

## Navigating Teleworking During Uncertain Times

This is Phil Sandoval. I teach a lot of classes. This is an interesting slide set we are ready to present to you. I presented along with Melanie last week to her supervisors and managers and executives. Also, they are in sync with you as an police say these are difficult times. Maybe not difficult but certainly they are atypical times. I want to remind you a lot of teaching, my background, I am a licensed psychotherapist here the state of California. I started my first career 30 years ago in technology helping to design computer chips for 30 years. One thing I can tell you, Melanie will be facilitating this for us on that computer so I want you to listen as we go through and feel very comfortable to write in any answers you may have for me. You can use me as a psychotherapist or instructor, things I cannot answer I will tell you I'll have to take that off line or redirect you to another person to get those. I want to get something from this class. If nothing else, to get a little bit of peace of mind. These are not simple times for anyone we have to do some readjusting to successfully do our job from remote locations but most importantly I want you to have some peace of mind and not worry so much.

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When you asked me questions, go to the Q&A, type them in and Melanie will interrupt me as if we were in a live class, face-to-face and we would just questions.

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What we do today? We will talk about what is teleworking? I want to remind you, I work for the largest circuit company in the world for 30 years. We had remote sites. The idea of teleworking is not new at all. Is new for a lot of people and it's a little difference for the state of California. You come in the building but in general, we have been remote working for a long time. Decades. We have some good data on how we can make it more successful and less stressful. We'll talk about the benefits and I can tell you there is many companies out now in the tech world from Google and other big software companies saying, maybe they don't need to come back to work after COVID-19 restrictions are listed, maybe they can work at least part-time from home and benefits from things we will list out.

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Name the qualities needed to be a stressful teleworker. I spent a lot of time speaking to her managers about this. Sometimes what we have, you can have the same for manager and I said U.S. an individual made me comfortable with working from home and getting your job done but your manager may be struggling with technology or processes so the qualities go both ways. Wants a good capable manager, good capable employee. We can build those capabilities.

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Last, we will identify strategies. How we can change our mindset to do things differently. Let me ask a question and what I want you to do is answer yes or no in the Q&A section and then we will read off some. There are a lot of people login so we cannot answer all of them but here is your question to typing yes or no. Are you struggling most with teleworking or do you have no troubles whatsoever? Maybe one question is are you struggling with teleworking? Yes or no.

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We have probably half-and-half.

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Okay.

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Somebody said yes and no.

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Absolutely. That is the kind of answers I am expecting. Some people will say, part of this is going really well, I'm going to slide three. Some will say, I'm having no trouble, your managers for example would say yes and no. For some of my employees and having no trouble with others I am having trouble and you will say the same thing. Aspects of this working from home are going really well. I learned to login, I can get in meetings, I appreciate the interaction we get. With my coworkers and my boss but it's difficult because I have my kids at home. Or Melissa may be home or my roommates and that is making it difficult. The idea that whatever you're struggling with or not struggling with is maybe unique to you and other people are not having the same problems but that's not important. What I care about is, first recognizing we are having difficulties, whatever they are and letting you know I don't want that to overstress you, I don't want that to be too difficult. We can accommodate those difficulties if we apply some good solutions.

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Proving perhaps telework is not anything new, there's a government organization for quite some time called telework.gov and I encourage you to go to that website. There is a lot of difference articles and information about how to more successfully telework. They define telework as telework is a work arrangement that allows an employee to perform work through any part of a regular paid hours and approves alternate work sites. For example, home or telework Center. One of the things I want us to take in is, we are getting paid for the state workers are getting paid. Our benefits are still there. There is a job that has to be done. By the same token, just because we have access to the computer doesn't mean we have to work 24 hours a day. There are regular hours that we need to have available and do our work and have access to one another and we are getting paid for those things.

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Where you work from, like I was saying, some of the employees in India didn't work from home, they didn't have the facilities to work from home. Internet, computers, they would have to go to a building and that would basically have these cubicles for everybody and some in the U.S. we had that capability as well. As far as I know, nobody in the state is going to telework Center. You may be in that might be a Starbucks. It may be the public library. For most of us, it's at home.

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What are the benefits of telework? I will ask you, take a deep breath. Type in the Q&A section, what is a benefit you feel you are experiencing now from teleworking? What is a benefit? There may be some negatives, there may be mostly negatives. I want you to tell me one or two if it's your experience from working from home.

