

The Future of Work podcast is a weekly show where Jacob has in-depth conversations with senior level executives, business leaders, and bestselling authors around the world on the future of work and the future in general. Topics cover everything from AI and automation to the gig economy to big data to the future of learning and everything in between. Each episode explores a new topic and features a special guest.

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00:01 Jacob: Hello everyone, welcome to another episode of The Future of Work. I am your host, Jacob Morgan. And today I am joined by Tracy Keogh. She is the Chief Human Resource Officer at HP, and also co-chair of the world economic forums, global task force for The Future of Work. Tracy, thank you for joining me.

00:17 Tracy: Thank you. It's great to be here.

00:19 Jacob: So, for the few people out there who are not familiar with HP. Yeah, I suspect it's not gonna be many, but can you give us a little bit of background and for information about the company, how many employees you guys have, and what you guys do?

00:35 Tracy: Sure. So we are a PC printer and 3D printing company and we've been in existence for 80 years as a company, and we've 55,000 employees were I think about 58 billion in revenue, and I've actually been with a company now for almost 10 years, it's just been incredible, the longest I stayed anywhere, but that's 'cause it's always interesting. And we were part of the Hewlett Packard company, which split in 2015, into two companies and HP Inc. Where I am now was one of the spin-offs and so we've had a great run and we're pretty much one or two in most of our markets and really dedicated to innovation.

01:23 Jacob: Well, I'm sure you know what the first question is that I'm gonna ask you. Obviously, since you're running a team of tens of thousands of people, how has the COVID 19 situation impacted you in your company? And can you share anything about what you are doing internally?

01:42 Tracy: Yeah. So we are truly a global company, so we've been managing the current pandemic since January, when it became clear it was an issue in our offices in China, and then it's gone around the world. We've been supporting our organization from a people and business perspective, and I think as most companies have been doing, just pivoting to make sure we're keeping our employees safe while still being able to serve our customers. And so we definitely have used the guiding post has been making sure that our employees are safe and healthy, and then figuring out what do we need to do to continue to support our partners and our customers.

02:32 Tracy: I think it's been a remarkable time in terms of the resiliency of the company, seeing how quickly people can pivot and being agile as things change. I know in some locations, we made a decision to go home and within a couple of days, people had to figure out how to do their jobs virtually, everything from R&D to closing the books to customer support and more and we were able to do it very rapidly. I think for me, what I've been focusing on is how do we support our employees in every possible way to help them? It's been the most, I think connected time. People are fully transparent as you not only are engaging with employees but you're in their homes, you're

supporting their families, and I think leaders are connecting and being empathetic in a very authentic way during this crisis. And though that's been the positive side of a very challenging situation, and we've seen an increase employee engagement because of that.

03:44 Jacob: Can you share anything about what the process was like to I guess enable a massive virtual workforce for example, did you have to invest in new training and new technology? You said customer support people are now from a home. What was the actual set up and infrastructure you enabled this kind of a virtual workspace?

04:06 Tracy: First of all, we put together a multi-disciplinary team that's our business continuity and crisis management team, and so we quickly marshalled those resources, and we're lucky 'cause we have experts on staff, our environmental health and safety group has epidemiologist, we have a medical director. It was very helpful to have those kinds of insights, and you need that multidisciplinary approach bringing business leaders, HR communications, environmental health and safety, all together to be able to answer all the myriad of questions that come up as you're pivoting the work. And so, we quickly had to figure out who needed to go home? Where? You have to balance this local global approach, because the pandemic looked different around the world. The decision made in the US may not make sense for an office in India or China. And so making sure we relied on our local leadership, but we had a global approach in terms of how we looked at things was very important.

05:13 Tracy: And making decisions quickly, so moving very quickly and raising issues and then capturing those and sharing best practices. I think for us, around our employees, one of the things we did very quickly is, figure out what issues employees were having. For example, within the first two weeks of having people go home, we did a session on homeschooling. I had four teachers, I interviewed them, middle school, elementary, special ed and someone who does home schooling, and we had hundreds of employees call into that call to listen to what support they can get.

05:50 Tracy: Out of there, we morph that into homework clubs as we call it, we have a teacher that's actually helping parents with their online learning that they're supporting their kids with. So things like that I think were very important. We have our medical director to do a weekly call with employees and answer questions from around the world on health issues, and that's a very popular call. We created a whole schedule of what I call programming of events for employees. We started off by having Motivational Mondays, there's mindfulness and different things we do on Mondays. And then Training Tuesdays where people can access different development opportunities. Wellness Wednesday, we have a lot of health things available for people, everything from stress management to how to sleep better, to ergonomics. And then Thoughtful Thursdays, we do a lot of volunteering in our organization, and we didn't wanna lose that, so we figured out virtual volunteering opportunities to help our communities during this difficult time.

