you the opportunity to practice self-organization, more choices, more you can choose who you want to go and work with.

You can start, you can do things like liberating structures where you can do, start off by yourself, go and do one, two, four, all.

So we love wheel load, we love wheel load, we love wheel load.

Thank you.

I think he was here, right? I think he was here, right? Let me, let me, Zell, let me let you finish and then I'll jump, I want to both jump into presence and then talk a little bit about the space real quick.

You're going to share now, because I think Zell is.

Yeah, I'm pretty much finished.

I'm okay, I can handle it.

think your point about being able to radiate that information and being in the space where we can experiment together Try on some things You don't have to know all the answers right away.

to be in the space where you're learning about how you work best and also know that it can switch up based on the project at hand Sometimes you're going to want to have some one-on-one space or some.

group dynamic space where you're having a lot of conversations It depends on the project.

hand where you're at in the process Let's be flexible We have this opportunity to be flexible.

in our workspaces, so let's take advantage of it Cliff, tell us about what's next.

So let me take us through spatial a second I want to talk in this about also quote radiating.  
information, which is something that's hard to do in a physical space There are some advantages.  
when we make things different One of the hardest concepts to grasp in I think in this virtual world.  
is this concept of presence There's a lot of psychology work that supports this effort Again,  
all the neuroscience that is being done at the university Spatial presence is the feeling of.  
being there It says you're in a virtual space, but you really feel that you are there It may be.  
a space where you want to be on a mountaintop and you feel you're on a mountaintop or you feel you're in an  
office Self-presence is that that avatar is me My co-founder, I live in the Boston.  
area in the United States He lives in Munich, Germany We sit next to each other That is us.  
sitting next to each other just like you might in an office That is not Philip's avatar That is.  
Philip We light up and we talk to each other and I can see who he's talking to Social presence is.  
this degree to which users feel that the others are there as well That this is actually our shared.  
space The brain works and does this You'll notice the source of this This is the Oxford Handbook.  
of Virtuality There is a book with 40 chapters about how virtual space works It is fascinating.  
that it actually makes those human connections even with the distance Greg's on the other.  
side of the world He's in Auckland We have known and worked now for a little over a year.  
I know Greg, you would have never had that opportunity to sort of do that.  
I want to take us, because I think we are at a complete watershed moment, and then I will jump into just the  
wheel of peace a second I did my first co-working hybrid remote in 1980 I was working.  
in New York City I was getting married My wife got into a doctoral program in Minnesota, which was.  
2,000 miles away I left working in the Wall Street area and moved to Minnesota My boss looked.  
at me and said, why don't you just stay with us? I ended up in a co-working space I've been on this.  
journey since then, but it was a lot of airplanes also and a lot of sort of flying, but also learning that Let me  
set why I think we are at the biggest watershed that the pandemic will open up, and we.  
are in for huge technology change I, in my first job when I was there in 1978, was standing It was.  
the largest mainframe outside of the federal government, acres of computers I sat there in.  
1980, two colleagues had a Mac, and they said, we're going to take what we do on that mainframe, and we're  
going to move it onto an Apple Crazy These computers we had were just tens of millions.  
of dollars They started a company I eventually joined them, and we sold that to Lotus in the 1980s,.

miniaturized the whole thing What is the phone? It's just a computer in our pocket, but they needed.

to take a device out, so they took the phone out If you look at what's happened, and Apple has done.

that time and time again, the Google Glass failed I personally don't think that, I think Zuckerberg's.

in a different space in Galaxy It's a virtual reality We want human connection Please look.

at the Apple Vision Pro Please take a look at what they're doing if you haven't seen it It is,.

I believe, amazing, and we're in for game changing over the next few years, just like our smartphones.

This is an experience where you can both be there and augmented reality as much as you want, and virtual It is going to be a game changer What are they removing? When Apple, they took.

the mobile phone out of our pocket, right? With the Apple Watch, which is really a health device, it's not really a watch They had to get you to take your watch off and put on this health device.

With Vision Pro, we will no longer have screens We will have infinite screens,.

and there's \$34 billion a year spent just buying computer monitors for get TVs.

They've created a new iOS, a new operating system they call Spatial iOS Whether it's Meta or Google.

or Apple, there is huge dollars being spent I do think Apple will get it right because I think.

they're the best engineering company that there is This is going to change that we can experience.

this Real quick, what we've done at Willow is try and make those human connections with this.