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There are lots of responses coming in. People talking about no commute, no drivetime. Greater flexibility, worklife balance is better. Also, just being safe from the current pandemic, they feel safer at home. They save on fuel. More free time.

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That's what I like to hear. If you look at this slide, you will see responses you gave, most are listed on this page. When we, after we begin to adjust to a new environment, there is an adjustment period, change always has an adjustment period. When we get married, there is a stress associated. There is an adaptation we have to go through meaning that it was someone properly, having responsibilities, etc.

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When we start working from home at the beginning of this year, there was an adjustment period but now that most of you are settling in, you are able to recognize benefits. Reduced commute time is huge for a lot of people. I don't have to worry about getting on the light rail or finding parking, I don't have to do that five minute commute in rush hour traffic. What that has done is relieves a lot of stress. Introduces expenses, I don't have to pay for gas costs anymore. The wear and tear on my car. Minimal distractions maybe. For some people, minimal distractions would not be on their list because of the

things I talked about. I'm sitting in my home right now and I can tell you my neighborhood, we had a lot of young professionals with families move in and as soon as they find out I'm a therapist, people talked me in one of the things they talk about is it's very difficult to be working from home with families because the children see you or the husband sees you or the wife sees you and expect you to be immediately available to them. The distraction level is up for some people.

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Diminished stress for a variety of reasons. Stress because I don't have to worry about being in the public domain and therefore being exposed to COVID-19. Flexible schedules, we have given several classes to your supervisors and managers to say, I asked the other day, I said, how many of you are struggling your employees that you don't know your employees are at their desk for those work hours? Some said, not a problem, I don't mind they are not at their desk the full eight hours. Alyssa, sometimes because of the type of work we do, I need them to be right in that timeframe that we will be working. I need them to be there.

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There is a little give and take. Most of us say pretty flexible schedules and somebody just typed in a minute ago saying, it's easier for me to balance work and life. One of the reasons is, you're already at home. You could literally get up and make yourself lunch you could get up and go do a load of wash or run an errand. There is a little bit of flexibility there that really benefits us all.

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The spread of illness, at home we have less likely to interact with others and therefore reduce exposure to COVID-19.

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Good job on that. As we go down, I will talk to you about some attributes of a successful remote worker on slide number 5.

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Take a deep breath. I'm going to tell you a little story as you relax. Last time Mel and I did a class was last week and I literally transmitted that class successfully. Had a very successful class. While I was sitting in the parking lot of a gas station halfway between here and Arizona.

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For a lot of people, that would have been a very stressful way to run a class. For us, we plan to, we had excellent support with Melanie and other people. I know my material, I had my phone technology, I knew I was going to go. It went very well. Melanie, I pretty sure you did know I was sitting in a parking lot until after I told you, right?

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That's right.

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Yet, it went really well. That perhaps is a quality or an attribute of myself that has confidence in the ability for technology to work, for me to be able to add live and have confidence in my coworkers. When I was in on this page, is the qualities of successful remote workers. Self-motivation. And what that means is, a lot of this coaching at the beginning of COVID-19 to get motivated, to get up and at the correct time to stay logged in, to get up and get out of your jammies and get ready for work even though work meant walking to one room and logging into your computer. What we see people being very successful remote workers as they are self-motivated. They recognize they have a job, they know they have to get things done. They can't really slack off because lots, nobody's watching them. They are self-motivated. They are organized. Which means some of us have begun to be more organized than when we are in the office. In the office we could have everything scatter. We knew we could walk over there and get that but now we are at home, we have to be more organized than we needed to be in the past.

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Excellent problem solver. I want you to think of this not just as a gel worker but, if you have been on your job for 10 years, you're probably pretty good at your job right now. You don't belong a lot of supervision and you can solve problems without having to get support. If you only been in the job for little while, you may be an excellent problem solver but you're just not very experienced at your job so don't need to be yourself out that you are still requiring a large amount of support. It's because you are a new employee. That doesn't mean you are not a good problem solver. Self-discipline means I have to get things done. Even if I don't have anyone looking over my shoulder or my coworkers to support me, have to be self disciplined.