06:55 Tracy: And then finally, Family and Friend Fridays, where we try and do things for the whole family. One of our partners is DreamWorks, and so we asked to have one of their films How To Train Your Dragon. I think it's three or four, I'm not sure which episode it is at that now of the franchise. And we streamed it live, so families could come together and we had hundreds of families watch around the world, which was great. We've done online cooking classes and one of our biggest hits was a global dance party we did, where we hired a DJ, and it started in APJ, and went to AMEA then came to the Americas, and it was 12 hours of a dance party for the company, which really needed it, 'cause it's hard to be home on quarantine.

07:39 Jacob: Oh yeah, for sure. It's interesting, a lot of the things that you mentioned are not even specifically work-related. They're life-related like homeschooling. Can you talk a little bit about, have you seen this massive blending as a result of this between work and life?

07:55 Tracy: I think that's exactly what's happened, because suddenly we're in everyone's homes, people can't focus on work if their children are... They're having to home school their children. So that was actually a big challenge for many of our employees and their families, and so we wanted to support them. I think what we really looked at is how we can support or every aspect of our employees in a much more holistic way, as humanistic as we were before and supportive. I think we took it up... It's sort of on steroids the amount of engagement activities to support employees, because they became more important as this pandemic continued to move around the world and everybody was affected at the same time people needed more support. And as I say, in times of crisis, the activities you do have an out-sized impact.

08:49 Tracy: People were very grateful for us finding whatever we needed to do to support them. And so, you know where, before you might have sort of a professional distance between work and home, everything is together, you're doing online Zoom calls for example, and you're seeing people's kitchens and everything else. Their dogs are barking their kids are running through. One of our managers did a call where everyone had their children on their laps during the meeting. Those kinds of things are so personal, and I don't think we'll go back again to a different way of operating because we all have really, I think shared something together in a way that binds us in a unique circumstance.

09:39 Jacob: What about leadership training? 'Cause I would imagine, there's a lot that goes into obviously inspiring, motivating, leading people who you can't physically see. Maybe some leaders were not comfortable with that, and maybe there are some micro-managers at the company. So how did you address the leadership aspect of this, and maybe specifically leaders who were not comfortable with this new world?

10:04 Tracy: Well, and not only leaders but employees. We had employees who are filing, "My manager's insisting that I'm on video, on Zoom calls, I don't like that I'm an introvert, I can't take it anymore." So, I think employee relations issues you never had before. So I think, first of all, what we did is really supported managers. One of the first sessions we did across the organization, which was a big hit was with Dr. David Rock, and the Neuro-Leadership Institute. And just talking about the neuroscience of how you're reacting in this crisis. I say that the company did sort of an organizational sigh of relief and they exhaled when they heard, "Oh, that's why I'm feeling this way."

10:46 Tracy: And we actually did this session and was a global and had thousands of people listen in but that talked about how do you take care of yourself, how do you take care of your team, and then how do you take care of your customers during this time? And that was extremely helpful to people. And then we realized we wanted to train managers through this process. Even though people are so busy, we actually quickly developed a mobility manager training, so that they could understand what is it like to manage in this environment and share best practices. Maybe you have employees with kids who can't be on an early morning call. So how do you have that conversation with your employees so that they feel relieved? They can bring their full selves to work, and talk about their constraints, and then figure out a way to accommodate them so they can continue to be productive. And so really encouraging managers. We've trained sales people how to do virtual sales calls, how to connect with customers in a different way.

11:49 Tracy: So all those things, and different managers had different ways of going about it that I think were very effective. One of our leaders of our Personal Systems Group, where we make our PCs the first week on quarantine, he sent just a simple email, the top 10 things he learned, and he's like, "I'm surprised how hard this is," and it was just a whole bunch of different things that went around the whole organization and a viral way. People loved seeing how leaders are coping with things, and so sharing different tools and techniques. Maybe instead of a one-on-one on Zoom, you have, we call them walk around one-on-ones, that you go for a walk while you're talking to your employee or no meeting Friday mornings or whatever it happens to be. We changed our scheduling, so that everything starts at five after the hour, and so that you have a few minutes break between calls, so things like that, we've programmed in and then also shared best practices to help managers be more effective.