This is a Willow space You're seeing some of my colleagues sitting here, Maureen and Zell,.

were in to visit Many people were sitting in their private offices Each of these opens up for.

discussion We put resources in rooms, so we have documents or mirror boards or links to Jira,.

so rooms have context We're all connected there The critical piece I think that we're doing is.

radiating information about me What's my calendar? What am I working on? What is my profile?.

Am I an email person? Am I good in the morning, bad in the afternoon? How am I feeling today? Am I having a tough day? When you can radiate that, then I can know how to approach you or you can know how to approach me We can't do that in the physical world We can do that in the virtual.

world so that we do better with our colleagues I think there's just enormous opportunities as.

we start to embrace this and that the wrong discussion is, are we in the office? Are we at home? We've got to start as Maureen and Zell said We have to reimagine this opportunity.

It's not the problem solution thinking We're sitting on something that, especially with the.

work that's being done by all of you at EnterpriseGility, this is some of the things that I think will help people change happen, which is the hardest thing in accomplishing what we all want to accomplish That's what I

think we wanted to share today in the presentation We were eager.

to try and do some breakout questions I'm looking at time here for whether Eric had us do some.

practical approaches I pause this because I think that this session is about connecting.

We start having people following us everywhere I think this is important that they see the value.

because seeing the value of seeing a virtual space as a connection, an extension of the physical one, but also as a way of redesigning it and connecting that in a way that it goes in the favor of two important things is how the flow of information in the organization increases and also how we make sure that people that did not connect before start connecting now and start connecting in a strong way That does not happen with the standard way we are using now You see how difficult it is.

for us to connect and you can see how difficult it is to the only way we have here to strike these bones are just by the breakout rooms This is what we're going to be doing now I want you folks to.

meet Shasta We're going to go for five minutes I want you to come back Every group should come.

back with at least one to two questions that you want to ask Cliff about Willow, the future, and.

why he thinks that this is the future of organization because really Cliff can think it's the future, but maybe it's not Maybe he's 100% wrong I know he's not, but let's be the.

devil's advocate Let's go to a room Let's connect folks for five minutes and bring one or two.

questions and we're going to place them on the chat box and everyone is going to have the opportunity.

to be part of this presentation and think what you want to ask Cliff, anything you want to ask about the products, about how a 3D space can help, some recommendations for you if you're struggling with this Let's go there Let's move there Have fun I'll see you in five minutes Come with one.

or two questions Connect Willow Say hello wherever you are in the world and let's come back in.

just five minutes Any question you might have, just go for these and have also fun.

All right I hope you have fun and then you connect Let's stop bringing some of the.

questions you have Let's ask we have just five minutes Let me put my cameras for you See me.

And let's try to work a little bit We are going to continue with the conversation Obviously,.

in the community, the next couple of weeks, it's such an interesting topic And I think without.

science also, it's very difficult to break with the paradigm of using the tools you're used to.

You need to understand the connection between the virtual and physical space and the spatial space and the rest So let's go for any connection who want to join first, Michelle or Greg,.

that maybe or Courisse, who want to go first, go for this and then the rest can join us.

Often when we talk about information radiators, we talk about putting that information in a space where everybody can see it I was just wondering what could be done to, even though.

people are creating their own spaces, make it so that that information doesn't require you to kind of walk to or go and visit the space where the collective information is shared Is there a way.

to sort of link that central place of work to your space without you having to be interested in going for it? One thing we've done in the design so far is two things From a privacy and.

security, we only take links so that the underlying security and privacy is maintained And that's.

been critical for organizations They don't want another set of repositories So if you put a.

mirror link in, then whatever you've got that set to So if I had rights because I was invited,.

but it was a private board and Ryan doesn't have rights, then when he clicks on it, he's not going to see it The second piece we've done is you can look at anything for wherever you are So I may.

be sitting at my office and we may have set up a customer success center and I can look at what's in there So I don't have to move myself into that room So that sort of starts to let me take.

advantage of what everybody else has organized and to be on top of that And just I think in any.

design that those concepts I think are important So that's at least how we've started And then.

do you, there's questions just separately of embedding the physical space in other environments.

How do you might embed it in a Jira board or something? Or how might those come together? And it goes to Zells, what's my personal space? What's my boundaries? What are my borders? And the more components for you to put those together So one of the things we're working on is you can put.

rooms together to create your view of the space And that may change on a moment's notice because.

you're on a new project or today you're trying to get something done with a different group.

And you just create your personal view So I think some of those then let me get the information.

where I want.