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Able to work independently goes back to that bullet I just talked about which independently in reference to your amount of experience on the job so if you're new at your job, and you will still need some support and we talked your managers about that. People, your managers are beginning to recognize, I still need, Phil if I was new to my job and then COVID-19 happen, I would need to spend more time with Phil because the court does not have that experience to work independently yet.

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High level of job skill. If you really thought about this, you could probably put a lot of very experienced people at home and working from home because they have all of these skills. Some of us need to be close to our support systems because we have not yet reached that level of independence.

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Strong time management skills. Than a good indicator. I'm going to pause on these last two four-minute. Good communicator, I said this your supervisors, that doesn't necessarily mean all of the sudden we will become a very good public speaker. If we were not a very good public speaker, in the beginning, we are probably not going to adapt those skills immediately or much over the course of the months we will be in lockdown. What we do know is that we might have to be more aware of how critical it is for us to articulate even if it's email or other modes of indicating effectively. So people know what we are talking about. Even if we are not a good public speaker, we need to be aware of how important it is for us to be a good indicator and I told your supervisors that exact same thing that when they are instructing you and meeting you and guiding you, they need to make their comedic action team distinct and clear with measurable timelines and deliverables. And measurable results. That is good to medication.

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All right. Slide number 6, do you have what it takes to telework? Let me ask you in the Q&A portion right in yes or no, do you feel you have what it takes to be a teleworker? Yes or no?

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I'll have to say the majority of these are yes. Somebody said yes and no.

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I want to tell you, those of you saying no, I am on that with you. Some of us really don't like this, smoothest don't like this at all, so if your supervisor said that, I don't like this I like having my employees around me, I like having, coming to work, having the environment that I don't like working from home. I feel isolated, I don't feel comfortable. Is okay, doesn't mean you don't have those attributes listed above means this is not necessarily, if you had a choice after we get on COVID-19 we said, do you want to continue to work from home or go to the office? Some of you will say I'm going to the office. I like it there, I can refocus completely on my job and then I can go home and focus can be on what I have to do at home. That is not a faults that you don't like or don't feel you're really a perfect fit for telework. That's okay. No shame in that. Difference temperaments, different likes.

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Let's say we feel we are good. We still have some areas we need to improve on. That's slide number 7. One of the things I want you to get very good at is, understanding the expectations that your supervisor

is expecting a view. Which means, you are the one saying if I am your supervisor, you are saying to me, what you expect of me? I gave your supervisor a little acronym called smart. With that they are able to specify what they want, they are able to tell me what the measure will be, is it reasonable, when is it expected? And what I want you is to get good at asking your supervisors to supply that information to you. Are you clear on what it is that you're supposed to be doing? Number 2, keep it an open line of indication with virtual check in. I cannot emphasize this enough to your managers and supervisors and I want you to ask for these things if that's what you want. If that's what you need. Which means, every week, we have chickens. 15 minutes, could be longer, could be an hour. We have one and one and group sessions at least once a week. That allows us to have an open line of communication. I encourage you in your supervisors to do that visually meeting you see a visual part of your computer. Let's do a face-to-face, let's see the smiling faces looking at each other. There really isn't an important connection made you can see the other person's face, you can read the communication on their face. What it does, even if we don't have that visual side, it allows us to have and know that every Tuesday, I'll meet with my supervisor and that will give me an opportunity to communicate.

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Is both of your responsibility. Your responsibility as much as your supervisor and if your supervisor isn't giving you that line of indication, I would like you to ask for. You can say things very simply, so sickly. You know, Phil, you're my supervisor, I feel if we could just meet every other day or once a week for 15 minutes and do a check in, I would feel better . I would feel connected with you. Do not hesitate to ask that if you're not getting it.

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The third bullet is make an effort to maintain and build relationships for team engagement. Various classes taught since we have been on COVID-19 have given the supervisors and individual contributors tools to build relationships. It's amazing to me that often times I hear from you please I feel like we have a tighter team now than we did when we were sitting in the same building together. I will ask you that. Do you feel you have a stronger team today than you did when you were sitting in your building? Yes or no? I feel during COVID-19 and all the tools we are using, I feel our team has grown stronger than it was when we were sitting in the same building together, do you agree with that, yes or no?

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We have Willie split on that. Some say yes some know. It's kind of all of her without one. Of the different people and just different things for the telework situation. People may have gotten into those before the pandemic and others coming in.