12:51 Tracy: One other thing we're doing is, we actually have a whole work stream on productivity that myself and two of our other business leaders are leading, and looking at how to help managers really determine what productivity looks like in the new world. Because, face time in the past has always been the proxy for productivity, which of course we know isn't true, 'cause you have those people come in to the office, spent a lot of time and don't get anything done. But how to help managers look at what are the goals you're setting, and how are you measuring those goals, versus face-time or... I know there's some companies that monitor a number of hours on email or the clicks, you make. We don't do things like that. We wanna set the right kind of goals, so people can achieve those and then feel like they're being productive in that way.

13:40 Jacob: It's interesting you bring up productivity. Would you say that as a result of this and your massive workforce being virtual, have you seen a slide and productivity like a significant impact and decreased productivity, decreased sales decreased numbers?

14:00 Tracy: I think it's a mixed message on productivity. It's interesting 'cause I get the opportunity to talk to a lot of other heads of HR. We're sharing how each of our companies are going through this process. And you hear some people saying, "Oh we've seen a real jump in productivity because people aren't commuting, they're home more they don't have to travel. And then some people are like, "Our productivity is really fallen down." And so, I think in each organization it's a little bit mixed. And so, I laugh. I didn't realize how productive I was in the office, I must have gotten a lot of things done just walking around talking to people that I now have to schedule a Zoom call, and we're on calls much longer during the day.

14:44 Tracy: And I think in certain collaborative type of work, it's not as productive. As we're having people come back into the office, we're prioritizing people who need to work together, R&D on new product development, those things I think are more difficult and have slowed down. Obviously manufacturing is back in the office. There's certain roles that you need to be. But in other cases, people are just as productive or figuring out new ways to be productive in a virtual environment and they are saving all that commuting time and other things and figuring out how to put it to good use, be it increased productivity or development or whatever it happens to be. I think you have to manage around the different types of roles and the different work people are doing, and then making sure they have the right tools to be as productive as possible.

15:40 Jacob: Are you able to share any stories of any mistakes that you made, maybe something that you thought was going to work that ended up not working or something that you tried out that didn't go the way that you wanted to go?

15:53 Tracy: Yeah, you know what's been interesting. It's funny when you say that. We and a lot of the activities that we scheduled, we just thrown them out there to see the level of popularity, and I think things have been more popular and better accessed than I anticipated, probably more than anything else. The level of uptake on many of the activities I talked about has been very high. You know, have we had meetings that aren't as productive? I think that is something we're getting more disciplined about within each of our organizations to make sure we're maximizing that. But I have to say we've done incredible ways of pivoting that I think have been more successful than we thought. One of the things we decided early on, at least for the very short term, we continue to pay and support contractors and hourly workers when they couldn't always work effectively.

16:57 Tracy: One of the groups of people we hire are merchandisers who work in retail stores showing HP equipment, and helping customers make determinations. Well, obviously when all the stores closed, there wasn't a need for those people but we wanted to continue to pay them, so we actually pivoted and had them helping on the phone with our customer support people selling HP products, and that worked out actually well. And so that may be something we do in the future, in a different way. So there are things like that where I think we learned lessons that were more positive than we thought. We thought more people in India couldn't work at home and they'd have to come in to access certain things to close the books, for example, but we were able to do it remotely. So I think we're learning more of those lessons than things are necessarily failing.

17:46 Jacob: I love those stories, and I'm also really curious, there have been very mixed stories of some organizations who are doing a good job of putting people first, helping employees pivot, kind of like what you said with your merchandisers. And then there have been other stories of organizations who are just like, "We're going through massive layoffs, we can't keep anybody on." Can you give people a sense of like how... And I'm particularly curious as well, can a lot of these organizations, if they really wanted to keep their people there, would they be able to? Or is this just a matter of putting profits ahead of people, like the Uber story comes to mind for example.

18:28 Tracy: Yeah, I think it's very hard to ever say that. I'm incredibly sympathetic to companies when you have to do layoffs. I've had to do that and furloughs and everything else. There are expectations externally from shareholders that you don't have the freedom just to make the determination you're gonna spend money on things that would incur a giant loss for the company. So I give companies the benefit of the doubt in terms of those decisions are always very hard to make. I don't know if you saw Ernie Sorenson's video?

19:07 Jacob: I did.

19:07 Tracy: I thought that was beautifully done. I know it's heartbreaking. I've talked to heads of HR, there are people who worked for years in organizations that there's no way they can pay, because there's just, commerce went to zero in some cases. People are not traveling, they're not staying in hotels, they're not flying on planes, they're not going on cruise ships anymore, so those are very difficult decisions. So I don't think anybody lightly said, "Oh great, we'll just lay everybody off."

