

Transcript:

Mitch Simon 0:10

Welcome to another episode of team anywhere where CEOs, leaders and experts at building teams, companies, organizations, and amazing cultures

Ginny Bianco-Mathis 0:22

share how to lead from anywhere in the world. I'm your co host on the East Coast, Jim Bianco Mathis,

Mitch Simon 0:28

and I'm your co host on the West Coast, Mitch Simon. And we invite you to join us team anywhere.

So excited to share with you Dr. Anne Marie spat a forry, managing principal of power lab, you're going to love her fresh and bold perspective. on the cusp of launching her new book there's only I in team Emory shares that the solution to figuring out how to thrive in the new disperse work environment is to have managers and employees partner with each other to define what works best for each individual. This requires employees taking responsibility for knowing themselves and for employers to enter into authentic, vulnerable conversations to meet their needs, the needs of the business and the needs of the employees. emry challenges us to think about engagement differently. One in which both sides are responsible. Hello, and welcome to another episode of team anywhere. I'm your co host Mitch Simon on the west coast and on the east coast. We have our lovely co host, Ginny Bianca Mathis. Now on today's episode, we're so excited. We have Dr. Anne Marie spet, a forry. executive coach and managing principal of power lab. I think I got that right. Yes. Awesome. Great. So it's great to have you on the show. Emery. How are you today?

Annemarie Spadafori 2:05

I am doing great. Hey, it's a beautiful spring day here on the east coast. And

Ginny Bianco-Mathis 2:11

from what I hear, yes, yeah. Well, welcome, Emery. We love having you today. And let's just start off with a question. We've been asking most of our guests during this time, which is how have you navigated? 2019 2020 into 21? How, how has your journey been? What have you learned? Oh,

Annemarie Spadafori 2:35

yeah, great questions. Any

Ginny Bianco-Mathis 2:36

Wow.

Annemarie Spadafori 2:37

Well, I am even more resilient than I realized for someone who teaches resilience, right? This is the ultimate test.

Ginny Bianco-Mathis 2:46

Yeah,

Annemarie Spadafori 2:46

it's also been nice to learn that others can flex, surprisingly, more than I realized. I mean, I think everybody is learning about what they're capable of these days. And, you know, I think health and well being is going to continue to be a real priority. I mean, I noticed for myself, and I know it will continue to be for our clients and just for everyone in general. And then the other thing I've been thinking about this a lot lately is I I just think the workplace has changed fundamentally. And I think this is exciting and scary for for those

Ginny Bianco-Mathis 3:14

of us who work with leaders. Right, right. Well, that's a great segue into leaders. You work with leaders on many different levels. What have you seen major trends with the leaders themselves over this time a transition from both working on some still face to face, others and most of them in some kind of hybrid? virtual environment? How are they feeling? What are they doing? successes, challenges, right. So

Annemarie Spadafori 3:50

I mean, I've had clients try everything under the sun to keep people engaged from the very beginning. You know, we had the zoom, happy hours, people sent gift baskets, they tried to do additional recognition. I think now they realize a lot of this is a little bit out of their hands. I really wonder if this experience has really forced people to think about engagement differently as something that maybe both sides are responsible for not just something that an organization provides to its people. So I think that's really interesting. I've also had a lot of clients that have gotten a lot of working from home, they have sort of like a new lease on life, which is really wonderful to see. Some of my senior executive clients have really enjoyed connecting with their families. I think that's been really valuable. And I think for some of them, this has helped them step back from from where they were maybe being a little too overbearing, maybe a little too overinvolved at work. So achieving a little bit more of that balance like,

Ginny Bianco-Mathis 4:42

right.

Annemarie Spadafori 4:44

And I think that those who've had the most success in this environment are people who haven't been overly responsible for their team members, which is kind of something we'll be talking about in the book. So basically providing providing their team members with what they need to be able to do the work and then getting out of their way. So taking more of what I call like a partnership approach instead of more of like a hierarchical approach. And what I have seen is the clients that have taken the time to get to know themselves more in the past year, have really

been the most successful. They're the ones who've gotten new roles who've got promoted, or had significant achievements even during the pandemic. So, getting to know yourself like re-discovering your strengths, rediscovering you know, what is important to you, I think is a very important first step to achieving some some really great things down the road.