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Let's talk about that as an individual. You're not a supervisor as far as I know. That group I am talking to us mostly individual contributors. I am saying, make this happen. So you can offer suggestions, you can talk your supervisor and say, I take we need to have a group meeting once a week for an hour everybody comes in and again, the reason I am encouraging you to do this as I have taught you are the ship already about this. It is important for us to have virtual meetings at least once a week with our staff. While you're there, I tell your managers allow the employees to offer suggestions on how to make it more efficient. Teambuilding activities are perfectly appropriate to do. We subdue them in high tech all the time. Very difficult, very strenuous work. Just remember we are human beings.

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We'll talk about work. How can we improve our interaction. This is what I'm struggling with, what are you thinking. How if we have every tried out? This is really desperate. Learn to use available technology to communicate. We do that all the time. We have great technology out there. You have to need to be pretty knowledgeable about things I Google all the time for other reasons. In general, get to know what is available out there and utilize a. Continually work on improving indication skills. Just read rate the sesame you become a great public speaker. Not at all. You become more efficient you will make your to

medication more so sent, clear, you will write down things so you have documentation on your back and forth to medication. You will continually work on improving your skills at communicating over the Internet, over the phone, the videoconferencing we have. We continually build those skills. If you can look at me now is him talking, my hands are moving. I love public speaking, I did a lot of teaching at the college level. I'm waiting my hand and show enthusiasm as I talk over the telephone with you today. I want you to be enthused about what we are talking about. You are human being. You we can continue to learn to the day that we die. We can continue to improve on our skills to the day we die.

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This is a pretty short class. I will take a break here and give us a breathing exercise but let me go through this next slide and we will do our breathing exercise. Number 8, we will talk about tips for adapting to work from home. It is important to have reliable Internet and phone services. If you don't have those, you need to ask for help in getting this. For example in my community, we have very slow Internet with one in particular provider. My neighbors tell me they use a different provider and they get really good Internet service. Kids were in grad school, they were working remotely for their school and the bandwidth was all sucked up. We have slow Internet service. He may have to take that into consideration and it's important to communicate that to your supervisor.

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Set up a clearly defined office space. Here I am talking to as a therapist. It is important for you to find some space where it is you will work. Your house, the coffee shop or wherever. It needs to be a clearly defined office space. That doesn't mean you need to have a dedicated room in your house that is labeled office. It means that maybe you have a corner of the kitchen where you have yours to stack up and you have to bring it in and take out every time you leave work. You need to define that area for a couple different reasons. One, will help you to keep organize. You know where your laptop is, you know where your connections are. You know where this paperwork file is. That is for organization. Two, it helps us shift our mindsets an emotional set from being a person at home to a person at work at home who happens to be at home. It also has the benefit of telling the community around you, your kids, your spouse, your roommates that when I am here, I am working. I cannot be disrupted. I literally am at work. You have all seen it on the news, where you see somebody walk behind the camera and they're on their way to the bathroom or coming out of the shower. Those things by this time we have it, no one is asking what we should wear. We have that. What is important is if you have a clearly defined work office, you will feel more comfortable and it will help into a mindset of being a worker and it will communicate your community that mom or dad or whomever is at work and I cannot disrupt them.

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Let me pause and ask you, did most of you have a clearly defined work area at home? Yes or no?

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I can tell you we are getting a lot of yeses. Pre-much everyone is a yes.

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Does it make you feel safer, less stressed out when you work and that clearly defined work area? Yes or no? Do you feel better because I have this defined area, yes or no.

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The answer is yes. All yeses.

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That's why tell you, good job.

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It's very helpful.

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One last question, if you have family at home or roommates, it doesn't have to be kids or spouse. If you have a roommate, have you had a discussion with them that says, remember, when I am in this area, I am at work and I shouldn't be disrupted, yes or no? Have you had that discussion?

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It will bring everybody peace when you have this discussion. It sets boundaries and boundaries are helper.