19:34 Tracy: That being said, there's one thing and I'm quite proud of how we've pivoted on a particular area, so one of the things we saw this year, is many companies cancelled internships on students at the last minute. And I understand sometimes they paid them if they could, other times they didn't, but obviously many companies didn't feel like they could create a quality internship.

Now, we pivoted quickly and worked with our managers to create a virtual internship program for our employees. And so in the United States, we have about 200 interns, which isn't that many this year, but each of them will be paid interns and have a virtual experience. And I know they're quite thankful for that, 'cause many of their friends were out of work. But we were getting pinged by the schools, by students, "Do you have any more internships?" So my team and with our leaders, it was one of our leaders' idea, we quickly came together and figured out is there something we can do to support people who are no longer having that kind of experience?

20:40 Tracy: And so, we created a program that we call HP summer scholars, that will be a six-week program. That is unpaid. It's a virtual internship. And we take up to... We're looking at about a couple of thousand students who can participate in the six-week program. There'll be deep dives on our gaming business, our print business, 3D, go to market, data analytics and software, and so they'll get each week will be a different topic, they'll get an emergent in that topic and then we'll also do professional skills development, like writing resumes and building your own brand, and so on. And they'll be able to work on projects virtually and they'll get to see different leaders come in and speak and careers that you can have in those different areas. And at the end of the six weeks, if they go through the whole program will certify them as an HP summer scholar.

21:40 Tracy: And so as you can imagine, there's been a huge amount of interest in that and we started with our own employees and now we're opening it up to the schools where we recruit and then externally. And doing something like that, I think helps out the community. It helps all these students out who otherwise wouldn't have a summer experience, and really will help with their development, and also we get the great opportunity to spend time with them and they get exposed to our leadership team teaching key skills during the summer. So those are the kinds of things I think when you see companies be creative about serving a need, that are exciting.

22:22 Jacob: I love it, it's very inspiring to hear that you guys are doing so much to help, which I think more organizations out there can do things like this too. I'm also really curious to get your take just on the general longer-term implications of COVID-19. So let's say we were to look out a year or even two years from now, do you think that things will ever go back to "normal" or they're gonna be some serious long-term changes as a result of this?

22:56 Tracy: I think whenever there's a recession or something like this, which is unique, a pandemic, there are structural changes. You don't go back to the way things were before. You learn new things and you incorporate them, and I always say, they're structural changes. So one of the things about this pandemic is we've learned in a matter of weeks, things that would have taken years to learn, say around mobility, or collaboration or communicating with your people. And so we'll take those lessons into the future. At HP, we were looking at how do we create a more mobile, flexible workforce, and okay, we figured how to do it. We've got it now, so we will probably have a much higher degree of mobility in terms of our people moving forward, and that opens up thinking about all our people strategies. So maybe from a hiring perspective, we won't be constrained geographically, we'll hire talent anywhere in the world and they can work mobility.

24:01 Tracy: So from a career development standpoint, how do you develop people when they aren't necessarily in the office or rotate them around when they're mobile? So, we are reworking all of our people strategies with this in mind. And so, one of the things that I think is been very interesting around communication, where is everybody doesn't wanna be on Zoom calls all day. I'll tell you, "When we used to have a meeting, you'd have some people in a room and then you'd have some people on Zoom, that ended up being a conversation of people in the room that a bunch of

people watched from Zoom." And so that was not a satisfying experience, when the whole team is on the call, it's a much better experience. The level of engagement is very high and I think just the work you do is different. So I think we will think about those kind of collaborative meetings in a different way.

24:56 Tracy: We used to see to do, what I would call barnstorming tour with our CEO, where we'd go from office to office, we'd fly into an office for a day, say, in India, we'd have an all-employee meeting for an hour and a half, maybe 20% of the office could fit in the auditorium, and then we'd move on and go on to the next site, and we'd feel like, "Oh we got to go to India and China and this one and that one." Now we've done that in a very different way. We have a series of calls, our CEO's named Enrique, it's called Connect With Enrique. The whole leadership gets to attend. We do it on a Zoom call, the whole office calls in and everyone gets to ask questions. And I think they feel after personally looking at us up close and personal, much more connected. And we, in the last six weeks, have talked to something like 90% of the employees through these Connect With Enrique calls. While we'll visit different offices again in the future, I can't imagine we'll go back to having the calls in the same way as we did before when only a portion of the office got to participate. So things like that will change how we communicate, how we collaborate and how we operate in general, around the world.