Ginny Bianco-Mathis 5:32

Right, right. We have seen that as a trend ourselves,

Mitch Simon 5:36

what have you found? What have you found Emory that, that people have actually done to rediscover their strengths?

Annemarie Spadafori 5:44

So I think part of it is just getting comfortable with the quietness of being at home all the time. And the way it reorders priorities, like oh, you know, I actually like baking or I'm actually interested in gardening, like, I have the time to do these things. I'm not just running around from place to place, you know, that prioritizing family, you know, along with work, not just one or the other, you know, I've got a run, I've got a plane to catch, or this or that or the other. So, really taking the time to think about what is really important to me, what do I really care about? What is really motivating for me, I was just on a coaching call with a client right before this, and we were talking about, you know, what is it that I have left to achieve in my career? And how, how best do I go about that? Right? Can I do that at the organization that I'm at? Or might I need to move on? Right. So, so I think just taking, taking the time to kind of not fill all the quiet space with with distractions, but just really being willing to kind of sit with yourself and go, what is it that I want out of this? You know,

Ginny Bianco-Mathis 6:53

yeah,

Annemarie Spadafori 6:54

yeah, it feeds into being with greatness at work. You know, it really does.

Ginny Bianco-Mathis 6:59

Yes, right. And one energizes the other on the side, and they're there find it, you know, things are still taking time. But we have been given the gift of taking out that traveling, the ease of going meeting to meeting. Yeah, it's a wonderful space, actually. Yes. Well, for those who didn't have to worry about where's my next job? Right, we are talking about a certain segment. Yeah.

Annemarie Spadafori 7:30

He's been different. And I think but I think even people who have had that, you know, a little bit more of a different experience, I think it still has forced them to reorder their priorities. You know?

Ginny Bianco-Mathis 7:41

Yes.

Annemarie Spadafori 7:43

I think we all have had space, maybe space to think maybe not physical space, space to think.

Ginny Bianco-Mathis 7:51

Yes. Well, what excited us in terms of wanting you to be as a guest is something you already mentioned, which is you have a book coming out in December. Yes. And we will get into some of the specifics. But at first, can you just share with us an overview why this book, and more importantly, the title? There is only I in team? And yes, audience you did hear that right? into. So

Annemarie Spadafori 8:25

Ginny, as you know, image coaching is a fascinating profession, because it really enables us to get to know people. And if we're smart to understand also how environments influence their behavior as well. And I've seen a lot of talented people who who ended up with like, and the best way to describe is like having a coating of dust covering up who they really are. And quite frankly, like their future potential. It covered up their awesomeness, essentially. So just like this layer of dust, and in coaching, I help them understand, you know, uncover this awesomeness, right? That was that was under the dust. And that really led me to understand, like, what is causing this layer of dust in the first place. And surprisingly, I think it this layer of dust could be other people. People could be losing their awesomeness because they lose themselves, you know, when they're around other people. And I wanted to explore that phenomenon to explore some of the research, and also how I see it happening with my clients. I also wanted to understand what's the right way to coach people in these situations. So I want to share what I've learned over the years. That's essentially the meaning behind the title that I in team is what makes each of us awesome. And that book is about helping people rediscover what's been covered in the dust and I make, you know, make the argument that if everybody gets off from moaning that dust we are all so much more effective, and we have more fun to

Ginny Bianco-Mathis 9:43

it. And um, and hopefully you'll share with us then how a leader can also instill that in the team. Right? Yeah, the whole team and shake off that dust. Okay, so Exactly. Let's let's get into some of that. One on Our tour through, you know, recommendations that your book makes? And what examples Can you give us? from both? Well, especially going into this new environment, which is most likely

Annemarie Spadafori 10:14

hybrid, right, right. So one of the first tips is to maintain responsibility for yourself. And that is to remember that you only control yourself, right? That wonderful coaching question like what's in your, what's within your control. And the truth is, we only can fully control ourselves. So I think part of this is awareness. So meaning, like being realistic about what's possible in your environment, and with each person because each person is different. And just because you want people to be one way doesn't mean that what they can. And so, you know, like, an

example of this is, you know, just I've talked to clients recently, who not only are they sort of navigating, like the return to work or the future of work, but there's also organizational changes, you know, there's, there's new leadership in organizations, there's, there's new cultures. And in that feeling, like you're really caught up in this whirlwind, right? So how, how do you sort of maintain perspective? How do you maintain, you know, the ability to deal with it, and it really just starts with yourself? And it's not, it's not selfishness to really think about, okay, what do I have control over? It's me? And how does me recognizing that, that I have control over myself helps other people recognize that they are in control of themselves and on down the line, right, and so you find people's functioning, sort of improving as a result of that?