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When my children know I am in this room, they see me from this computer, I am not to be disturbed. I might also include in the discussion, I will be breaking off or turn over this glass or switch off the light switch or something, I'll give you some visual sign that says, I am free to be interrupted. Isn't that reasonable to be interrupted at times? You do at work, people come into your office and they don't necessarily right and advanced notice three days in advance to say I'm going to stop by for a few minutes to ask about this or that. It's okay to have interruptions. I'm ask you to have clear communication with your family and yourself to say I get breaks at work, I will also have brakes at home. When I indicate this like opening my door or turning a light on or turning a cup over or whatever, that will tell me I am open for interruption, it's okay to unwrap me.

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That talks to the third and fourth bullets. It helps you to stay organize which means I've done my job, I have done my Telemedia now it's okay people come and interrupt me or ask questions. That routine will sink into your children as well. They will say no, from 11-12, this is what I am doing. After that, you have until 12-1230 and we can talk. It's those routines that bring us that sense of safety and for disability. When I habitability, I feel safer. I feel less stressed. Able to tell your children, you know what? I'll be free at 1030, hold off until then, I promise I'll be right there. We will talk about your issues and do whatever we need to do with you. Give me until 1030 and then your child or husband or whomever know that okay, all you have to do is stay calm until 10:30 and that I will have access to people. To see what I am getting out there?

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Let's hear some of the questions.

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First, I want to find out about what are reasonable expectations of a manager in terms of empathy with the situation we are in? I know that is a tough one to ask.

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[ Indiscernible - audio issues ]

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There are sometimes when all of a sudden the voice quality goes away in our meeting here. We begin to fill Lieutenant about it we feel we will be judged because it's our fault. I want you to start working on setting that aside and recognizing there are things beyond your control. If your boss, getting back to the empathy question we addressed earlier is, if you feel you're not getting me at attention or empathy from your boss that you need, we encourage you to think it out, write down what it is you want to tell your boss and communicate that to your boss. Be prepared to offer solutions period to be able to say, this has been tremendously stressful for me to work at home with all of the kids here unless their private schools, the public schools are shut down and is stressing out. I don't feel you are appreciating

that I would like to hear from you will let's start meeting on a regular basis. To help me feel better about your understanding of my situation.

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The answer to that is communicate. Don't feel badly about, don't feel overly stressed about things you feel, your human being and your right to the feel the way you do.

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Is there another question?

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One more, what I don't comfortable with technology? Who do I talk to about that?

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I get that loud and clear. The idea that not everybody is adapted. For me, I read a lot. I go through two or three books a week. It took me a long time to do audiobooks no reason I adapted was because when I travel, like I travel to Arizona and back, I listen to the audiobook when I travel. If I have my preference, I will stick my face in the book and look at those printed words. You are not required to be comfortable with technology. What you are required to do is learn the technology needed to do your job. You're not necessarily comfortable logging on in a videoconference. Right now, that is required. Take time to take classes, tell your boss I could use some extra instruction on how to do this and even though you may never gets quite comfortable with videoconferencing, you may get to a mindset of saying, I know this isn't the greatest thing, if I could to do for me, I would. Going to at least hang onto this and do this as part of my job until it changes. I want you to recognize the feelings that you have. It's okay to be human. It's okay not to like the environment we are in. It's okay.

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Let's go to that next slide. I want to before I leave, talk to people. Establish those clear boundaries. Especially if you have children. They will feel safer when you say, I'm going to be in a meeting from 10-11 and I will be back after and we will have lunch together and do this. That will bring the peace they need to feel safe. The unpredictably of when you will be available, it will be harmful to everyone and you will feel safer, it will allow you to say everyone knows I'll be there from 10 to 11 I can be at.

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We are almost to the last slide here. To help me succeed as a teleworker, I will, I want you to answer that question. What will you do try to be at a better teleworker? Using some of this stuff on the slides and stuff I talked about. What is one thing you will do more of or less of if it was negative? To be a better teleworker?

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There are lots of responses coming in. I'll practice mindful meditation, stressless naked daily to do list, I do more one-on-one with my boss. Said her personal deadlines establish clear boundaries. Indicate with my supervisor and my children. Their different methods of communication and check in often. Get organized, concentrate more, manage time better, communicate.

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I love it.

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Lots of great responses.