26:13 Jacob: I'm also really curious about the culture aspect. This is something that I get asked quite a bit. I'm sure you probably do as well, but there's something to be said about creating a culture when everybody is in a location, you can see people you have that environment where everyone's there versus where everyone is just separated all over the world and nobody really see... You don't get that same environment. So do you have any tips on how to maintain that culture in a virtual setting?

27:02 Tracy: Yeah. So I actually think you can maintain your culture. It's with every action and every program that you do even if you're not in the same office. I don't think I've ever seen our culture more alive or evident than during this pandemic. And so, some of the things I talked about the global dance party or the HP Summer Scholars Program or the online development we've been doing, those all really depict our culture, and I do think it has an out-sized impact when you're making whatever decisions you make, or communication you send. People are very attentive during these times. So I feel like you need to put culture first, as you're thinking about any activities or decisions that you're making.

27:55 Tracy: Because that's really what shapes your culture over time, it's not just the interactions that you have in interactions on Zoom, or remotely or on the phone also help to create your culture. And so, I think we've been very thoughtful about the things that we think will perpetuate our culture, the communication, my CEO and I sort of vary communication every week. Usually there's a message from him one week and then I do the message the next week. So business and people are always intertwined, and so all the decisions we make transmit our culture and how we're continuing to support our people. So I feel like if you are very sensitive and cognizant of your culture, you can continue to perpetuate it in the right way, even in a remote and virtual environment.

28:46 Jacob: And it sounds like one of the best ways to do that is through communication and having a presence, it sounds like.

28:54 Tracy: It's true. One of the things that I love is I have... We call it employee experience but all internal communications within HR, I actually think it's the most important lever in HR, because

it does really transmit your culture. And so while we partner extremely well with our marketing and communications organizations, that do that external pieces, I think having it part of our organization makes it seamless in terms of shaping and communicating our culture.

29:26 Jacob: Right. You mentioned a big word, employee experience, and that was the title of my last book, was *The Employee Experience Advantage*. So I gotta ask you about this, was this a shift that you made from HR to employee experience, like a rebranding, a new function, or has it always been that?

29:47 Tracy: So, we've always put the employee at the center of everything we do, but while our whole organization is called Human Resources still. The employee experience group focuses on culture, on internal communications on our foundation activities, so really working across my organization to make sure we're looking at how everything we do touches the employee and creates the kind of experience that we want. My leader, Louisiano Dorothy is wonderful at doing that. And so she works with our hiring team, our development team, you name every part of HR, so we're always taking into account what the experience for the employee is. And our HR strategy starts with the employee at the center of everything we do.

30:40 Jacob: I love it. If we were just kind of a step back and look at general trends in the world of work that you're paying attention to, obviously what's happening with COVID is a big one, but what are some of the other major trends in the world of work that you are looking at?

30:57 Tracy: Well, one of the biggest is all the digitization and re-skilling. And so we've been focusing on what does that mean for people and how we're continuing to evolve the knowledge base of our own employees, and of all of our organization. I think that is something that most heads of HR are focused on right now. I think just talent development in general looks different than it has in the past. I think we're moving more towards a skills-focused versus role focus for people, because people move in and out of different roles, but it's those skills that we need moving forward so that we really want athletes who can apply their different skills to solve problems in different ways, depending on the environment and the business challenge.

31:54 Tracy: And then I think from a development standpoint, I think that you're seeing that experiences and projects become one of the most important ways to learn. While training is important, it looks different than in the past. And so we're very thoughtful about laying out the career maps for our people and what experiences will we want them to have, to get them to the point where they wanna be from a career standpoint. And so we really think those are critical skills. And then I think you're seeing from a leader perspective key elements like, you really wanna make sure that you have leaders that are empathetic, that are resilient, agility is becoming really important. We saw it during this current pandemic. Leaders who could pivot, who could move quickly to make decisions, they're the ones that are winning in the market, versus people are overwhelmed with the change and uncertainty. And so those are very important skill sets, and so we wanna make sure we're helping our leaders really be authentic and empathetic and able to move quickly in terms of the current level of uncertainty, because that is the thing that will continue out of this. Be it, climate change, be it the pandemic, be it market changes. The one thing we've seen, I think an increase in the last few years is that level of uncertainty, and how do you navigate the future with not having all the information you need to understand what's gonna happen in the future.

33:44 Jacob: What advice do you have for people who are listening to this, who perhaps they're not

leaders responsible for others, they are individual contributors, but they're little freaked out. So what advice do you have? Should we be focusing on the learning stuff? How do we deal with this scary time that so many of us are faced with?