Ginny Bianco-Mathis 11:30

They almost need to, and I know folks are doing this leaders are doing this teams are doing this? What is now my role, the redefining? That means looking at the eye, so then I can be my best self.

Annemarie Spadafori 11:47

Right?

Ginny Bianco-Mathis 11:48

Right, as I lead, and as each team member also realizes this.

Annemarie Spadafori 11:53

Exactly, exactly. And you know, one of the one another tip is like being aware of your strengths, and what's important to you, and kind of like what we talked about earlier. So again, in this environment, we can lose ourselves rather quickly. And it's it's a function of the anxiety that's in the society because of the pandemic, but even just overall, right, all the economic uncertainty, etc. And then anxiety that's already within organizations or even within within people. So it's easy to lose ourselves. And, you know, this is where this dust comes from. So we really want to, again, understand that, that can produce that does that can cover up our, our who we really are. So taking the time to understand, you know, what are our strengths? What are his most important to us, I think is really valuable right now. I mean, think about it this way, right? return to work. You're like, Okay, do I have a choice? Do I have a choice? To go back entirely? Do I have a choice to do hybrid? What really makes most sense for me in terms of, you know, my future career, if I'm somewhere where I feel like, you know, things are going really well, the way things are, maybe I don't need to make a change. If I was someone who feels like, Hey, you know, I really want to be up for about promotion, I need to have more FaceTime, then obviously, you know, maybe returning to work is more important for you, if you have the luxury of having a choice, thinking about what is it that I want to achieve? Where are my strengths? How do I play to my strengths? How do I achieve, you know, what I'm capable of achieving in this new environment?

Mitch Simon 13:21

I am, I love that Emory. Because I was just telling Jenny about an article in the Wall Street Journal yesterday about a lot of people's in trepidation about going back to work. And, and, and,

and where most companies are basically, well, the company is going to figure out their policy. And, you know, look behind the curtain a little bit for all of us coaches on the call, we know that the people leading the companies really don't know, yes, say what they want to do with this. I really appreciate where you're saying, you know, for each worker, you need to look at your situation, look at your strains, look what works for you, and then come up with a solution, which I guess what you're saying is, you know, with the pandemic, the pandemic, or open the Pandora's box, which is to basically say, okay, so you know, if you want independence, well, then you need to own it. And you need to make your choice, what works for you. And you have to realize what's at stake. So if you know if this is your first day at work, you probably should go in the office a little bit. Right,

Annemarie Spadafori 14:25
right. Right. But

Mitch Simon 14:27
if you're, you know, maybe five years in, then maybe that's much more hybrid, if you're maybe 10 or 20 years in there might be a little bit different. It's time it's age as experienced job. It's your family setting. But this really is a time for you to figure this out. what works best for you and to know yourself.

Annemarie Spadafori 14:46
Yeah, yeah, exactly. I love I love what you said about owning it, for sure.

Ginny Bianco-Mathis 14:52
Right, because you've mentioned on the mutual responsibility, so I can see leaders in organizations, not just saying here's your choice, click the box. But here's a little job a to think that through. Yes,