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I love that. This is our last slide. Couple things. If you can feel safe in whatever it is you do, if you are going to learn to rollerskate for the first time. Once you become comfortable with it, guess what, you are a better roller skater. It's that initial period of adjustment, of learning that we almost uncomfortable. That we have our highest level of stress. I will encourage you to allow yourself to do the best you can. That's it. I can tell you as a therapist, I have a private practice and some very close friends said their professional colleagues of mine, we are so busy, it's ridiculous. Marriages are being stressed, family

dynamics are stressed. The norms are deviating. The children are dying to go back to school to be around their peers. Unless you have a lot of dollars and I like you to send your kids to private schools, they are missing out on really important social interactions that are important to their mental health and development. We are suffering the same way. I will encourage you, someone had written they will practice more mindfulness. I give this in every class. I'll give you a breathing exercise, will take us about three minutes because I will walk you through it. If you had classes with me before, you know what I will do. Take the opportunity to enjoy it. Just like the lady is sitting in the picture there, you don't have to get into that position, you can do this while you sit in your car, lay on the couch, standing up or sitting down. We will do three therapeutic breaths and with each I'll ask you to do something a little different. Stress relief. First, just relax. I want you to think about your toes and wiggle your toes as if they were little blades of grass blowing in the wind. Feel yourself relax. The first breath, breathed in deep and expand your rib cage in your tummy. I want you to tighten your fingers and your toes. Don't hurt yourself, big and. Squeeze your toes and your fingers. When you're ready, release your attention, exhale through your lips slowly. Stop thinking stop worrying. On the second breath we will breathe in deep and tighten all the muscles from our hips down to her toes and our fingers. Deep breath and. Tighten those big muscles in your legs. Be at peace. When you're ready, exhale, slowly relax your muscles. Taken thought that is positive. Last breath. Breathed in deep, tighten all those muscles I talked about. Then you will gently try to touch your shoulders to your ears. Don't hurt yourself. The breath in, tighten those big muscles front and back, slowly touch your shoulders to your ears. Feel that good tension when you're ready, relax. Stop thinking. Be at peace. Come back to me. Take your time. If you want to go to your medical doctor today and say I had this crazy guy on the phone and told me to breathe three times and do this, and you would ask your medical doctor, was it helpful? Was that useful? She would say, yes. What we did there is give ourselves a few minutes. Wasn't even three minutes, just to clear our mind. We moved if we did it right, for feeling a lot of stress beforehand. We were in the back of our brain, this limbic system which is where we get responses we don't even think about.

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We allowed our body and our brain and our emotions to take a quick two or three minute break. I need you to do that often. If you look at page 10, this bibliography shows the amount of work Magellan puts in these courses. I am a communicator today but the truth is, the data I present isn't just me telling you how well I did running my groups. There people like Harvard and universities that have researched what we talk about. We know if we can put into practice some of these things, especially medication things, we will become more efficient and more effective. Take a minute like the first one. To raise productivity, let more employees work from home. That is the Harvard business review saying that. We also said and what you said to me is that I don't want to work from home. I really like being in the workplace. It's not for everybody. Look at some of these other articles, encourage you to do that on your own time and see what other people are doing. The second the bottom, 11 do's and don'ts of videoconferencing etiquette. Good stuff. The last slide, your EAP program. I worked in high-tech for the biggest computer chip maker in the world and we did not have comprehensive EAP program as the state of California does. We teach a class on going over all the benefits you get from EAP. Log onto your EAP and use it. It isn't all defined therapist. There of things like discounts on buying things are legal advice or whatever. Life is still happening even though we are on the 10. What I want you to remember as we take this class to the end, it's okay to be human. It's okay to feel stress. It's okay to be able to say things to people that you wouldn't normally say when you were in the office like I am really stressed about this or that. In the office, we don't have those same stressors. The key to communication is to communicate. To get it out there, even if it is imperfect, you can always refine and take good care of yourself. Melanie, I am stopping here.

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Thank you so much, Phil. Please fill out the survey on the screen to rate your overall satisfaction. The answers are very satisfying. Click the radio button in front of your answer it will broadcast your answer to us. We are not broadcasting Tavern, click that you will see a little black dot and that is registering your vote. I want to let you know if you didn't get your questions answered at this point, please just call into your EAP. Give this resource out your coworkers if they are struggling. It's also available to people in your household. If you're struggling with people in your household, you can provide information to them. You can get on EAP website to visit us online. Thank you so much for sharing your expertise and thank you everyone for attending. That ends our webinar.

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