34:07 Tracy: Well, first of all, deep breath, this is not an easy time for anybody. You've seen that across every sort of communication, from Hollywood and movie stars to business executives. I think this is a challenging time and to acknowledge that is important. And then, I think one of the pieces of advice we've seen a lot, and I think this is true, is structure, creating a structure that works for you. Because in the middle of uncertainty and chaos, it's good to have a structure, be that, I know some leaders that go for a walk every day, or they make sure they eat a certain food, a certain time, whatever if it is that makes you feel organized and de-stressed, I think those are important things to do.

34:55 Tracy: And then I think try to look at the positive of the situation. This is an incredible learning opportunity. This is unprecedented in the world's history, that the whole world has had this kind of issue happen at the same time. And so taking some time and stepping back and thinking about what you've learned, how you've grown, what you've done well, what you wish you were better equipped to do and then figuring out, "Okay, well, this is what I've learned about myself during this time. Then how do I look moving forward, to make myself smarter, stronger more resilient better, and what can I do in the future?" I think it's an amazing learning time. One of the things that I've given as gifts, to most of my friends children is a journal. Just to take time to write, it'll be something historic later on, right? When you look back that you were there in the pandemic of 2020, and what your thoughts and feelings were. I think taking that inventory and understanding that for people is important, and then looking back and seeing what you've learned and then how it propelled you forward, I think will be really kind of the best thing to do about this. Take advantage of the opportunity.

36:11 Jacob: And some people that there might even be going through process of reinvention as far as their careers, their roles, their jobs. So I know that a lot of people can maybe get freaked out, but I like the advice that you gave. Use as an opportunity to kind of reflect, plan, learn, you take a step back and really start to think a little bit about where you want things to go.

36:34 Tracy: Well, I think all of us are really looking at it as a reinvention, because the things that we took for granted are no longer taken for granted. And so those of us who travel all the time or work in a particular way will work differently moving forward. I think you also prioritize, many people have spent more time with their families that they have in years, right? That can be a good thing or a bad thing. You learned about that right during it. And so going back, I was watching a couple of people on TV, they had were actually home when their child took their first step, it was amazing that that would ever happen, in their previous lives that never would. So there are positive things that come out of it, and then figure out what does that mean for you, or how you wanna live your life moving forward, what do you wanna keep learning?

37:22 Tracy: How are you gonna continue to reinvent yourself? 'Cause I think what is clear is this level of change will continue on moving forward, and I think people who will thrive in that environment are ones who are gonna be continuously learning. We call it at HP, a growth mindset, but really having a growth mindset about how are you getting better and continuously learning. You're not good at something yet, but you will be into the future. And so having that deep curiosity I think is gonna be a key to success, because we don't even know the jobs and the work that's gonna happen in five years or 10 years. And so really being able to understand and learn that it's gonna be

very important.

38:03 Jacob: Can you share a little bit about the leadership training at HP. I'm always fascinated with this, I guess, in a couple of parts, A; What does the training actually look like? Is it a completely virtual based environment? Now, I'm assuming it is, but usually. And what are the specific skills or mindsets or attributes that you look for in leaders at HP?

38:28 Tracy: I talked a little bit, and we have lots of different programs at HP at this point, but I talked a little bit about growth mindset, that's a real core to us. And at different part of the organization. What I love about HP, is because we've been around so long, I think I've read sort of history on it. We probably were the ones who did first-line manager training first, and a zillion years ago, when they were first starting out, our leaders developed that. And so we have trainings that start at manager level, obviously, there are individual trainings before that, but then they are sort of mid-career training.

39:09 Tracy: And then we have special program called building innovative leaders, that is an incredible experience where people globally come together. And then we have, and it's one of my favorite programs, it's called ELX which is the most senior. We pick about 12 people, very senior in the organization, that's the CEO'S program. And it's a year and a half program, it's a series of master classes around see sweet skills that people need to learn, and that's a very popular program. And we train all the things that we've been talking about, right? Agility, design thinking, curiosity, how to look at communication, storytelling, personal brands. So a lot of different elements that we think are critical to the success of our people at different levels, and I think what we like to do is create unique programs you can't get anywhere else. And I think our people really appreciate those.

40:16 Jacob: You mentioned personal brands, which I find very, very interesting 'cause most people associate a personal brand with an entrepreneur, somebody who works for themselves, they're building their own personal brand is a way to, in my case, get speaking gigs, or right books.

40:33 Tracy: Right.

40:34 Jacob: But a personal brand it sounds like is also relevant, if you are an employee at a company.

40:39 Tracy: Yes.

40:41 Jacob: And what is that personal brand and why is that so crucial?