Annemarie Spadafori 15:06
yes, I think this is a real opportunity for a coaching conversation between between leaders and the people that they lead in terms of what leaders have a tendency to do is want to treat everyone the same. And, you know, in the interest of fairness, right, but I think that in this case, everyone's situation is going to be different, just like with the pandemic, everyone's working from home situation was slightly different. So, so we've gotten to the point where we're comfortable with the fact that everybody has different needs, different constraints, right. And, you know, we're presuming that people are bringing their best, so they're not just, you know, kind of like social loafing, right. But they, you know, they really do if they have some specific needs, that they require them to be at home, okay, well, then there's some, you know, career implications, you know, for that, it's not forever, it's just for this situation, things can always change. So, I think just being a little bit more playful, being a little bit more curious, being a little bit more open to having different people do different and, and I think that it takes maturity in the leader to be like, if someone comes to them and say, Well, you know, so and so is doing this. And, you know, I'd like that, you know, to be able to turn around and say, well, that works for so and so. But what about for you? What would work best for you? Fabulous,

Ginny Bianco-Mathis 16:21

you know, right? Right? And that's a very different mindset.

Annemarie Spadafori 16:26

It is a very different mindset. And I, you know, I don't I disabuse myself of this, you know, fantasy that every leader is going to be able to take that on, because it's asking a lot of them to lead in a different way. But what, what, what has this pandemic taught us if it's not that, like, there's other things that are possible than we thought were? Right, so I like being able to take advantage of that moment. And to be quite honest, I think it would be more fun and beneficial for the leaders themselves, if they could just acknowledge the fact that everybody's different, everyone's an individual, they're going to need different things. And it probably could be a little bit more fun and maybe a little bit less stressful in trying not to be so like doing the same thing for every person takes a look, maybe it takes a little bit more effort to get to know the person and help them figure out what it is that is going to work best for them. And for the organization, obviously. But I think it's actually going to be more enjoyable, because there will be a lot more inner motivation, a lot more intrinsic motivations. And so I think maybe there's a little bit more work on the front end, but

Ginny Bianco-Mathis 17:33

there's less work on the back end for leaders to motivate and engage because that might be helpful. I love what you just said in Murray. In fact, all of this working in a hybrid environment will be causing a lot more upfront work. And that's different. Yeah, it's late, I'm going to a meeting half the people aren't there. I need to mindfully think through that meeting agenda and what I want out of, or what even mode Am I going to be using? Right? Right, What plan? Right? So it's also on the mind side? Yes. Also that they love it? All right, what's another recommendation from your book?

Annemarie Spadafori 18:18

So I mentioned curiosity, I think curiosity, and I'm sure you've talked about this many times, like that is such an important skill set for a leader. And you know, rather than getting frustrated, why not think of yourself as like a character, you know, or like someone who's watching this sort of play out in a, in a TV show, right? you're observing Yes, including yourself in this TV show. So like, what's the motivation behind each of these characters? What's the motivation behind these decisions, like kind of having cultivating that, like larger systems wide perspective, and when you're curious, you're learning and thinking, and that means that you're not having an emotional reaction. So I think we do not do our best thinking, when we're having emotional reactions. I think everybody at this point knows that. But it's very hard for us to get out of that emotional space and think more clearly. And curiosity can really help that. And it can really help us with with a clearer thinking. And again, it's much easier to be curious about what other people are doing when we're not feeling like we are responsible for that for for them, when we recognize that they are adults are responsible for themselves. And even though we have a preference for how they might behave. Like that's our preference. It's not who they are. So how do we just get the most out of just realistically looking at who they are? Being curious, staying curious. And

then, you know, trying to try to just roll with what was what with what is happening. And it's funny, I think about this a lot as I'm writing this book, and we do this so much in our personal lives where we're like, Okay, we've got family members that are a certain way. We've got family members that are other ways. We have friends that are certain way we have friends that are other ways. I'm sure we'd all love to change things about other people. But a lot of times when it comes to our friends or family members, we just accept, you know, it's hard for them, right?

Annemarie Spadafori 20:05

We may not like it, we may joke about it right Thanksgiving dinner, you know, whatever. But like, we accept them. And I just wonder like, I feel like we have a much lower tolerance in the workplace. And it's kind of interesting, because I just don't understand why,

Ginny Bianco-Mathis 20:20

you know, that'd be less. Yeah. That's good. And it actually means we have to rethink structures. That word in each of itself. Yeah. had over the past, you know, many years? Well, we need guidelines, we need the protocol. So how do you reach that balance? Yeah, is what I think organizations will be looking at. So how do you advise leaders and then leaders turning around to manage their teams to be more creative?

Annemarie Spadafori 20:49

Well, I think first of all, is remembering boundaries. Curious. So being curious is what Yeah, but also remembering boundaries. And there's been a lot of boundary violation in the past 15 months, I think we've gotten very comfortable judging people telling them what to do how to live, dumping our anxiety on other people. And I think this is getting in the way of effectiveness, when we're violating the boundaries of others, or we let them violate our boundaries, so that we let them dump their anxiety gas, that just gets in the way of clear thinking that gets in the way of clear execution. So if we can calm ourselves down, focus on ourselves, and what we really think it was important to us, then we won't worry so much about other people. So again, part of this is to your point about like thinking through, like your policies, what are your policies, where you're saying, okay, here's what we're trying to achieve, right? How do we get this group of individuals to achieve what we're trying to achieve? And a lot in a lot of my work with clients over the last 14 months has been not, you know, preventing the clients from over helping preventing the clients from over functioning, preventing the clients from doing things for others, they can do themselves. And because a lot of times, that's a natural reaction to stress is, you know, doing more than you need to. And I mean, we saw this with, like, you know, some of the initial responses to the pandemic. I mean, you know, to be fair, we didn't know what we needed to be doing to stay safe, there was a lot of collecting information. And I think a lot of people erred on the side of doing more than they needed to, and they and they understood that they were doing more than they needed to, but I mean, at what point do we draw the line and say, Okay, how am I doing this? and other parts of my life? How am I doing this with how I lead others? I have some clients who just they just want to step in and be like, how can I make this person do this, and it's like, you can't you can't make another person do another thing. I mean, obviously, you know, you have authority, you can use the steak, you can use the carrot, but at the end of the day, like, you can't really make the will occur, you know, they mean, and so your results are going to be

like, you know, essentially coercive, either positively coercive, or negatively coercive, but essentially repressive. But I think if we can get to the point where we look at the people that we work with, going back to that concept of like, partnership, like, I'm in a partnership with you, you are bringing your set of skills, you are bringing your set of strengths, you're bringing your maturity, and look, if they're not bringing maturity, if they're not bringing strengths, if they're not bringing skills, then maybe they don't belong there. Right. That's right. That's another discussion. But presuming that those people are bringing those things, and again, regardless of whether we're in a virtual environment, whether we're in a hybrid environment, whether we're in person, if we say, okay, you're bringing all these things, I'm bringing my things, other people are bringing their things, we're all trying to get this done, what we're trying to do whatever the purpose of our organization or our little division is, and just letting people run with it more, I think is going to be necessary. For

Ginny Bianco-Mathis 23:54

soundslice. I don't want to it. Leaders need to learn how to have different discussions. They need to actually put that on the table. Yeah, yeah. Right. Given this situation, we're looking to, to achieve x. What are your ideas for making that?

Annemarie Spadafori 24:17

Yeah, right. Exactly. Exactly. And maybe even getting to the point where, you know, I've observed that you've been really great at x, x, y and z. Right. So you know, it would be great if you, you know, wanted to do more of that, or a, b and c, whatever, right. Having more open discussion, I think what you're getting at Jenny is more open, direct communication, right, which we all know, would be more successful in a human relationship, right?

Ginny Bianco-Mathis 24:46

open again, and I think zoom as much flat as we've had about zoom can actually encourage that because you're looking at people much more directly, and we've almost had mercy And walking around the office to hide behind things. Oh, yeah. Yeah. So we don't have to deal with it in directly. Yes, I can't do that. Yeah, virtual, what I'm

Mitch Simon 25:16

what I'm getting out for the talk is, um, you know, it used to be, you would show up at nine o'clock in the morning at work. And then you leave at six o'clock. And so my, my concerns from your boss is what's happening between nine and six. And so I'm not getting the full span of a human being. But now the conversation, as Jenny was saying is, it's okay, it's a little bit more complex. And then what you're saying, of course, Anne Marie is, and it could be a lot more fun and a lot more fulfilling, which is, you know, let's have a conversation. Instead of you know, I know AnneMarie, that you're in Virginia, and we're, we're here in, let's say, DC, and so you don't want to come into work every day. And so I'm going to figure this out. I'm going to figure out your childcare. And I'm like, why don't we just like, stop? Yeah. Ask Anne Marie, what she needs? Yes. Yes, no. And then, of course, what you're also saying is Anne Marie, you've got responsibility to figure out what you need.