40:44 Tracy: Well, I think it's important because as you're navigating through an organization, people will get a sense of who you are and it's just important for you to shape that versus someone else shaping that. And I think it ultimately leads to different opportunities. And so, obviously you wanna be seen as someone who's smart, hard working and engaged, curious, constantly learning and developing, agile, all the things I've talked about. But I think it's important to manage those perceptions and think about opportunities you take and find sponsors in the organization that can help with that. That's how you get propelled across the organization, and ultimately, how people will think of you and you want a brand that is fully integrated with who you really are. Because one thing we love at HP, we're not a political company, we're not hierarchical. I always laugh if by mistake sometimes we'll hire someone, and you can see if they're trying to do something political, every one we'll be like, "What's that guy doing over there?" [chuckle]

41:56 Tracy: Because it's just not who we are and it doesn't work. And so you have to make sure that what you're thinking of yourself and what you're doing is exactly who you are. We like people who are humble, who put the company first and think about the good of the organization, and their customers in our community, that's who's very successful at HP. And we find our people come and stay here because they love the organization. We've a very low turnover and very loyal employees, because it is a unique environment. And people really do live our values, we call it the HP way, and we think it really propels the company to success. And so that all is very important as you're thinking about your own brand, making sure that it's the right way to think about yourself and the organization, and there's harmony between those things.

42:52 Jacob: How do you go about building a personal brand? I'm sure there are a lot of people listening to this who are intrigued by this concept of building their personal brand internally, especially in a virtual environment, like the one that we're in now. Do you have any suggestions or tips on how to go about starting to build that brand? Like any steps or techniques or strategies.

43:13 Tracy: I always say is really commitment and deliver first of all, right? You wanna be consistent about "do what you say and say what you do." It's really important to do that. There's nothing worse than someone who's reporting to be one thing, and then there's something else, that's where you have dissonance with whatever. You gotta make sure your brand has content and it's who you are. It's about what you value and what your passions are. I know there are people in the organization and their brand is around learning or teaching others, whatever it happens to be, that's just who they are. So it has to be something consistent with what you like to do and who you are. If you are trying to purport that your brand is somebody who loves to take on extra work and projects and deliver on things and going above and beyond, and you do the minimal required to get something done and you are always the one in the back when they call for volunteers, then you have a disconnect between your brand and who you are. So you really need to make sure that it's consistent.

44:25 Tracy: And then you think about how you show up, whether it's in a meeting, you're prepared or not, or it's in a presentation, whatever it happens to be, all those interactions that you have, not only with your team, but with leaders that actually goes into making your brand, so think about how you're coming across. One of the things we love to do is ongoing feedback. So if you're presenting something, get somebody sit in the back of the room and read the room for you if you can't do that, and have them give you feedback on how you did. And be specific about asking for, "Did I do this right or that right?" Those are the kind of people that actually evolve and develop their brand, well. And if you're someone who just wants to get notoriety without the content, you can tell that pretty quickly.

45:18 Tracy: And that's usually not a successful strategy, not just about going on social media and kind of talking yourself up. It has to be based on really the content of what you're doing, your values, your commitment, and that's the best way to build the brand. And I would also say go and meet people in your organization. One of the things we have at HP is the open door policy. That means you can go into anyone's office, and spend time with them that really helps people understand who you are and what you're interested in. And they're almost always willing to help and think about your development of your career or learning something new. And so I think that's a great way to kinda get your brand out there.

46:03 Jacob: This also ties back in to what you talked about earlier with this growth mindset,

where getting feedback from people, trying to get better, improving and not viewing where you're at, is just kind of a static place with nowhere to go.

46:16 Tracy: That's right.

46:16 Jacob: I love that. If you would, to put on your co-chair hat of the World Economic Forum Global Task Force on The Future of Work, what is going on from that perspective? Just big picture. Are you seeing different issues, different topics of conversation from some of your peers in that space?

46:37 Tracy: Yeah, and this is particularly where there's many future of work of task force within WEF right now. But we are particularly looking at the manufacturing and re-skilling and up-skilling areas for people. I think what people are looking at is, "How can we do this on a global basis to support the massive change that's coming from the Fourth Industrial Revolution, all the things we've been talking about 3D printing and all the things that are gonna change the digitization, and so on." "How are we helping employees to re-skill?" I think many of us are doing that in our own individual worlds and our own individual companies. How can we bring the force of that together and look at it more broadly, maybe building a platform for people to access, where we bring all their little resources together and make a much larger impact with a broad sharing of resources, and then giving access to employees around the world and people around the world, so that they can continue to develop their skills and contribute in a way that will move us economically forward more broadly. So that's really what we're looking at and how do we do that effectively?