Annemarie Spadafori 26:19

Right? Right. That's right. Yes. Very much. are you wasting? Yes, two way street, right. Yes. And I think it's really more reflective of how adult human relationships really are. Or they, you know, we have the capability of being this way, of course, what gets in the way is we love, we love telling people what to do. We love having an opinion about the right way, and then trying to get everyone else on board with the right way. I mean, look, I'm recovering from this myself, I'm realizing that, you know, as a coach people, you know, even as a coach, not just as a consultant that people come to me, they want to know what to do. And, you know, going, you know, you know, as you know, full well, the more we tell people what to do, we're kind of undermining their faith in themselves, they are undermining a little bit that mature maturity that they have to bring to the problem solving equation. Right. So

Ginny Bianco-Mathis 27:14

and yet some people then will step up to that. Yes, that's a good question. Let me think about that. Here's what I need from you, leader. And here's what I can give you later. Yes, authors. Yes. Chip, are still in the mindset of just give me the answer, because it's too hard for me to step up to that responsibility.

Annemarie Spadafori 27:37

You know, it just goes back to what they were saying about how the pandemic has accelerated, like the changes that were coming to the workplace, inevitably, but it has like, it's like, made like 20 years of change happened and like, you know, a year. Yeah. And I think that getting out of that mindset of just telling me what to do that was coming anyhow. And the pandemic accelerated? Yes.

Ginny Bianco-Mathis 28:03

It has many things. Yeah. Right. Yeah. So

Annemarie Spadafori 28:06

I think that if you're somebody who sort of get gets drunk on power, telling people what to do, you're you know, you're, you're, you're never going to have the results. That may be somebody who is taking more of a point of view of letting people be responsible for themselves. And just saying, hey, let's, let's, I'm going to, I'm going to talk it through with you. And, you know, get offer up some ideas, but you tell me what you think is going to work best for you. But then once you we have created this arrangement, where you've given me your feedback. Now I'm going to turn around and hold you accountable for what you said is going there you go, right, because, again, going back to this idea of two way street. And I think, you know, if you're running a company, if you're a senior leader, you want people to be accountable for results, right? You know, theoretically, you shouldn't want to kind of control people more than I need these results from you, theoretically, right. But if you realize that if people come to that solution themselves, they're way more likely to produce the results that you're desiring. I feel like that would be really thought of as a winner, as a leader, right? Because you're getting the results that you need, and you're not having to handhold as much. It's just asking yourself, are you ready for that? Right. And

again, you have to have the right team in place that you can actually, you know, that has the maturity to be able to run with things on their own.

Ginny Bianco-Mathis 29:31

So as a leader, you have to test that in a new way. almost almost, in a way. Start over with each person, because they're all now experiencing something new. Yes. Yes. Love it. Love it. So what are your major recommendations for leaders going forward?

Annemarie Spadafori 29:53

So I know I've said this many times. I'll repeat myself. Like just remember that you can only control yourself, right? It's just a good All like, you know, resilience practice, you know, also, you know, going back to Viktor Frankl, like you know, between stimulus and response, there lies freedom, we get to choose our reaction to what's happening around us. And you can see this writ large in the pandemic, going back to the people who have really, you know, continue to grow in their professional development in their careers during this time, they haven't let the pandemic like, you know, kill them, they haven't let the pandemic like, you know, kill their spirit and their and their ambition and their desires, they have chosen their response to this very unfortunate circumstance, right. So I think the other thing is recognizing this is a time of great change, and that people react to change differently, right, try not to get emotionally wrapped up in what is happening around you and people's reactions. And just understand that they're dealing with what they're dealing with, you're dealing with what what you're dealing with, you know, try not to go into that place of judgment, because it's just like, it's so emotional, it's frustrating, it's anxiety inducing, it doesn't really allow for, you know, best work. But I think also recognizing that our postures in the past 13 months have been like a result of a crisis, it's going to take some time to sort of unlearn some things. And some people have gotten really cozy in this new posture, and you might be able to pull some out of it. So it maybe sounds a little bit contradictory. But like, on one hand, you have to understand that people are in this sort of crisis, crisis posture. But on the other hand, we also need to help coax them out of it,

Ginny Bianco-Mathis 31:31

you know

Annemarie Spadafori 31:32

how to get, we're not doing that by telling them what they need to be doing, we're doing that by reminding them of what they're capable of reminding them of their strengths, reminding them of what is important to them. And then hopefully, they rise to the challenge,

Ginny Bianco-Mathis 31:46

and bring that to the game. They get out of bed. They want to get back in the game, or they don't, right, right. Um, and by an app, perhaps per word. I didn't mean game game, but get back to what it means for you to be a leader or a really good team member. So everyone is, is bringing their best. Yes, yes.

Annemarie Spadafori 32:07

I think that's right. I think that's right. Um, there was this weird time in the pandemic, where it's like, everyone, there was like, This fuzzy time in the middle, sort of where it first we all would just, like, hurried up, and like, you know, got out of the office, and everybody was like, you know, safe, right? Try to be safe at home. And then we began into this this time, where we were like, Okay, this is what we're doing right now. And then I think that this is, this is now a whole new set of spaces. So I think just understanding like, how do we coax people out? How do we say, okay, you know, what, remember what was important to you, right? Like, I think it's going to be super interesting, because you see all these headlines every day about people quitting the workforce, and, you know, taking early retirement, and they no longer want to be on the hamster wheel and all this stuff. And I wonder, Ginni, if this is a niche that if this is just another example of anxiously responding to where we are right now, and the people might turn around six to 12 months going, Oh, my God, what did I do? Right? Yes.

Ginny Bianco-Mathis 33:09

That is very true. And that is why one of our guests mentioned, look, look at things that two week blocks. Hmm, yes, yeah. And then we think because, yeah, cause of the change. And I want to just have like, one other thing as we get near the end here is I love your, you know, be curious. And look at play, and look at pay, you're in a TV show, you're in a movie. And a lot of leaders are going you know what, I don't know. So they turn to their team, wherever they are in the world and say, let's create this new movie, huh? Yeah. What are our roles? What do you want to be what you know, and and let's make it a fun. Yeah, on. So I love those pieces that you're bringing,

Annemarie Spadafori 34:05

right? We have this overarching goal in mind. But we learn now that we don't have to use the old way of getting to that goal. Well, so what we have options. So let's let's do some interesting things with that.

Ginny Bianco-Mathis 34:18

Yeah, we have more options now when in fact, if you choose to see the world that way, that's all right. Anna Marie, how can people find you?

Annemarie Spadafori 34:26

Well, are you? Yes, absolutely. So I would love for you. So first of all, my website is power lab partners calm and I'd love for you to reach out to me on LinkedIn, very active on LinkedIn. So my name is as as Mitch said, the beginning and Marie's category and LinkedIn and my email address is just Anne Marie a n n e M a R i e at power lab partners comm so I'd love to hear from from all of you. I'd love to hear you reach out. Share your stories. You know, bring me bring me your gripes bring me bring your successes all of that right. From your book. Yes, the book, the book. The book is titled, there's only I in team, and it will be out this December. So take, you know, keep watching for that there'll be lots of updates and highlights on LinkedIn. So please connect with me on LinkedIn, you can get all the most recent updates and highlights and follow me along this exciting, exciting footprinting journey. Yes.

Mitch Simon 35:31

Yes. Well, great. Well, this has been just fantastic. Mr. Payne, I'm really inspired because I do think what you're bringing to the world is for people to really take that leap of, you know, bringing them their whole their whole selves to work like Mike Robin shared and in his podcast, but, but really, I think this will really forward having authentic, bold conversations, because now everything is at stake and everything is important. And it's time for leaders to go like I don't have the answer. How are we going to do this? What are we going to do? And I just love that new time. Right? Yes, time. Our time is up. Thank you, Anne Marie. Thank you, Jenny. Thank you to all of our wonderful listeners. If you've loved this episode, and you've loved Emory. Please share this episode with your friends and colleagues and share it on social media. And we look forward to our next episode with you of team anywhere

Transcribed by <https://otter.ai>