48:00 Jacob: Speaking of the Fourth Industrial Revolution, I realized we didn't touch on this, but what are your thoughts just in general on technology and AI and the impact that it's gonna have? Are you on the more optimistic side or are you more on the kind of negative doom and gloom side?

48:15 Tracy: I have to be an optimist, I like to live in a positive world. And I think this is going to be massive change for the world, is we've seen changes coming already, and it's exciting and looking at how it can improve things, and thinking about, "Where are the potentials downsides?" That's one of the reasons why we're focused on thinking about re-skilling people, so that we're creating more opportunities for people not less. And you've seen that many studies say there'll be more jobs, not less, and we'll have to be able to pivot in some way to make that happen. So I am optimistic about it. I think we have to be very sensitive to how we're looking at diversity inclusion in those environments. We've already seen some AI we thought would be wonderful and unbiased, is still coming through in a biased way. And so, being very thoughtful about really being inclusive in a way that it impacts everybody, or the most possible people in a positive way, but pretending it's not coming, or ignoring it, or trying to hang on to how things were done in the past, is not gonna be a successful strategy. I think more growth will come as we all look on how we can improve things for everyone and bring all populations along that's really what's gonna be important.

49:50 Jacob: Maybe one or two questions before we wrap up. When you sort of look at HP, at least for you guys, are you thinking about when things might, again, "go back to normal", you start to see people come back into the office, resume some sense of normalcy, a couple of months, a year, two years?

50:11 Tracy: So we already have had people back in our offices for some time, so we've had at any given time, nine or 10,000 employees still working in manufacturing or the offices or whatever the location happens to be. And those guidelines continue to ease. We're taking a lot of precautions in

doing that, so making sure that we have safety equipment for people. We created a role called Care Ambassadors, they're social distance ambassadors, so that we make sure people are keeping socially distant, and that we're providing them with masks and safety equipment as necessary. I think we continue to focus on making sure R&D people are getting back in the office where there may be equipment that they need to develop and things like that. So either that will continue, but we haven't stopped working at all. We haven't slowed down what we're doing, and so we will ease those restrictions more and more, but it will just help us continue in the trajectory that we're already on.

51:25 Tracy: I think that there will be, as we've talked a little bit about many people continuing to work from home into next year, at least. Until there's a vaccine, I don't think you're gonna see the level of people coming together that you've seen in the past, though I have to say, people seem very excited to be together again. And in many countries, including the United States now, everybody's going back to restaurants very quickly or to be or whatever.

51:55 Jacob: Oh yeah, people are going nuts.

51:55 Tracy: It's a little surprising, right? That's happening already. But I think like most companies, we really are continuing just keeping the health and safety of our employees as the number one priority, while managing the best way to support our businesses and our customers is really how we're operating.

52:18 Jacob: Got it. And very last question for you before we wrap up, and this would be advice that you have for leaders out there, so people who are listening, who are responsible for other people. What should they be doing or thinking about to be maybe more effective or better leaders during this tough time?

52:38 Tracy: So, I think, don't waste this opportunity to connect with people and show your leadership. That's my number one piece of advice. And I think being out there communicating often, really listening to employees, we do a lot of employee listening with poll surveys and so on is critically important, because what you do now will be remembered moving forward. And I despair when I see leaders waste the opportunity to connect with employees at very tough times. Even if you have very tough messages that you have to say, be transparent and share those. So that to me is the number one thing. I think practicing empathy is really, really important, and people really remember that and connect to it, and then you'll create loyalty, across your organization most effectively.

53:35 Jacob: Wonderful pieces of advice. Well, Tracey, where can people go to learn more about you? Anything that you wanna mention for people to check out.

53:48 Tracy: LinkedIn is my profile and so on, and I'm active on there, but I'd rather them learn about HP, and they can go to hp.com. And we have something called The Garage, and there's a lot of discussion on our site about the things we're doing as a company, and that's what I'm most proud of.

54:06 Jacob: Very cool. So that's directly on the homepage, hp.com?

54:09 Tracy: Yeah, you can go. It's called the garage. I'll make sure that I'll get you the details on that, but it's a part of the website on hp.com, that's The Garage is most of the things we're doing.

54:22 Jacob: Very cool. Well, Tracy, thank you so much for taking time out of your day to speak with me.

54:25 Tracy: Right, thank you so much, I really appreciate it.

54:27 Jacob: Yeah, my pleasure, and thanks everyone for tuning in again my guest has been Tracy Keogh, and that is K-E-O-G-H and she is the chief HR officer at HP. And I will see all of you next week.

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